

## TRGL BOARD MEETING

ITEM: 3.1

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period March 2024 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

**Care and Support Committee 7 March 2024** Attendance 83%, Length 3 hrs, Mode: Remote

### Assurance and Risk

The Committee discussed Financial Performance to the end of P9. [REDACTED]

The Committee reviewed an Internal Audit report noting a new audit in Specialist Supported Housing Rents which validated the approach taken to ensure compliance with regulatory requirements. Two Grade 3 recommendations were made and there were no overdue recommendations.

The Quality and Improvement report for 1 October 2023 to 31 January 2024 was reviewed; overdue DBS renewals in Riverside increased slightly from September and work to merge the process was ongoing, 23 quality audits were completed; 77.39% of safeguarding concerns related to Riverside customers and 22.61% to OHG customers; there had been 26 duty of candour reports in CQC services, all but 1 of which were in Baycroft services.

The Care & Support Risk Register was reviewed to reflect the combined Group and received an overview of collective and cumulative risk. The inherit and residual risk had increased in Safety and Cash Leakage & Margin.

The Building Safety compliance dashboard was reviewed noting performance levels had been maintained.

### Items to note

The Committee received a presentation on the results of the Supported Housing Satisfaction Survey 2023, with a score of 89.9% overall satisfaction.

The Committee reviewed the 2024/25 Care and Support Budget

The Committee reviewed the Operational Support & Housing Management Performance Report.

The Committee noted the Hull Extra Care report and Baycroft report.

The Committee received the Annual Safeguarding Report.

The Committee received a Baycroft Governance Update.

The Committee approved its annual Plan of Work.

The Executive Director report highlighted integration progress, and the Colleague Engagement survey.

The Business Development & Strategy report highlighted delivery of the business performance plan, contract expiry analysis and challenges with the speed of commissioners.

The Committee received a Marketing and Communications update.

The Committee received a Care and Support Strategy Progress Report.

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The Committee received highlights from the Group Board meetings held in 4 September 2023, 12 October 2023, and 14 December 2023; the Group Audit Committee held on 1 December 2023, the Customer Experience Committee meeting held on 30 November 2023, minutes from the RCVE meetings of 12 October 2023, 7 December 2023 and 8 February 2024, and the Renovo Board meeting held on 17 January 2024.

**Group Development Committee 13/3/2024 Attendance 100%, Length 2 hours, Mode: In person and Via VC**

**Assurance and Risk**

Development Risk Register: The Committee reviewed the updated development risk register. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Items to note**

Headroom Statement: [REDACTED]

[REDACTED]

TRGL Board Business Planning meeting would take place at the end of March 2024 and plans for the year ahead would be developed from this.

Development Update Report: The Committee noted the report that provided a high-level overview of TRGL Development performance and scheme delivery to the end of January 2024. [REDACTED]

[REDACTED]

**Assurance and Risk**

Succession Planning Update

The Committee received an update on the status of current Governance Community recruitment. The Committee discussed the number of members on GRC, they agreed to extend Simon Edwards and Maxine Cousens term of office on Riverside Group Pension Trustee Board and approved a short extension to Pauline Ford term of office on GAC. The Committee also approved the appointment of Michele Scattergood to a director of Riverside Estuary.

Governance Team Plan and Projects update

The Committee noted updates on the Group Structure Rationalisation project, noted the changes within the Governance Team, the proposed timescales around the appraisal and effectiveness process for 2024. Received an update in relation to recruitment, the NHF Chairs Challenge and the NED Remuneration project.

GRC Committee Effectiveness 6 month review

A report on progress against the objectives set at the October review of GRC effectiveness was presented, with the Committee noting good progress against all objectives.

Whistleblowing 6 monthly report

The Committee received the 6 monthly whistleblowing report, noting that of the two matters open, one matter would remain open and the other could be closed.

Retention Payments

The Committee received the paper which set out the evaluation of performance against the objectives of colleagues where retention payments had been agreed. The Committee approved making agreed payments to two colleagues in line with previously agreed criteria.

**Items to note**

The Committee noted a number of papers, including on, Changes to Persons of Significant Control, the Expected Group Life Scheme Report, the ED and Director Remuneration paper, the minutes of the meetings held on 4 December, 10 January and 11 January, along with the Chairs Actions and Written Resolution paper.

