

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period 5 March January 2025 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

Group Development Committee 05/03/2025 Attendance 100%, Length 2 hours 23 minutes, Mode: MS Teams

Alert:

Two new risks have been added to the Risk Register. These relate to:

- R5-14 = Building Safety Gateways. This is a developing risk regarding the time it is taking to obtain and meet the Gateway milestones, which is having an impact on scheme programs and costs, driven by a lack of clear criteria and lack of resourcing for sign-off.
- R5-15 = Registration of new HRBs (High Risk Buildings). The process for newly completed buildings is taking up to 12 weeks and is delaying occupations. This is increasing holding costs and frustrating new residents as a result. A conflict also presents with insurers who need to adjust policies to deal with the void period.

A significant infrastructure overspend has been identified at the [REDACTED] JV following a detailed review of CTC by the scheme commercial management team (Vistry). This is adversely impacting on margins being reported and projected. Potential cost savings to the overall infrastructure costs have been identified that could considerably mitigate the cost overruns and are currently being investigated.

Advise:

Pressures on build costs outside London appear to be lessening as sub-contractors are finding less new work available and labour costs pressures are reducing. Although not yet translating into lower costs on current development work, this is likely to reduce inflationary pressures and could potentially open an opportunity to renegotiate rates on existing sites.

Changes to SDLT rates in England commence from the end of March. This may have a short-term impact on sales demand as higher costs start to bite but is not expected to create a longer-term new problem.

Items to note:

- A 'lessons learned' report on the [REDACTED] development will be presented at the May IDC meeting.
- Sales had improved at [REDACTED] and the contract with the sales provider was being renegotiated.

- [REDACTED]
- Across the Group, some [REDACTED] new homes were completed compared against a target of [REDACTED] during this period, broadly in line with business plan assumptions on cost. The FY25 forecast is for [REDACTED] completions against a target of [REDACTED].
- Grant funding through the GLA was discussed. The Group was not required to pay back any grant as the funding would be off set against existing schemes however, it was unlikely that additional grant will be secured.
- At the end of December 2024, there were [REDACTED] unsold properties, with [REDACTED] being reserved or at exchange stage. There were [REDACTED] properties over 12 months old with [REDACTED] of these reserved or exchanged. There were [REDACTED] properties between nine and twelve months old with [REDACTED] of these reserved or exchanged. AC stated that the current data showed [REDACTED] units across the Group that were

Assure:

The “watch” on risks associated with JV contracts with Vistry/Countryside continues but is moving from a notified specific risk to a BAU activity.

New GDC members are embedding well and have been undertaking site visits to developments outside of planned GDC visits.

Strong consideration was given to the appointment of Vistry as the conversion contractor at [REDACTED]. This included assurances that the Intellectual Property from the Pre Contract Services Agreement (PCSA) will be owned by TRGL.

unsold and unreserved. Progress had been made over the last two months and the teams were working to further accelerate sales. It was estimated that c [REDACTED] of capital was tied up in unsold units.

- Teams were reviewing infrastructure costs at [REDACTED]. Options were being considered and the costs to complete were to be finalised. A prudent approach will be applied to the JV income which will be affected by the increased costs, at an estimated [REDACTED]. The profit margin currently stood at [REDACTED] however, the business plan reflected the risk of a reduced profit margin at [REDACTED]
- The Committee approved the paper that set out the current revised proposals and costs for the [REDACTED] scheme, to convert [REDACTED] into 30 residential flats. A [REDACTED] report will be presented to Group Board at their meeting scheduled for 13 March 2025 for consideration.

Riverside Scotland 06/03/2025 Attendance 100%, Length: 1 hour 38 minutes. Mode: In person and via MS Teams

Alert

Managing Director

The Board noted the Managing Director's decision to tender her resignation.

[REDACTED]

Advise

Financial Plan

[REDACTED]

Items to note

Strategic Risk Register

[REDACTED]

Financial Performance Report

The Board noted the report for Period 11.

