

TRGL BOARD MEETING

ITEM: 4.7

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period 16 January 2025 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

Renovo 16/01/2025 Attendance 100%, Length 28 minutes, Mode: Blended, in person and via Teams

Alert:

Members noted the potential risk relating to [REDACTED]

Advise:

The Directors agreed to meet again on the 13th February to discuss the long term VFM of Renovo for Churchills and TRG.

Assure:

A delay with purchase order numbers was affecting levels with debtors/creditors and was expected to be resolved within the month.

Items to note:

- Feedback on December Strategy Session: [REDACTED] Discussions were ongoing and details were being reviewed. [REDACTED]
- Operational Quarterly Report: NC introduced the Operational Quarterly Report October: December 2024 that included information and updates on the organisational structure, quarterly overview, KPI's and audit, health and safety, people, finance, operational excellence and strategic objectives.
- Management Accounts: The key highlights for the financial performance of Renovo Facilities & Services Ltd for the period ending 30 November 2024 were as follows:
 - Renovo recorded a surplus of [REDACTED] against forecast at the end of period 8 and in the YTD.
 - Variances reported at the previous Board meeting were due to the treatment of VAT and had since been resolved.
 - Cash position was at c£[REDACTED]
 - GG was discussing forecast and budget with Depak.

Customer Experience Committee 16/01/2025 Attendance 87.5%, Length 3hr, 10mins, Mode: In person and Via Teams

Alert:

Electrical Safety Inspections compliance was at 99.75% for communal areas and 90.4% for domestic properties. The Executive Directors were monitoring performance closely. The Group Head of Health, Safety and Resilience was leading on a Building Safety review. Access to properties to carryout Gas and Electrical Safety Checks was a concern and impacted on compliance levels.

Items to note:

- Improved processes and collaboration within teams had started to improve the repair service to London properties, however, this continued to be of concern and would be monitored closely. Members expressed their disappointment that it was taking longer than hoped to improve repairs and customer satisfaction

Advise:

Risks relating to EICRs (Electrical Inspections) to be considered when the Homes Committee is established and a specific risk register developed.

Assure:

CEC members reviewed the Altair External Governance Review, findings and recommendations. CEC members were supportive of the suggested governance improvements.

For information: Video on the North Region Tenancy, Neighbourhood and Estate Management:

[Tenancy, Neighbourhood & Estate Management North Region Jan 25](#)

for the legacy OHG housing stock however, members acknowledged the scale of the challenge and plans in place to progress further.

- The Committee received a case study whereby a member of staff responded to a cry for help and helped save a resident's life. Members commended this member of staff for his quick response and bravery.
 - Call Centre wait times in London were too long, but members noted that calls were now being overflowed to the Carlisle Customer Service Centre to assist.
 - TRGL overall customer satisfaction had declined from 61.2% in June to 58.7% in September 2024 but there are signs of improvement in Q3.
 - Of the 57 actions in the Customer Experience Improvement Plan, 11 were complete, 37 were on track and 6 actions were yet to start.
 - Regarding the Customer Engagement and Involvement report, in total, 81 customers had been involved in strategic co-design and 4624 consulted with, resulting in 143 recommendations made by residents to influence service and 120 had been actioned to date.
 - Customers would be engaged, and their input would form part of the new Customer Influence Framework, through co-creation with Riverside.
 - The teams were currently working towards a new combined Customer Influence Framework that would launch in April 2025 and homeowner involvement and engagement would be enhanced as part of this, in line with the Home Ownership Improvement Plan.
 - The Income Collection Improvement Plan Update reported an overall positive position. The London region required further improvement though had started to stabilise and additional resources would be considered to support additional improvements. An improvement plan was in place for the London area to address concerns.
-

- 13 recommendations had been accepted from the RCVE scrutiny on Building Safety communications.
- Over 99% of customers had been contacted over the last 12 months. Approximately 100 customers had had no contact with Riverside and the teams were working on making contact.