### Assurance and Risk

Investment monitoring report Q4 2023: [REDACTED]

Risk register: report from the Risk Subgroup: Trustees noted the agreed structure of calculating an overall risk score to rank as low, medium or high risk. Future iterations of the risk register were to be reviewed to ensure they reflect any crossover of key strategic and operational risks and further consideration was to be given to defining probability and impact scales.

Expenses monitoring 2023/24 and budget for 204/25: It was agreed that Trustees should have greater oversight of the budget and should approve expenses moving forward and for the overall fee tracker be added as a standing agenda item and for monitoring and reporting to be carried out quarterly.

### Items to note

Trustees noted the following items:

- Employer Covenant – Quarterly Financial Report
- Funding Update as at 31 January 2024
- GMP Equalisation Update
- Equalisation of normal pension ages
- Investment monitoring report Q4 2023 report.
- Effective system of governance (ESOG) update.
- Business Plan
- Cyber security training and resilience testing of First Actuarial and Capital Cranfield training was held on 27 March 2024
- The cashflow policy was scheduled to be reviewed in May and presented at the June meeting.
- The Trustees approved the proposed updates to the Data Security Breach Management Policy.

Trustees noted the following Administration and membership matters:

- Administration Report to 31 January 2024
- Individual cases
- Cash flow position
- Data quality update

**Assurance and Risk**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**Items to note**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## **Assurance and Risk**

### 30 Year Financial Plan

The Board considered the draft 30 Year Financial Plan which included the increased capital works expenditure to carry out retrofit works in the coming 3 years.

[REDACTED]

The Board noted that the Association had a healthy Plan which was fully compliant, could meet all covenants and repay all loans, [REDACTED]

[REDACTED]

The Board thereafter approved the 30 Year Financial Plan prior to it being presented to Group Board for final approval and also agreed to consider adopting Group's format for stress testing analysis as part of next year's financial planning process.

### Annual Assurance Statement – Process Update and Board Questionnaire

The Board noted the changes being made to the Annual Assurance process and the positive results of the recent Board Questionnaire.

### Capital Investment Programme 2024/25

The Board noted the capital investment programme for 2024/25 and the planned adoption of a fabric first and retrofit approach for works to be carried out [REDACTED]

[REDACTED] The intention to maximise eco works funding in order to

## **Items to note**

### Policy Approvals

The Board approved the Financial Redress and Compensation Policy and also the revised policies for Common Housing Registers in both the East Ayrshire and Dumfries & Galloway areas.

### Schedule of Duties & Responsibilities

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

### Board Appraisal Improvement Actions Update

The Board noted the progress against the improvement actions and training plan agreed as part of the 2023 appraisal process.

### Performance Targets 2024/25

The performance targets for 2024/25 were agreed.

### Operational Performance Report

The Board noted an increase in overall satisfaction and listening to views performance at Period 11 and that learning from the recent deep dive of dissatisfied comments had been factored into internal processes.

The Board were pleased with the positive progress which had been made during the year to improve customer satisfaction and reduce arrears levels and remained hopeful that 70% overall customer satisfaction could be achieved by year end.



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complete works to as many properties as possible to meet energy efficiency standards was noted.

The Board noted the strong recommendations being made to the Scottish Government by the sector regarding availability of funding for these works. The level of funding to be made available was unknown at this time.

#### RAAC Report

The Board noted the current stage of the Association's process for identifying RAAC within its properties [REDACTED]

#### Financial Performance Report

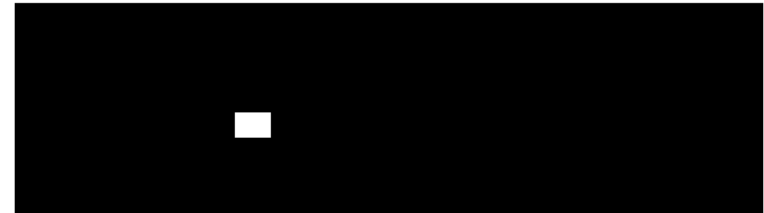
The Board noted the Association was fully compliant with all covenants [REDACTED] at Period 11.

#### Equality, Diversity & Inclusion Strategy 2023/26

The Board noted the update on Group's Strategy and the Association's supplementary action plan.

#### MD Report

The Board noted the recent appointment to the Head of Housing & Communities post, the positive Hive survey results, the recently reviewed Strategic Risk Register and that the Scottish Housing Regulator had advised of its continued engagement regarding customer satisfaction levels in the coming year.