Operational Performance Report

The Board noted a slight decrease in listening to views from the previous period and officers were seeking to address issues identified. An increase in repairs completed right first time was noted, with officers continuing to work with the contractor to improve this further.

Annual Assurance Statement – Board Questionnaire

The Board noted the positive results of the Board Questionnaire regarding the current Annual Assurance process.

[REDACTED]

Contact Centre Integration

The Board noted the proposed service model for the Customer Service Centre.

[REDACTED]

The Board requested regular updates as proposals progressed.

Capital Investment Plan 2025/26

The Board noted the planned works proposed for 2025/26, the majority of works being retrofit and fabric first works in the Pennyburn area. It was noted that any additional funding received via the Association's strategic partner would allow the Association to increase the number of properties included in the programme.

Managing Director's Report – Customer Survey

The Board were pleased to note the top line results of the recent face to face customer satisfaction survey carried out, with overall satisfaction being reported at 87.5% and factoring satisfaction reported at 76.1%. The full results of the survey were to be presented in due course. It was noted that the Association was now comparing well with its peers, given the same methodology for seeking customer feedback was being utilised and the detailed feedback provided during the survey would assist the development of future service improvement plans. The Board agreed that the results of the survey should be included in the Association's ARC Return and that this type of in-depth survey should be carried out every 3 years in line with regulatory guidance.

Assure

Managing Director's Report - RAAC

Policy Review

The Board approved the Complaints, Tackling Anti-Social Behaviour and Membership policies and agreed an extension to the review of the Domestic Abuse (Customers) Policy.

Membership Register

The Board agreed to the removal of 4 members from the Register, given they were deemed to have withdrawn in line with the Rules.

Equality & Diversity Strategy 23-26

The Board noted the update on Group's Equality, Diversity and Inclusion Strategy 2023/26 and the Association's supplementary action plan.

Board Duties & Responsibilities

The Board noted the Schedule of Duties and Responsibilities of Board Members of Irvine Housing Association.

Performance Targets 2025/26

The Board approved the proposed performance targets for 2025/26 which were challenging but achievable. Improvements on last year's targets were planned in several areas.

Managing Director's Report

The Board were pleased to note the results of the recent Colleague Engagement Survey, particularly the improvement of the Employee Net Promoter Score to +24.

The Board was pleased to welcome the new Head of Business Support to the Senior Management Team.

The Board noted that the Association's future asset management planning would be a topic of discussion at the Board Strategy Day.

It was noted that following recent survey works, no RAAC had been found in the Association's properties.

Group Development Committee 11/03/2025 Attendance 100%, Length 45 minutes, Mode: MS Teams

Alert

No items at this meeting. GDC recommended various approvals to Group Board at their March 2025 meeting.

Advise

██████████ GDC members RW, JT and RR **APPROVED**:

- The construction of ██████ timber framed, affordable homes at ██████
- The appointment of ██████████ as the main contractor with separate contracts for the infrastructure or 'roadworks' at ██████ and the construction works to the affordable homes.
- To enter into a PCSA agreement to the value of ██████ to inform detailed design works and pricing.

Assure

GDC members **APPROVED** the land disposal of the ██████████ site to ██████████ for a sale price ██████████ plus VAT. GDC **RECOMMEND** to the Group Board to consider and approve Prospect (GB) Ltd to dispose of ██████████, as detailed in the report.

Items to note

- ██████████ The paper asked members to consider four options to progress the site and requested a decision on whether to sell the site (Option One), land bank the site and only undertake the roadworks (Option Two), build ██████ new homes (Option Three), or build ██████ new homes and decide to sell / build out the remaining ██████ homes at a later date (Option Four). Members discussed in detail the options within the report, risks and implications for the Group. It was noted that the Executive Directors had previously discussed options and risks on several previous occasions when considering how to progress the ██████████ site, as well updates considered at DIAP and Group Development Committee meetings.
- GDC **APPROVED** to enter into a LERF (London Estate Regeneration Fund) Contract in relation to ██████████

Governance and Remuneration Committee 17/03/2025 Attendance 100%, Length 2 hours, Mode: Teams

Alert:

GRC highlighted the importance of ensuring continuity and remaining flexible with customer recruitment whilst the Customer Influence Framework was embedded within Riverside's Governance Framework, and requested further follow up on customer recruitment and succession matters, including, timeframes for recruitment, interim arrangements, resources required and representation across Committees.