Riverside Foundation 21/01/2025 Attendance 66%, Length: 1 hours 45 minutes. Mode: In Person

Alert

None

Advise

Trustees received a finance report and outline budget for 2025/26. Forecast reserves [REDACTED]

[REDACTED] Trustees discussed potential impact on customers and a focus on quality outcomes generating long-term value.

Assure

The Board reviewed outcomes of the 2024 Appraisal exercise, and approved priorities for training.

Items to note

- Trustees approved release of funds for a further phase of the Well Fed programme to purchase a mobile shop.
- Trustees approved carryover of funds remaining for the Riverside Scotland Handyperson project and Digital Inclusion and Enablement Officer project into 2025/26.
- Trustees approved a £1.43m p.a. grant for three years, reviewed annually, to fund Riverside Added Value Services.
- Trustees approved funding a Housing First for Families Officer for three years.
- Trustees approved in principle ringfencing £60k for Care and Support social value projects in 2025/26.
- Trustees noted the Directors Duties.

Riverside Scotland Board 21/01/2025 Attendance 91%, Length: 1 hour 38 minutes. Mode: In person and via MS Teams

Alert:

Budget 2025/26 - The Board considered the proposed budget for 2025/26. [REDACTED]

The Board then approved the 2025/26 budget. [REDACTED]

Items to note:

- Chairman's Remarks - The Board noted the Head of Finance & Business Support had left the business and expressed its appreciation for her work for the organisation during the 20+ years of service.
- Financial Performance Report - The Board noted that income was adverse to forecast primarily due to funding due not being received in the period. The operating surplus was adverse to forecast, however, once lower interest costs were factored in, this became favourable. A more favourable position was

Advise:

Rent Consultation - The Board considered the proposed rent increase options consulted on and noted that whilst the majority of customers had voted for the lowest increase of 2.7%, the most common service delivery aspirations provided by customers in the consultation could only be delivered from a rent increase of 3.2% or above. The Board thereafter approved the rent increase of 3.2% to be able to deliver the improved services to communities and be able to demonstrate to customers that the Association was listening to their feedback.

Disposals - The Board received a report on the legal options available and estimated costs for pursuing an owner, for carrying out historic serious acts of anti-social behaviour which had prevented the allocation of 2 Association properties for some time. The Board also noted the offer which had been made to purchase the 2 properties by a private landlord and the independent valuations which had been carried out for the properties. Due to the continued rental loss of the properties and the risks / costs associated with pursuing legal action against the owner, with no guarantee of success, the Board agreed to continue negotiations / discussions with the interested party, with a view to agreeing a purchase price for the properties in question.

Assure:

None

Alert:

None

Advise:

A slight decrease in the volume of responsive repairs was seen. The percentage of works in progress had increased to 26.2% which was expected following Christmas. The average time to complete repairs was 14.2 days.

expected in the next period once the outstanding funding was received.

- Corporate Plan Delivery Plan Update - The Board noted that good progress was being made on the Year 2 actions which were currently targeted to be completed by year-end.
- Customer Satisfaction Survey - The Board noted that an external company had been engaged to carry out an in-depth survey of customers views in order to be able to understand the detail of customer dissatisfaction and facilitate the development of specific targeted actions for improving customer service. This would also ensure the Association could benchmark its performance against other Scottish housing providers.
- Quarterly Performance Report Q3 - The Board noted a significant increase in customer satisfaction levels when compared to Q2, particularly in overall satisfaction, opportunities to participate, management of neighbourhood, keeping tenants informed and the repairs and maintenance service.
- Formal Registers - The Board noted the entries in the Association's formal registers.
- Managing Director's Report - The Board noted that the developer at the Association's Dundonlad estate, Connect Modular had entered administration.
- The Board noted the recruitment plans for the Finance and Business Support functions, following the retirement of the Head of Finance and Business Support.

Evolve Facility Services Board 29/01/2025 Attendance 100%, Length 1 hours, 30 minutes, Mode: Remote

Items to note:

Operating profit was [REDACTED]
The Board approved a revised Evolve Scheme of Delegated Authority.
The Board approved the Evolve Programme of Work for 2025.