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**Group Audit Committee 14 September 2023 Attendance 83%, Length 2.5 hrs, Mode: Remote**

#### **Assurance and Risk**

##### Group Risk Register

The Committee noted the Risk Register and key risks. There was a discussion on delivering the business plan, customer trust, and building and customer safety. The Committee noted the annual refresh of the risk register was underway.

#### **Items to note**

##### Merger Integration Update

An update on Integration and Transformation showing progress made on projects on the integration roadmap.

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### Cyber Security Update

The Committee received a half-yearly update on Cyber Security both from a global context and within TRG. It was noted that global trends and analysis informed the security posture and benchmarking took place against peers in the sector. Riverside had already adopted the controls proposed in the UK Government draft code of practice. The Group had successfully recertified with the Cyber Essentials Plus scheme.

### Internal Audit Highlights Report

The Committee discussed in depth the outcomes of new audits into damp and mould in Riverside and OHG; Lifts, Asbestos, Legionella and Specialised Supported Rents in Riverside; Registration of tall buildings in the combined Group; and Carbon Monoxide in Riverside Scotland.

### Internal Audit Strategy 2024/25

The Committee reviewed the strategy for the coming year noting it was informed by the Risk Register and previous audits and set priorities. Consumer regulation; Ombudsman determinations; Rent setting; and Quality of the home were identified as key areas for the year.

### Quarterly Compliance Assurance Update

The quarterly report was received. There were no areas of major concern or non-compliance identified; the quality of assurance provided by the Compliance Matrix continued to improve; work towards compliance with the new Regulatory Standards was progressing; updates on Regulatory Returns and Whistleblowing were provided.

### External Audit Plan

The planning report was received, confirming the basis of materiality, changes in the audit team with an additional partner brought in to oversee non-public subsidiaries.

### Advance Report on Potential Year-End Issues

A report was received highlighting three prior year adjustments, a potential impairment of joint ventures and confirming there were no issues identified in going concern.

### Riverside Group Policy Framework

An update on the framework was received highlighted progress made on integrating Riverside and OHG policies with the period of twin policies ending.

### Scheme of Delegated Authority

The Committee approved an update on the SoDA including changes relating to procurement contracts for Asset Maintenance Framework Agreements and Care and Support Grant Agreements.

### Committee Workplan

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

### Committee Minute Extracts

The Committee received extracts from the Customer Experience Committee held on 30 November 2023, the Care & Support Committee held on 7 March 2024 and the Riverside Scotland Audit & Risk Committee held on 12 October 2023.



## **Assurance and Risk**

### Group Chief Executive's Report

The Board noted consultation matters, in particular, Awaab's Law and the feedback provided on the approach to codifying of the 29 health and safety hazards as requiring legislative timescales for investigation and fixing. The Board was pleased to note that Riverside had stated that this approach diminished the focus on damp and mould anticipated in 'Awaab's Law' and that challenge had been made in relation to the assumption on costs associated with proposed changes.

### Managing Director's Report

The Board noted the Managing Director's update providing an operational overview on the quarter preceding the meeting, noting that the CSC has seen high demand across all channels and an unanticipated loss of a number of staff members and four severe maladministration determinations had been received in the last six months, two of the most recent determinations both related to damp and mould. Key themes have been record keeping, complaint handling and repairs related issues and lessons learnt had been put in place. The Board also noted that affordability of service charges had been subject to media enquiry by the BBC, noting the impact of inflation, support being provided to customers calling with enquiries on increased charges and the importance of visibility and transparency.

### Property Services Update

The Board noted the discovery work and findings of the Director of Property Services OHG in relation to performance of the repairs and maintenance service and the associated risks, mitigations and actions in place. The Board was concerned in relation to the high volumes of complaints received and the severe pressure the repairs service was under to maintain service standards as a result of increased demand and vacancies. The Board noted the significant work required to stabilise the OHG Property Services Team, that the CEC would monitor the Maintenance Service Improvement Plan and risks had been added to the Group Strategic Risk Register.

## **Items to note**

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

The Chair highlighted the progress made as a Board, with Baycroft issues largely resolved, being onsite at Victoria Quarter and more than halfway through the fire safety project. The Board also noted the significant investments in IT and in improving customer services.

The Board noted progress in terms of merger integration and wider business transformation, now combined within an overall portfolio of change management, and overseen by a single governance model.

The Board reviewed the draft Budget for One Housing Group for the financial year 2024/25 following the approval of the Group Budget by Group Board in February 2024.

The Board noted the Financial Performance Report for the year to date to 29 February 2024.