Items to note:

- Update on Governance Team Plans and Projects
- Whistleblowing Update

Advise:

The Committee received an update on succession planning and recruitment and approved a number of appointments, including Rachael Byrne to the Care and Support Committee, David Ripley and Paul Sammut as members of the Homes Committee and appointments to the various positions Jehan Weerasinghe would vacate at the end of March.

The Committee noted the findings of the annual pricing conducted by PwC for the CEO remuneration review and recommended the proposal to TRGL Board.

The Committee noted the findings of the triennial pricing conducted by PwC for TRGL's Executive Directors, including that a review of all ED role profiles had been carried out and approved the recommendations, including, that EDs roles be renamed to align with other ED level 'Chief' roles. A review of Director remuneration levels would take place in September 2025 and would also include a review of senior level benchmarking of benefits.

Assure:

The Committee recognised the significant work involved in completing the review and restructure of the Committee structure, including creation of Terms of Reference (TOR) and the development of Committee workplans ahead of 1 April 2025. The Committee noted that TORs would be reviewed in 6 months' time.

The Committee approved the parameters for the Chief Executive to negotiate with the Union and requested further follow up on the strategic role of GRC in pay matters, with a report to be submitted to the June GRC meeting.

Electrical Compliance Task & Finish Group 25/03/2025 Attendance 83%, Length 24 minutes, Mode: Via Teams

Alert

As of 12th March 2025, [REDACTED] of our homes were outside the five-year programme and [REDACTED] Homes without an electrical test certificate.

Items to note

- It was agreed that providing incentives to residents to support access to properties, enabling the required safety checks, would be avoided as this could have adverse effects. Residents would

Advise

Electrical Safety: Improvement plans were designed to support the Group to be fully compliant with the previous six-year compliance programme by the end of June 2025 and the new five-year Electrical Safety Programme by the end of March 2026 (reporting figures expected to be available April 2026).

The Electrical Compliance Recovery Plan: Some actions which required IT system improvements had been delayed due to the Customer Service Integration which had been prioritised and had a go-live date for May. Target dates included in the action plan will be updated accordingly.

Assure

PD had met with the Regulator on 17 March and discussed the Group's self-report in relation to Residential Electrical Compliance checks. The action plan and data had been provided in advance, alongside assessments of residents, identification of vulnerable customers and the Governance oversight of the concerns raised. The Regulator received the information well and was satisfied that, with the data gathered and the robust action plan in place, that at this point, no further action will be required. The Regulator was confident that the Group had the matter under close scrutiny and plans in place to progress and improve compliance.

continue to be supported through various engagement methods. It was noted that risk assessments were carried out prior to court and legal proceedings, treating our customers as individuals and taking into account residents who were vulnerable or required additional support.

- The Electrical Safety Performance report stated that the main priority of activity was to focus on all homes without an electrical certificate and those with a certificate over 10 years old. It was anticipated that these homes will be completed or escalated to legal stage by 31st March 2025. Members discussed in detail risk profiles for properties without electrical safety certificates. IH confirmed that his team reviewed the data and prioritised safety checks, taking into account property risks and customer needs. An update to be provided in the next report.
- PD reported that from his discussions, the Regulator was satisfied with the move to a five-year compliance programme and attempts to access properties had been properly recorded and residents supported as appropriate.