Satisfaction for the three-month period was at 87.1% and increased in December.

Empty Homes was within target at 19 days, but had slowed due to an volume of high cost works in the period which was expected to revert. NICEIC programme has been accelerated with the programme expected to be delivered in the financial year.

Complaints satisfaction stood at 55.1% in the three-month period, increased by 8.8% from previous and against a target of 40%. Complaints received was 0.6% of repairs against a target of 1%.

Damp and Mould works increased as expected over the winter months. Works in progress stood at 56.1%. All medium and high-risk works have been inspected and begun and were being monitored. The use of video calling to improve initial diagnosis of repairs was being piloted in Carlisle.

Assure:

Safety training had returned to normal following implementation of the Job Manager System.

LGSRs were at 99.95%, 24 were outstanding but in process to secure access.

Subsidiary Group 30/01/2025 Attendance 75%, Length 1 hour, Mode: Teams

Alert

This meeting was the final meeting of the Subsidiary Group, with the work of this group feeding into the Investment and Development Committee from 1 April 2025.

Advise

The Group reviewed JV performance reports for those that had reached year-end between July and September 2024: Lambeth Regeneration LLP, Bromley Regeneration (Calverley Close) LLP, Bromley Regeneration (Pike Close) LLP and Camden Development Partnership LLP.

Assure

Items to note:

- The Group reviewed the Master List of Entities
- The Group noted the update in relation to the work that the TRGL Rationalisation Group were undertaking.
- The Group reviewed the financial performance of group subsidiaries and joint ventures and noted that all subsidiaries were compliant with external loan covenants and the Riverside Group Investment Policy.
- The Group noted draft Group Assurance Matrix (GAM) and that this would record the legal and regulatory duties of each Group entity and what assurance the Group Parent (TRGL) required to fulfil its responsibilities.

The Group considered and approved the transfer of property titles from former OHG Subsidiaries to TRGL. Assurance was provided as to the thorough due diligence carried out, including finance, valuations, tax matters, risks and liabilities, and the necessary steps taken to enable the dissolution process to commence.

Risks relating to repeated JV partners had now been included within the Finance Report.

Governance & Remuneration Committee 10/02/2025 Attendance 100%, Length 1.5 hours, Mode: Teams

Alert:

There were no items discussed to alert the Board to alert.

Advise:

Board and Committee Skills Matrix Review - The Committee received a paper which sought to review the current template skills matrix. The Committee agreed to add reference to additional skills including Cyber, systems and data integrity/quality and to add a free text box for additional comments NED's may have – new form to be used in forthcoming annual board member information review.

Assure:

Committee Restructure - The Committee reviewed and suggested amendments to the new Committee terms of reference, which will be reviewed by Board at their meeting on 13 March

Chief Customer Officer - The Committee ratified the appointment of the new CCO and their remuneration package

NED Recruitment - The Committee received an update in relation to the progress on recruitment of the new Vice Chair and recruitment of the new Chair of CEC later in the year.

Items to note:

- The Committee received an update in relation to the Customer Influence Framework and Director and ED role pricing

Alert

The CSC is tracking the risk of insolvency with Ambient Care who run 4 Care homes under lease agreements. We are working closely with the LA and a plan B is in place for care arrangements when Ambient Care cease trading.

All potential debts are captured in forward financial forecasts and the budget for 2025/26.

Advise

We considered and welcomed both the Group wide Customer Influence Strategy and Accountability Framework and the aligned Involvement and Co-production Plan for C&S.

The day-to-day management arrangements with **Baycroft portfolio** are generally bedding in well. However, CCC have failed to advise us and the head landlord that CQC have undertaken two inspections at Kempston and Great Baddow with both sites receiving a 'requires improvement' rating. In addition the Orpington site was issued with a warning notice in December and will be subject to an inspection. It is a clear term of the management agreement that we should have been notified, and a formal representation has been made to CCC. We have informed the head landlord. There are no direct implications for Riverside in terms of reputation. The rent-free period ends in March and we are assured that the appropriate billing mechanisms are in place.