The Board received an update on the London Development Team's activities, achievements, emerging risks and market activity. The report also covered the latest position on disposals.

The Board received a report from the Company Secretary noting the updates on the Subsidiary Group, Legal Entity Restructure, and the integration of all governance activity.

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### Care and Support Update

The Board noted the update on current activity in Care & Support, including, the agreement of a governance framework for the Baycroft portfolio as the homes transfer to Country Court Care, positive progress with Camden Park House and good progress had been made with recruitment, onboarding and training, including, the appointment of a new Head of Income Management to focus on reducing OHG rent arrears and integrating the income management teams and ways of working at Riverside and OHG into a single function.

The Board noted a report on OHG Key Achievements that had taken place over the tenure of the current OHG Board over the last five years, including external validation, progress with development, customer operations and cladding remediation.

### Governing Body lead report on complaints

The Board reviewed complaints performance for the period 1 April to 29 February 2024, noting that high levels of complaints continued to be received and the decline in performance as a result of property services related service provision issues. Several key staff had been appointed and were focused on areas of risk, including property services complaints activity.

### Integration of One Housing Assurance and Compliance Reporting with Group Reporting

The board received assurance in relation to how all aspects of OHG Corporate Compliance and Assurance reporting would be integrated into existing Group reporting arrangements.

**RCVE 11/4/2024 Attendance 80% Length: 5.5 hours Mode: Face to Face**

### **Assurance and Risk**

The Chair of the RCVE welcomed everybody and the minutes of the previous Meeting on 12.10.23 were agreed as a true record.

### ASB Scrutiny Update

Presentations were shared outlining updates on this Scrutiny Project.

Discussions were had around reluctance to use the system due to customer fears. Further reassurances were given on processes involved to allay fears. A point was raised regarding publication of successes, and it was explained that only cases with exceptional circumstances are shared. Internally these are shared through Take 5, knowledge articles and the listening page. It was reflected by RCVE members that an appropriate way of publicising needed to be found and it was agreed customers need to be aware that these cases are being tackled and publicising them will show transparency and believability.

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A final point was raised regarding evictions and one member commented that she did not feel evictions should be celebrated. Observations were recorded from other members reflecting that eviction is the last point of escalation after a very long process, and this is not something that is celebrated. It was explained that early stages involve conversations around showing what is done and that eviction is the last point of escalation.

Members reflected that Riverside have embraced the Scrutiny Project on ASB and a fantastic job had been done by the panel and Riverside staff. It was felt that this was working for the benefit of the customers.

#### CI&E Update

Updates since February were shared, and a brief recap was given on the focus of the customer involvement strategy. Points were raised as follows:

- A query was raised regarding Local Service Assessments and if this included shared ownership customers. It was felt that there was no reason why they should not be included, and this will be investigated further.
- The RCVE Chair asked for confirmation that Regional Hubs will be customer led with staff support, as the initial ones had been staff led.
- The CVE Chair also enquired if there was an RCVE member present on each Hub and this was confirmed.

It was also noted that an Administrator for the RCVE had now been employed and that this had shown a big impact on the level of organisation; this is reflected in the quality of meeting packs that are now circulated. It was agreed by members that this was a really positive achievement.

#### C&S Update

A member of staff from C&S confirmed that he will now be attending RCVE meetings to give updates about what is happening in this area. He explained that discussions had been had recently regarding customer involvement and he confirmed that at present there are no customers on the C&S committee. The RCVE Chair asked for more detail on this – this will be looked into, and updates shared.

#### Finance Update

The committee was presented with an up-to-date record of account by the RCVE administrator. It was noted that recharges are still to be taken from this balance.

#### End of Year Review – Community Planning

An end of year review was given for LCR, North and South & Central regions.

- Explanations were shared about why not all areas are highlighted on the map.
- The RCVE Chair observed that there needs to be a way of bringing scattered customer bases together and it was agreed that Riverside needs to be flexible in their approach to this; the team are looking into ways to engage dispersed customers.

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- Further information was asked for regarding the Leicester City Neighbourhood plan and interest was expressed from customers to be involved.
  - Further interest was shown to be involved in the Belle Vale and Netherly neighbourhood plans. Further contact will be made by the Community Planning Team.
  - Observations were made by the Chair that if areas are neglected then this will attract antisocial behaviour.

#### Shared Ownership Policy Review

Updates to the policy were shared and it was reiterated that this policy was a slimmed down version of the original Rent to Buy policy.