Group Audit Committee 27/03/2025 Attendance: 100%, Length: 2.5 hours, Mode: Remote

Alert:

An internal audit on PCFRAs & PEEPs in Riverside identified significant issues with aspects of the procedure and guidance conflicting, leading to inconsistencies in implementation. It was noted that good progress had been made since the audit to produce a consistent procedure. It was confirmed that PEEPs were in place for those customers with identified need for a personal risk assessment.

Advise:

The scope for an independent, external review of the Internal Audit function was reviewed and the review will be initiated with an update provided to the June Committee meeting.

Items to Note

The Group Risk Register was reviewed and noted that this is due to be streamlined, the Committee urged caution to ensure the appropriate level of detail was retained.

The Cyber Security update noted increased threat through AI and sought ways of gaining assurance against intangible risks.

Quarterly Compliance Assurance Update provided assurance on updates to the compliance matrix, RSH self-assessment process and asset and liability register.

Internal Audit plan for the coming year was reviewed with key themes of Quality of Homes, Rents and Service Charges, Building Safety, Information Governance, and Customer Experience and planned audits presented in two tiers of criticality to allow flexibility to respond to in-year requests.

Assure:

The External Audit Plan was received, the audit will be split into two phases to be delivered in July and September, with the overall Group Financial Statements completed in July. [REDACTED]

A first draft of the Group Assurance Framework, which documents how the Group meets its regulatory, compliance and assurance responsibilities was presented and will be returned in June.

Group Policy Framework was reviewed noting that some policies had short review cycles where there was planned change to legislation and regulation upcoming.

An update on Key Design Decisions in relation to the supplier responsibilities for the Finance Team and the Procurement Team was provided for information.

The Committee received an update on changes to the governance structure and approved its meeting dates for 2026-27.

Pension Trustees 02/04/2025 Attendance 100%, Length 1 hours 30 minutes, Mode: MS Teams

DRAFT

Alert: No items

Advise:

Employer Covenant:

WM asked about Riverside's capacity to build new houses to rent. ET explained that with current challenges, including the level of rental increase, changes to National Insurance contributions and increases to the living wage, the capacity to build was limited but the focus on regeneration work remained.

[REDACTED]

Assure:

Employer Covenant:

Items to note:

Potential Ex-SHPS schemes bulk transfer exercise

SM noted that the plan was for [REDACTED] and the administration transfer date would ideally be [REDACTED]. It was agreed that benefit statements would be scheduled to be issued to members of all three schemes by the end of 2026, providing this would fit with the work required for Pensions Dashboards.

BH asked about the conversation on merging the two ex-SHPS schemes. ET explained that one possibility would be for both legacy schemes to merge into one new scheme at the point of transfer, with a top up contribution from Riverside to ensure both schemes were at the same funding level.

Actuarial and legal matters

(i) *Virgin Media / S37 analysis report*

It was noted that the majority of deeds reviewed were compliant, either explicitly referencing a certificate or involving benefit improvements

JW noted that the strong reported position, and commended Riverside on this. ET noted that the expectation was to remain ahead of budget in the coming months.

JW asked about the 12 red flags, noting that this was a higher number than previous reports. ET noted that the tolerances for not meeting certain criteria reduces as the year progresses and confirmed this was not an area for concern.

which were unlikely to be challenged. He noted that in cases where no certificate was found, many changes were either immaterial or beneficial and could be retrospectively corrected if required.

Quarterly funding update as at 31 January 2025

SM presented the funding dashboard. He noted that despite some movements in markets between the date of the dashboard and the meeting date, the funding position remained stable overall due to the level of matching.

Investment matters: Low dependency investment strategy

AO presented his paper covering the investment strategy considerations under the new funding code and latest funding position.

The Trustees discussed the benefits of increasing the interest rate and inflation hedging level from the current target of 95% of liabilities on the Low Dependency basis. AO explained that increasing the hedge to 100% (the most recent approximate funding level on the Low Dependency basis) would better protect the scheme from potential volatility, ensuring that the assets are better matched to the liabilities. He noted that this would also align with the requirements of the new funding code, which supports a fully hedged position to reduce risk while maintaining a stable funding level. The Trustees agreed to increase the hedge to 100% of liabilities on a Low Dependency basis.