On the back of the recent **CQC audits** the committee is paying particular attention to the outcomes of our internal quality reports. It is widely reported that CQC remains in difficulty and their inspection regime is in a degree of disarray; we have registered services that have not been inspected for over 6/8 years and need to be well prepared to demonstrate we meet the standard to retain our strong ratings.

The **governance changes** were noted and early review of the operation of the new division of responsibility is welcomed.

Items to note

- Committee Members provided feedback on site visits to services in Liverpool and Bristol.
- The 2024 Colleague Engagement Survey saw a high score for relationship with manager, but low for visibility of leadership, this is being analysed with a communications plan and resultant actions.
- Results of Supported Housing and Care Surveys revealed very high scores for overall satisfaction, but relatively low scores for complaints which was being examined.
- The Safeguarding Annual Report showed the highest volume categorisation of abuse was 'other', being largely mental health issues in short-term services.
- The Building Safety Performance Report showed that the fire actions programme was nearing its close with the backlog of high-risk actions approaching zero and access for lift inspections.
- The Committee approved its Plan of Work for the coming year.
- The Committee reviewed the Care & Support budget for 2025/26 noting the challenges expected in the coming year.
- The Committee reviewed Strategic Operational, Housing and Support Operations, and Housing with Care Operations quarterly reports.
- The Committee received highlights from Group Board, GAC, CEC and Renovo Board meetings.

Performance management on **cash leakage** continues to improve month on month, with TRGL arrears levels back to pre-pandemic levels; the London region has improved [REDACTED] empty homes show month on month improvements; agency staff are well contained and there have been some wins in negotiations with commissioners on contract uplifts in a difficult market.

We noted with dismay, decisions by commissioners to end our Young Parents service in Hackney at short notice and decommission our floating support service in Enfield. In the case of Enfield there will be no provision to support the customers we have been working with at the point the contracts end.

Assure

The Committee considered the internal audit reports on registered care accidents and incidents where there were assurance gaps within the London services. We were satisfied the robust plans to bring services and the controls environment up the standards that CQC would expect.

A further audit on PEEPs and PCFRAs was found to have no assurance in terms of the design of controls for TRGL. C&SC probed the management response and were assured that appropriate cross department working between H&S and C&S was in place and timely action was being taken. It is important to note that no audit took place in the London Region as the roll out of PEEPs and PCFRAs is just starting. A further audit has been agreed later in 2025/26 to review progress within TRGL and test the London roll out.

Group Treasury Committee 26/02/2025 Attendance 100%, Length 1 hours, 10 minutes, Mode: Remote

Alert

None

Advise

A fire safety carve out for an additional two years funding for the Sandwell PFI was agreed in January 2025 and expected to be executed before the end of February 2025. The carve outs are 'belt and braces' only to ensure that fire safety works can continue unhindered in the event of further UK economic

Items to note

- The Committee noted an update on the ongoing Committee Restructure.
- The Committee Approved its workplan for 2025
- The Committee received highlights from the December and January Group Board meetings.

disruption; the covenant with SMBC is forecast to be compliant even before the carve out is applied.

[REDACTED]

The updated expected covenant outturn for year-end based on Q3F was presented and now incorporates the fire safety carve outs for SMBC. [REDACTED]

[REDACTED] This positive change arises solely from updated revenue fire safety figures in the Q3F.

Unencumbered units as at 31 December 2024 were [REDACTED]

[REDACTED] This does not include those units earmarked for current charging exercises [REDACTED] Unit calculations for these purposes are based on chargeable units which means that this figure can vary from unit numbers reported elsewhere.

Assure

Moody's Credit Opinion for January 2025 rating remained stable at BAA1. Interest cover positions for TRGL at the end of December 2024 are compliant, based on the agreed carve outs for the year. Gearing remains compliant and there are no known issues with subsidiary debt. In terms of Property based covenants, we remain compliant across all facilities.