One member enquired if this was also available to the self-employed and it confirmed that it was. It was explained assessments are completed in a way to take different circumstances into account. Further explanations were given on how customers prove that they are saving and how this can be tracked.

It was acknowledged by another member that this was an excellent opportunity for Foster Parents who have previously struggled with proof of earnings.

#### Diversity Panel Feedback

Two members of the panel recently visited schemes in Hull, specifically Redwood Glades and Harrison Park and reported back that this was a very successful trip. Discussions were had around difficulties with transport and also with regards to IT training and setting up a shop. Schemes were really well set up and residents seemed very happy.

Some practical suggestions were discussed around support for these schemes and information on how to find this support was shared.

Both members are hoping to revisit in the summer as they felt there was a lot of scope for involvement and the use of Teams/Hybrid meetings would definitely accommodate a lot more people, but this would need further support.

#### Neighbourhood & Estate Management Policy Review

Presentation/policy was shared with members.

- An issue was raised about unadopted lighting in an over 55 development and it was agreed that this would be investigated further. It was explained that there is legislation that stipulates what can be costed into rents. This may have had to be costed separately from the sink fund. It was also explained that the local council may have refused to adopt.
  - The Chair requested further detail on point 3.7. and an explanation was given that trees would be left in place unless they become a H&S issue. He went on to say that further information would be added to this point to give more clarity.
  - Fly tipping – the point was raised regarding what happens if this is not on Riverside land and some clarification was given regarding enforcement.
  - Mobility aids – it was asked if these are banned in communal areas and it was confirmed that communal areas need to be kept clear, however, the needs of specific individuals needed to be considered.
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- It was felt by members that the timescale was not transparent enough.
  - A query was raised regarding video doorbells and confirmation was given that these are allowed on personal front doors but not communal doors due to concerns around GDPR.

Confirmation was given that information shared would be added to the policy once reviewed and confirmed.

#### Any Other Business

An enquiry was made regarding a Housing Officer at Charlotte Court.

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### One Housing Foundation Board 18 April 2024 Attendance 66%, Length 2hrs, Mode: Remote

#### **Assurance and Risk**

##### Bank account update

[REDACTED]

##### Finance Update

The Board noted a year-end finance update, [REDACTED]

[REDACTED]

#### **Assurance and Risk**

##### Bank account update

[REDACTED]

##### Finance Update

The Board noted a year-end finance update, [REDACTED]

[REDACTED]

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### Renovo 22/4/2024 Attendance 100%, Length 1 hour 17 mins, Mode: Teams and in-person

#### **Assurance and Risk**

##### The Operational Quarterly Report January – March 2024

This included information and updates on the organisational structure, quarterly overview, KPI's and audit, health and safety, people, finance, operational excellence and strategic objectives.

#### **Items to note**

Project Blue: It was confirmed that Project Blue was now concluded. [REDACTED]

[REDACTED]



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The key highlights of the report were:

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

Management Accounts: A report was presented to inform the directors of the performance of Renovo Facilities & Services Ltd for the year ending 31 March 2024. The key points were highlighted as follows:

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**Subsidiary Group 22/4/2024** Attendance 100%, Length 1 hour, Mode: Teams

**Assurance and Risk**

The Group received an update on the list of Subsidiaries and Joint Ventures and noted that ownership details were being collated for submission to the next meeting.

The Group reviewed the Master List of Entities and Performance Updates for Entities without established Governance.

**Items to note**

The minutes of the meeting on 31 January 2024 were approved as an accurate record and the update on matters arising from the previous meeting was noted.



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The Group reviewed six-monthly update on both the Joint Venture and Subsidiary entities in the Group structure, receiving assurance that both Joint Venture and Subsidiary entities continue to support and enhance delivery of Riverside's mission.

The Group reviewed Subsidiary Group Terms of Reference (ToR) and Forward Plan for 2024. The Group agreed minor amendments to the ToR.

The Group noted the financial performance of group subsidiaries and joint ventures and that all subsidiaries were compliant with external loan covenants and the Riverside Group Investment Policy.

The Group noted the update in relation to the work that the OHG Legal Entity Restructure Group and TRGL Rationalisation Group were undertaking, with approximately 15 entities in the Group structure in target for closure this year, each having its own issues and processes.

**Riverside Foundation Trustees 24 April 2024 Attendance 80%, Length 2.5 hours, Mode: Remote**

## **Assurance and Risk**

### Management and Operational Update

The Board received an overview of funded projects' performance during quarter 4 of 2023/24 and an update on the development of recently funded projects. It was noted that during 2023/24 there were 95,661 interactions with customers via Foundation funded projects and services generating £3,162,221.40 for customers.