Renovo Board 22/04/2025 Attendance 100%, Length 39 minutes, Mode: MS Teams

Alert

Quarter four was reporting a £1.5m surplus. Cash in the bank was £1.5m. Due to the planned changes, there was a risk that the company may trade at a loss.

Items to note:

- [REDACTED]
- Three Health and Safety near misses had been reported in the period. Colleagues continued to be encouraged to report near misses and promote a positive H&S culture.

Advise

The Chair confirmed that Renovo Handymen colleagues had completed a TUPE transfer to The Riverside Group. With regard to cleaning staff currently remaining with Renovo, members discussed the options for Chequers to agree to the cleaning contract and absorbing the remaining Renovo staff into their organisation. The procurement and governance processes were being clarified. The Chequers Board would need to be consulted, and their approval sought before entering into a contract. EF to present to the Chequers Board for consideration. EF advised members that the Chequers Financial Year started on 1 July, and it was agreed that teams would work towards that date if possible.

Assure

QC audits had a reduced score as a new management team had identified areas for improvement. Members were pleased with the fresh approach to improve service delivery.

- The average turnaround time for voids in Q4 was 6.6 days. Members congratulated the team for the improved and strong performance across the year.

Evolve Facility Services Board 23/04/2025 Attendance 100%, Length 1 hours 5 minutes, Mode: MS Teams

Alert

NO outlined access challenges when attempting EICR checks (Electrical safety). [REDACTED] properties were in a legal access process. Additional internal colleagues were being recruited to support EICR testing.

W.I.P. for damp and mould remained challenging at [REDACTED] equating to [REDACTED] repairs. Customers at risk were prioritised.

GB raised concerns regarding staff retention rates. [REDACTED]
[REDACTED] There were 39 vacancies across the business.

Advise

For First time fix performance, 3MR figure had slightly decreased by [REDACTED]
[REDACTED] This was a priority for the teams as an area for improvement.

Items to note:

- Work was in progress to improve the process in gathering data on customer satisfaction in relation to performance, including subcontractors. Obtaining data on customer satisfaction continued to be a manual process. Salesforce may assist data collection and will be explored.
- The Empty Homes turnaround target was currently 21 days. Performance was currently at 19.2 days and the target will be reduced to 15 days.
- 2024/25 Operating Profit was [REDACTED], favourable to Q3F by [REDACTED]
- Electrical Vehicles will be introduced with a target of 10% of vehicles by the end of 2025/26. Options for electric charging points and impact on service delivery was being considered.

Mandatory training compliance had decreased to 92% this month.

GB detailed budget overspends in 2024/25. The Budget for 2025/26 will reflect changes to provide a more accurate forecast. Internal charge rates will be increased by [REDACTED] however, various costs including national insurance, cost of living and insurance renewals had all increased, as well as subcontractors seeking additional charges. Targets were being reviewed.

Assure

NO presented a report detailing Evolve Complaints, improvements embedded within the teams and complaint numbers. Since the Teams Launch, overall performance had improved, including average complaint numbers reduced from [REDACTED], percentage of complaints against repairs reduced from [REDACTED] and the average number of repairs had increased by [REDACTED].

- The profit target for 2025/26 will be confirmed and will take into consideration increases in various costs and uncertain profit margins with kitchen and bathroom works.

Homes Committee 24/04/2025 Attendance 67%, Length 1 hour 30 minutes, Mode: Teams

Alert:

The Committee noted progress with the EICR programme and the challenges with ensuring compliance, with compliance levels having reduced by [REDACTED] this month, driven by the change from a six year to a five year programme. A detailed action plan was in place and the Task and Finish Group would oversee the delivery of this plan through to June 2025.