One Housing Foundation 27/02/2025 Attendance 66%, Length 34 minutes, Mode: Remote

Alert:

None

Items to note

None

Advise:

One Housing Foundation was targeting a date of 31 March 2025 to cease all activity and make any final payments, after which the winding up process would begin.

The reserve funds stood at [REDACTED] as at 31 January 2025.
There were approximately £11k of restricted funds to be spent before winding up.

Assure

None

Prospect 27/02/2025 Attendance 100%, Length 1 hours, 31 minutes, Mode: Via Teams

Alert:

Year to date net loss (after interest) of [REDACTED] adverse to forecast mostly due to four adverse unit sales and additional costs.

[REDACTED] – Following a JR challenge raised against the local plan, Prospect were advised to withdraw its planning application or risk refusal. To protect the contractual position the application was withdrawn and an extension to the contractual longstop date was now being negotiated. Prospect currently have until May 2026 to obtain planning approval. MO detailed potential risks with the delay. The team will discuss further with the Local Authority the following week and keep the landowner updated as appropriate.

Advise:

[REDACTED] A query regarding the Tri-fire fire risk assessment and EWS-1 certificate had been raised by the manco and residents' association. This was currently being reviewed with assistance from Riverside's Fire Safety team. This was on Prospect's risk register. The Institute of Fire Engineers will provide guidance by the end of March.

Members discussed in detail the movement of risks including potential further works required at [REDACTED] and additional works identified [REDACTED]. The team continued to monitor risks closely.

Assure:

Members approved the paper set out the proposal to dispose of the [REDACTED] site to [REDACTED] for a sale price of [REDACTED] plus VAT in March 2025, allowing Prospect to remain within its existing loan facility and meet its

Items to note:

- The Prospect Board approved the 2025/26 budget for Prospect (GB) Limited and the five-year business plan.
- At the Prospect Board meeting held 11 December 2024, members delegated authority to Board members Cris McGuinness and Ian Gregg to consider and, if they deemed appropriate, authorise the purchase of [REDACTED]. CAM and IG reviewed updated headroom and cash flow modelling to determine affordability as part of their decision-making process. Subsequently, CAM and IG gave their approval to purchase the land at [REDACTED]. The team were in discussions with the landowner and the contract expected to be exchanged by the end of March 2025.
- Sales and reservations had increased since the last Board meeting, though the team remained cautious of the market fluctuations.
- A land payment was made in January 2025 for the [REDACTED]. There was a potential extension to the development for an additional 30 units. The team were in discussions with the landowner.
- At [REDACTED], following the completion of the exercise to reconcile all subcontract costs received for customer extra/customer incentive works, it was discovered that costs totalling [REDACTED] had been incorrectly coded to the 'measured works' code of multiple subcontract packages, instead of being allocated to the 'Customer Incentive' cost code. Members discussed the financial impact. Processes had since improved to improve accuracy.

contractual land payments obligations. The sale price of [REDACTED] would generate [REDACTED] of profit, excluding interest costs incurred.

Group Audit Committee 27/02/2025 Attendance 100%, Length 50 minutes, Mode: Remote

Alert:

[REDACTED]

Items to note

None

Advise:

The meeting had a single item agenda to review the interim DTP Rent Review report.

[REDACTED]

[REDACTED]

[REDACTED]

Assure:

[REDACTED]

Alert:

The Committee requested a further timed plan for compliance with the HOS Complaint Handling Code.

The recent press release published by the Housing Ombudsman and the likelihood of increases in severe maladministration determinations in view of the HOS backlog and issues in Riverside London were noted. Cases with the HOS were being profiled and an update would be provided to the next CEC meeting, noting the impact of Awaab's Law, which would come into force from October 2025, and risks relating to increased disrepair activity.

Advise

The Property Services Task and Finish Group's remit had been extended to include electrical safety inspections.

The Committee welcomed the approach to the structure for a new, fully integrated, Customer Influence and Accountability Framework and approved the high level structure to enable the detailed design and implementation phase to progress.