### Riverside Foundation Finance Report

The Board received a report setting out the financial activity for the Riverside Foundation in the 2023/24 financial year. Income and expenditure reserves were carried forward in the sum of £1.7m and designated reserves, of committed funds, were carried forward in the sum of £1.2m.

## **Items to note**

The Board noted that Gill Gibb had retired as a trustee and Chair and approved the appointment of Hazel Waddington as trustee and Chair.

The Board received the Community Fund Annual Overview, including presentations from projects delivered in Riverside and One Housing areas.

The Board received the Helping Hands Annual Overview.

The Board approved Strategic Project Applications totalling circa £108k for Digital Inclusion Officers and training for advisors. The Board further approved a proposal to create a part-time Foundation Administrator post.

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### Riverside Foundation Risk Register

The Board approved a new Risk Register following discussions at previous meetings.

The Board discussed questions to inform a Foundation Funding Plan.

The Board approved its meeting dates for 2025/26.

**Joint Meeting of Customer Experience Committee, Care & Support Committee and Group Audit Committee 25/4/2024** Attendance 88%, Length 3 hours, Mode: In person

### **Assurance and Risk**

The Committees held a workshop on Strategic Risks, led by the Director of Internal Audit and Risk, considering risk appetite, changes in the risk landscape and mitigations, controls and assurance, including examples of third party assurance. The Committee also discussed the risks in relation to damp and mould, the mitigations in place and assurance received through reporting to the Governance Community.

The Committees discussed the update on progress with annual self-assessment of compliance against the RSH Consumer Standards. The Committee noted the following changes to the self-assessment process this year, including, that one single assessment would be conducted across the whole Group, the 2015 Consumer Standards had been replaced in February with a new set of four Consumer Standards as well as a new Consumer Standard Code of Practice and the increased focus on evidence and less on narrative. The Preparing for New Consumer Standards Steering Group had been preparing for changes to consumer regulation. This included mapping the changes between the old and new Consumer Standards and establishing working groups to ensure new requirements would be complied with. Self-assessment of the compliance with the Economic Standards had begun. Evidence of compliance would continue to be improved until July, when the process culminates with the final review and assessment by Group Board.

The Committees held a workshop to explore the Customer Journey, considering how we tailor our services for diverse needs of our customers in the context of the new Consumer Regulations. The groups discussed Local versus National Service

### **Items to note**

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

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Delivery, Listening to our customers, Digital Services and Hard to Reach Customers.

**Customer Experience Committee 25/4/2024** Attendance 100%, Length 2hr 20 hours, Mode: In person

### **Assurance and Risk**

The Committee welcomed the Executive Director of Customer Service' report focused on progress made against all current issues affecting customer service across the business and their RAG status. The Committee noted the red rated areas, including, OHG Income and the challenges in meeting the 2024/25 target whilst continuing to deliver against the service improvement plan. This area would be subject to a deep dive, with outcomes reported back to the June CEC meeting. OHG Homeowner satisfaction was also rated red, with a service improvement plan in place and a Homeowners Forum having been formed to discuss issues and concerns. The Committee noted the update on digital participation and that a further update would be provided to the June meeting, which would include outcomes of the customer research piece being undertaken as part of the Customer Digital Strategy.

The Committee reviewed the update on Home Ownership satisfaction and the progress against the 2023/24 Home Ownership Improvement Plan, highlighting, the declines across all metrics, except for Net Easy and ASB handling in March, with listening to views and rent VFM seeing the biggest declines. The Committee noted the correlation between decreasing satisfaction and service charge budgets and rent increase notices being issued to customers in February, although rent increases for Shared Owners were capped, they were still significant due to high inflation, which had driven up service charges, particularly in respect of building insurance and utility costs. Although the Committee was concerned as to current performance, assurance was provided in relation to the opportunities that OHG integration presented to redesign Home Ownership services.

The Committee reviewed the Internal Audit Highlights Report setting out the key findings from audits since the last meeting and potential audit priorities for 2024/25. The Committee noted that the outline Internal Audit strategy for the year from 1 July

### **Items to note**

The Committee noted progress with Customer Service integration and that the consultation process was being worked though with colleagues with a view to implementing the new structure on the 1 July 2024. The Committee noted that communications to customers would be issued once the new structure was in place.