Advise:

The Committee discussed and gave feedback on the Responsive Repairs Policy, noting the extensive consultation and minor changes to the Policy. As the meeting was not quorate, it was requested that the Policy be brought back to the next meeting to formally ratify approval. The Committee highlighted the importance of communications and requested an update on the plan comms for the next meeting.

The Committee reviewed the Stock Rationalisation Plan for the Group and the proposals to achieve the 2025/26 target across strategic disposals, by geographic priority and economic viability, Care and Support viability

Items to note:

- Homes Committee Terms of Reference and update on recruitment.
- Committee Workplan
- Group Risk Register

schemes, individual disposals and shared ownership and managing agent portfolios. A Stock Rationalisation Strategy would be established and submitted to the Committee later in the year.

Assure:

The Committee received assurance from the Internal Audit update and the findings from the audits on fire doors and OHG Gas escalations and highlighted the significant scale and robust process in place for the fire door programme.

The Committee reviewed and received assurance from the four operational reports presented:

- Evolve Service Delivery Operational Report
- Riverside Property Services Service Delivery Operational Report
- Asset Investment Operational Report
- Building Safety Performance March 2025.

Electrical Compliance Task & Finish Group 25/04/2025 Attendance 83%, Length 16 minutes, Mode: Via Teams

Alert:

As at 15th April, there were a total of [REDACTED] homes outside the five-year Electrical Inspection Programme policy. There were [REDACTED] homes without an electrical test certificate.

Advise:

Riverside were now working towards a five-year cyclical Electrical Inspection Programme for all homes and performance was now included in the 4c Dashboard. Good progress was being made against agreed priorities based on risk and age profile, with performance at the end of March 2025 [REDACTED].

Assure:

Of the [REDACTED] homes without an electrical test certificate, the report included in the Electrical Compliance Task & Finish Group meeting pack outlined the next steps for each property, including [REDACTED].

Items to note:

- Members discussed Evacuation Plans. IH discussed in detail the range of mitigation in place including annually writing to residents with the evacuation plans, survey every two years and clear signs in communal areas.
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- IH confirmed that properties within blocks had been reviewed and considered low risk due to having a fire safety strategy in place and communal electrical safety checks were complete.

[REDACTED]

Prospect 30/04/2025 Attendance 100%, Length 1 hours, 35 minutes, Mode: Via Teams

Alert

It was noted that in the previous year, Prospect reported [REDACTED] and 2024/25 likely to report a [REDACTED]. It was essential that 2025/26 was profitable, costs allocated to planned budgets, and for Prospect Homes to demonstrated to TRGL that it can be a profitable commercial entity.

Advise

[REDACTED], was now in the final stages and negotiations were currently ongoing with the agent to extend the long stop date. AD detailed the options being discussed with the agent and landowner. There was a future potential write off risk of [REDACTED]. An update was likely to be available by the end of May.

CTC historic costs will be included in the year-end financial reporting. MO stated that provisional increases to remedial works may be required of [REDACTED]. Going forward, contingency costs will be allocated to budgets.

Additional provisions had been allocated to estimated costs associated with fire remedial works [REDACTED]

Assure

Four plots remained at [REDACTED]. The team will monitor performance closely over the next two week and take the management of the sale in-house if no progress is made.

Items to note

- Prospect Homes has been shortlisted for Housebuilder of the Year in the Sunday Express Construction and Property Awards. In addition, Sam Palin has been shortlisted for Female Property Champion of the Year in the same awards.
- For the start of this year, an overall positive performance with sales and enquires was reported.
- A total of [REDACTED] completions were achieved in 2024/25.
- Zoo-Tech and NHQB was now live and improving digitisation of systems.

The year end accounts were in draft and were subject to change following the annual audit review. Tax implications were to be finalised. The final year end accounts will be circulated once approved by the auditors

Riverside Foundation 30/04/2025 Attendance 100%, Length 2 hours, Mode: Remote

Alert:

There are no matters to alert the Board to.

Advise

Trustees approved a simplified application process for Community Fund applications where the request is for under £500.