CEC considered the proposed Committee restructure to be implemented from 1 April 2025 and approved the revised CEC Terms of Reference that would allow for focus on customer centred matters, including consumer regulation.

Assure

Progress with Home Ownership Improvement Plan and the notable improvements in Net Easy Score (NES) and overall satisfaction levels in the Regions, which had reached the highest score in 12 months, driven by improvements in repairs, complaints handling and listening to views.

For information: Video on the Liverpool City Region Tenancy, Neighbourhood and Estate Management.

[Tenancy, Neighbourhood & Estate Management LCR Region Feb 25](#)

Items to note

- Significant reduction in high risk overdue actions, noting only 15 high risk fire risk actions remained outstanding.
- The Committee received a case study on Riverside Scotland's sector leading and lifechanging service, Housing First for Families, which provided targeted intensive support to tenant households with children who were struggling to maintain their tenancy or had experienced homelessness.
- Customer Service Centre performance update, focus on stabilisation of the service in London and aligning contact centres to prepare for system migration in May 2025.
- Updates had been made to the Customer Communications Plan to link with the Corporate Plan, but it was noted that these needed to be more explicit as previously requested by Committee.
- Customer Experience Risk Register.
- The assurance provided from the robust process to capture lessons learnt from severe maladministration determinations.
- Key deliverables and lessons learnt from the Job Management System Project (JMS) resulting in principles being followed across other large scale strategic programmes. The importance of considering customer needs at the heart of all change projects and capturing benefits delivered at the end of the process.
- Positive performance with complaint volumes in Q3 and the year on year reduction of 25%. Risks relating to the 49% of complaints within the London Region and efforts being made to transition the London Team to be a Complaint Management Team, replicating Riverside's approach.
- Building Safety six monthly report highlighted the continued high level of customer satisfaction and work to embed the Building Safety Framework. Compliance with Awaab's Law would be a matter overseen by the new Homes Committee.

- Property Condition report, noting progress with Stock Condition surveys and the budget challenges associated with compliance with Decent Homes.
- The review of Customer Service Policies and Procedures, approving the principles of the integration process and noting Social Tenant Access to Information Requirements (STAIRs) would be considered at phase 2 of the project.

Property Services & Electrical Compliance Task & Finish Group 28/02/2025 Attendance 100%, Length 48 minutes, Mode: Via Teams

Alert

Members discussed the Electrical Inspection Condition Report (EICR) programme. There were [REDACTED] properties due an inspection by the end of the year. Members discussed planning and access to properties.

Regarding Electrical Safety performance, action plans were detailed in the report. [REDACTED]

[REDACTED] Members discussed in detail the action plans and key areas for improvement. [REDACTED]

Advise

Members discussed gas safety compliance. There were 60 properties currently with an outstanding gas safety certificate and the team were seeking access to properties with the support of the Legal team.

Members discussed in detail and approved the proposal to move from a six-year Electrical Inspection Condition Reports (EICR) to a five-year programme. There would be additional costs associated with the change however, compliance would also improve.

Assure

Progress continued to be made with repairs. There were 4,325 outstanding repair jobs in July 2024, down to 2,199 outstanding repair jobs in January 2025. January saw a seasonal increase of 30% in new jobs created.

Items to note:

- The Chair introduced David Ripley as a new member of the Group.
- 30 key actions from the Stabilisation Programme had been completed, and CEC or the Homes Committee will review remaining actions.
- Voids were currently stable, and the team were working on an improvement plan. The Homes Committee will review voids in further detail. [REDACTED]
- Across the sector, damp and mould cases were increasing and the team were prioritising these works. Workshops were facilitated by members of staff to support residents. Vulnerable residents were prioritised.
- Terms of Reference: The remit of this Group has been extended to support the Board in the exercise of its governance responsibility for oversight and assurance of Riverside's compliance with Electrical Inspection Certification regime, following notification to Board in January 2025 that our programme of certification is lagging. Membership of the Group has also been updated to include David Ripley, current CEC member and proposed member of the Homes Committee from 1 April 2025.