The Committee received a detailed presentation on the Building Safety Engagement Strategy including an overview of Riverside's key commitments, delivery plan and consultation, Code of Practice for remediation of residential buildings, the bespoke Resident Engagement Strategy and Section 156 trial and mobilisation.

The Committee noted the Income Collection Performance update, highlighting the improvements in income management performance over the last 12 months due to stronger performance reporting, supporting a more structured management approach to increase the number of cases reviewed. The 2024/25 workplan would continue to develop a range of improvements which included reviewing the rechargeable repairs processes, improving the payment journey, supporting with the integration of One Housing and collaboration with colleagues to minimise arrears in all joint processes.

The Committee reviewed the 6 Monthly Building Safety update, noting the work to continue to embed the Building

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2024 that was presented to Group Audit Committee in March 2024, had identified Consumer regulation and learning from Housing Ombudsman determinations as especially important this year, and that Building safety, damp and mould, rent setting and information governance also remained important. A follow up audit on damp and mould would be carried out during summer/autumn 2024 and results of the RCVE damp and mould scrutiny exercise would be presented to the June CEC meeting.

The Committee welcomed the detailed Property Condition update report providing visibility of the Group's performance for safety and quality, including the end of year status for the delivery of Social Housing Decarbonisation Fund, stock quality and current decency standard of 99.95%, health and safety, repairs and maintenance, planned investment, damp and mould, disrepair, grant funded projects and aids and adaptations.

The Committee noted the OHG Early Findings report providing an honest and transparent update on the discovery work and findings of the Director of Property Services OHG. The Committee highlighted concern in relation to the current performance of OHG repairs and maintenance service and the severe pressure that the repairs service was under to maintain service standards. Approximately 2500 jobs were unappointed and outside the 28 day response repair target due to a number of factors, including, increased demand, ineffective use of the dynamic resource scheduling system (DRS) and vacancies at frontline trade level. The Committee also highlighted the high number of staff vacancies and concern for the wellbeing of staff. The Committee welcomed the visibility of mitigations and actions being put in place through a comprehensive improvement plan, however, acknowledged that given the significant work required to stabilise the OHG Property Services Team, it would take some time before any step change in performance and results would be seen. The Committee requested the report be submitted to Group Board and for a further update to be provided to CEC in 6 months' time.

The Committee reviewed Complaints Report setting out the current Strategic position with the Housing Ombudsman Service (HOS), complaint performance trends for both Riverside and One Housing, HOS communications and lessons

Safety Framework, including the positive progress with fire safety remediation, responding to a range of new legislation and guidance and developing an approach to compliance with the new Regulatory standards for landlords "Safety and Quality" standard.

The Committee also noted:

- The verbal update from Group Board
- Updates from RCVE\OHG Customer Groups and Riverside Scotland
- 3Cs Dashboard report for March 2024, highlighting, in particular, the increase in the time to complete expired LGSRs, which had doubled due to the inclusion of OHG, noting that a new metric would be added to the 4Cs Dashboard to provide further assurance.



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learned, along with proposed remedial actions, for Q4 (January to March 2024). The Committee noted the significant volume of complaints case work and Housing Ombudsman contact across the Group, including the 2 severe maladministration's OHG had received during the period, and requested the investigation reports be circulated to members.

**Evolve 29 April 2024** Attendance 100%, Length 1 hours, Mode: Remote

**Assurance and Risk**

Evolve Performance Report

The Board received a report for the period to the end of March 2024.

Fourteen adverse events were received in March, down 2 on the previous month. Targeted communications have been issued to reinforce safe working practices.

'Train the trainer' sessions had been held for Delivery Managers on the Ways of Working refresher training for all responsive teams to ensure all colleagues are familiar with processes, procedures and the Code of Conduct.

Responsive repair volumes had increased slightly from 23,652 to 24,214. Wet weather continues to lead to high numbers of inspections and work arising. Empty homes performance has decreased from 23.2 days to 20.79 overall.

[REDACTED]

The new damp and mould business model was operational and recruitment was ongoing. The level of inspections required remained steady.

An update on the Job Manager System was provided and discussed in detail.

Evolve Finance Update

Evolve Risk Map

The Board noted an updated risk map following review of key risks and following the Group format.

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**Items to note**

The Board approved meeting dates for 2025/26.

**Assurance and Risk**

Development Risk Register: [REDACTED]

[REDACTED]

Quarterly Development Report: [REDACTED]

[REDACTED]

[REDACTED]

**Items to note**

The Headroom Statement: The Regulator had recommended through its IDA to roll forward the Headroom Statement from 12 months to 18 months, which the team were working on.