Trustees approved an exception to allow a small number of customers to access both the Mealbox and cookery training elements of the Can Cook scheme where there would be a real benefit to the customer.

Trustees approved £19,604 to develop an interactive Forest School space in Langley.

Trustees established a Care & Support social value fund with a maximum value of £60k in 2025/26.

Assure

Trustees approved an extension to Sandy Murray's term of office of one year and noted the resignation of Jehan Weerasinghe.

Items to note:

- The Board received the annual overview for the Community Fund noting that 85 applications were successful with c.£160k from the fund with £824k expected match funding benefitting an expected 138,159 people.
- The Board received the Helping Hands Annual Overview noting that 4,056 awards were made to customers to sustain their tenancies and support them through difficult times with total expenditure of £562k.
- The financial report to the end of the 2024/25 financial year was received [REDACTED]
- Trustees reviewed the Foundation Risk Register
- Trustees reviewed their scheme of Delegated Authority and Power of Attorney.
- The Board received an update on winding down of the One Housing Foundation.

Riverside Care & Support Committee 01/05/2025 Attendance 83%, Length 3 hours, 15 minutes, Mode: In Person

Alert

There are no matters to alert the Board to.

Advise

- Ambient Care – whilst the financial risk of the likely insolvency of this Managing Agent for 4 Care Services in Bedfordshire has been fully provided for. [REDACTED]

Items to note

- Committee Members provided feedback on site visits to services in Kent and Wakefield.
- The Committee reviewed Strategic Operational, Housing and Support Operations, and Housing with Care Operations quarterly reports.
- The Committee reviewed the Care and Support Risk Register and noted the Group Risk Register is under review.

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- [REDACTED]
- Quality Assurance – we discussed in detail the outcomes from the internal Quality and Improvement Team and advised that we wished them to continue with the robust assessment they currently apply. We expressed concerns that the same issues seem to be being repeated and were assured around the proposed actions to reduce this. We considered the findings from recent Ofsted inspections and are satisfied that the team are focused on the right areas in their quality checks. We remain concerned that the quality of communal areas and outstanding repairs will be a significant weakness in all inspection processes.
 - Consumer Regulation- the CSC received a presentation on RSH consumer Regulation through the lens of care and support services and discussed the interplay with our other regulators.
 - Internal Audit – Rent Setting we received the report which had had prior consideration by GARC; we are satisfied with the strength of the management actions and a further audit undertaken within CSC will be independently verified by the IA team.

Assure

- Development Day – we explored customer influence; the results of survey results from both care and support customers and explored the priorities for the refreshed C&S Business Development Strategy (enabling strategy).
- Financial Out-turn – improved position on 2024/25 budget and close to Q3 forecast. [REDACTED]
[REDACTED] The team are working with new dedicated senior resource in Assets to seek ways of improving control.
- Cash Leakage – excellent set of out-turns with rent arrears, FTA's and empty homes presenting a step change in performance from 12 months ago. Significant improvement in credit control with commissioners also evident.

- The Committee received an update on the Baycroft schemes, noting three have now been rated as Requires Improvement by the CQC.
- The Business Development update noting 100% of new/renewed contracts related to core business and 93% of contracts achieved target margin, meeting KPIs.
- The Annual Marking & Communications Update was received noting successful influencing, and customer and colleague communications.
- The Committee agreed its meeting dates for 2026/27.
- The Committee received highlights from Group Board and CEC meetings.

- Hull PFI – Excellent customer satisfaction performance (92.9% overall satisfaction and NPS +49.4 (up by 18).
- Compliance reporting- CSC concerned re the lack of sightline to property compliance data particularly as this is a focus on the 'safe' assessments by CQC and Ofsted. Discussed both the officer routes and other NED routes to assurance but welcome a review over time of the new governance arrangements.
- Marshway House, Wakefield – Security remains an issue with the gates still not able to be closed due to complex issues with the installation contractor arrangements. The LA has responded well and the balance of referrals has improved.

Customer Experience Committee 01/05/2025 Attendance 71%, Length 3hr, 10mins, Mode: Teams

Alert

The Housing Ombudsman Complaint Handling Code was discussed noting an intent to be fully compliant by September 2025, utilising data to take a tactical approach to complaint handling. The Committee will monitor progress and requested further clarity at the June meeting on the specific definition of compliance and the forecast compliance position at the end of FY 25/26.

Advise

Customer Service Centre call wait time has been over target this quarter but improving month on month. London performance has improved despite significantly increased call volumes. The Committee discussed balancing the quality of calls and resolution for customers with wait time.

Customer satisfaction in Home Ownership dipped in March following improvement in previous months and improvement had been seen in London following engagement with customers by the team.

Items to note

- The meeting was the first to take place under the new Terms of Reference and the revised workplan was approved. Committee Members welcomed the improved flow and focus of the meeting.
- Updates were provided from meetings of the TRIP, Riverside Scotland and G15 Residents Group.
- The Committee received a case study on Community Safety and tailoring our service to meet the needs of the customers, in particular tackling domestic abuse.
- Customer Experience Risk Register.
- Empty Homes Strategy and Performance Review showed that 70% of actions on the improvement plan had been delivered and customer satisfaction had risen. In London Housing Officers were beginning to embed in their communities which was expected to reveal some issues.
- Customer Digital Strategy
- TSM End of Year Results showed overall satisfaction declined from 65.3% to 64.1%. Improvements were seen in how customers feel we listen to them and act as well as being treated fairly and with respect, both in improving by 0.4%, other metrics declined with ASB handling down 2.0%, satisfaction the home is safe down 1.7% and complaints handling satisfaction down 1.7%.

Customer complaint numbers had reduced by 23% YTD compared with the previous year however London region continues to be a risk with 56% of total complaints and maladministration determinations by the Housing Ombudsman stood at 75%. Activity to improve outcomes for customers and sharing these across the Group was shared.

Assure

The latest six-monthly follow-up review of severe maladministration cases was reviewed noting a robust process for lessons learnt and actions taken, including training, in response to determinations to mitigate reoccurrences.

- The draft Annual Self-Assessment of Compliance with RSH Standards was reviewed and will be returned to the Committee and other parts of the Governance Structure in the coming months.
- An overview of the interim DTP Rent Review was presented noting a detailed review of rent samples in former OHG properties will be undertaken with elements of legacy Riverside and Riverside Scotland being complete with strong assurance.
- Annual PFI Assurance Update Report showed high customer satisfaction results and reduced penalties.
- A spotlight session on Local Service Delivery in London provided an indication of how the new team is settling in with challenges relating to tall buildings compared to other regions.

Group Treasury Committee 07/05/2025 Attendance 100%, Length 2hr, 20mins, Mode: In Person

Alert

There are no matters to alert the Board to.

Advise

The Committee undertook the annual review of the Treasury Policy. Changes were proposed to govern the use of Performance Bonds, the introduction of a minimum level of unencumbered chargeable security available, the threshold for holding additional cash to protect against collateral calls on swaps, and a delegation to the Committee for approval of opening bank accounts for subsidiaries. The review had been supplemented by an independent review by Centrus Treasury Advisors to ensure continued compliance with best practice.

The Committee undertook the annual review of the Investment Policy. Changes were proposed to the qualitative and quantitative factors when considering a new investment.

Items to note

- The Committee approved its meeting dates for 2025/26
- The Committee received highlights from the March and April Group Board Meetings.

The Committee undertook the annual review of the Treasury Strategy noting the challenging environment in which to deliver the business plan.

Assure

Quarterly Treasury Report for January to March 2025 was received showing that gearing remains compliant and there are no known issues with subsidiary debt. Property based covenants remain compliant across all facilities.

Recommendations to Group Board

- **APPROVE** the Treasury Policy
 - **APPROVE** the Group Investment Policy
 - **APPROVE** the Treasury Strategy
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