[REDACTED]

GDC Member Recruitment update: The Committee noted a verbal update on GDC Member Recruitment. SS stated that NHF applied a maximum tenure to serve on Boards and Committees of six-year terms for members (can be extended in a small number of circumstances). The team was currently recruiting for a number of Boards and Committees and were using external recruitment agents. For GDC member recruitment, shortlisting of applicants expected to be carried out by the end of May and the first stage interviews expected to be held in June. A second stage formal interview will be facilitated by NH and CAM.

AOB: CAM presented an article published by The Big Issue concerning the regeneration in Runcorn. The concerns raised in the article were from a very small minority and a significant majority were supportive of the regeneration plans.



### Assurance and Risk

The Committee reviewed an Internal Audit report noting that no new audits had been conducted since the previous report and there were no overdue recommendations. The Committee discussed audit priorities for 2024/25 noting audits would be conducted for the integrated business.

The Quality and Improvement report for 1 February to 31 March 2024 was reviewed; a shared approach to reporting within TRG and OHG services continued to embed; overdue DBS renewals in Riverside increased slightly from 27 to 35 (all currently being addressed) in January and work to merge the process was ongoing, 7 quality audits were completed, an audit tool to be used across services was in development; 78.45% of safeguarding concerns related to Riverside customers and 21.55% to OHG customers; Learning Forums to share good practice and improve performance were in development; and the new case management system In-form was beginning to be piloted.

The updated Care & Support Risk Register was reviewed. No changes were made to the inherent and residual risk scores. Baycroft remained on the register but shifted to a contract management arrangement. The Register is planned to be redrafted following the update of the Group Risk Register.

The Building Safety 6-monthly update was reviewed. The Committee discussed the resident engagement strategy and consultation strategy had been launched to improve engagement with customers, cladding remediation programme, data quality, and the fire door supply chain.

The Building Safety compliance dashboard was reviewed noting a drop in performance in some areas. The Committee discussed fire risk assessments and how risks were managed in relation to smoking.

The Committee discussed Financial Performance to the end of P12 and noted the lessons to carry forward to 2024/25. [REDACTED]

### Items to note

The Committee viewed a film on the Railway Road supported service in Wigan.

The Committee received a Property Condition Assurance Report.

The Committee approved its meeting dates for the 2025/26 year.

The Executive Director report highlighted the opening of the Keswick Gardens scheme in Rochdale, transfer of the Baycroft portfolio, the In-Depth Assessment by the Regulator, and the financial situation.

The Business Development & Strategy report highlighted that work to improve the viability of the existing contract portfolio. The Committee widely discussed the report in detail.

The Committee received the Care and Support Annual Summary.

The Committee reviewed the Operational Support & Housing Management Performance Report.

The Committee noted the Hull Extra Care report and Baycroft report.

The Committee received highlights from the Group Board meetings held in January, February and March 2024; the Group Audit Committee held on 21 March 2024, the Customer Experience Committee meetings held on 8 February and 29 February 2024, the Renovo Board

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[REDACTED] meeting held on 22 April 2024 and the EDI Strategy Year 1 Update .

Following the meeting, the Committee toured the Roseberry Mansions independent living service.

**Group Treasury Committee 7 May 2024** Attendance 100%, Length 2 hours, Mode: Remote

### **Assurance and Risk**

#### Annual Review of Group Treasury Policy

The Committee undertook its annual review of the Group Treasury Policy, discussing the suggested amendments within the report to ensure continued compliance with best practice, noting the additional independent third party review undertaken by Centrus. The Committee recommended the revised policy to the Group Board for approval.

#### Annual Review of Group Investment Policy

The Committee undertook its annual review of the Group Investment Policy to ensure continued compliance with best practice. The Committee recommended the revised policy to the Group Board for approval.

#### Annual Review of Treasury Strategy

The Committee undertook its annual review of the Group Treasury Strategy, including recommendations of the independent third party review undertaken by Centrus Treasury Advisors. The Committee recommended the revised strategy to the Group Board for approval.

### **Items to note**

#### Directors Duties

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

#### GTC Annual Programme of work

The Committee agreed their forward plan of agenda items for the coming 12 months, with meetings now scheduled quarterly.

#### Meeting Dates 2025/26

The Committee approved the proposed meeting dates.

#### Committee Effectiveness Review Six Month Update

The Committee noted the update on objectives and opportunities for new members to engage in the wider business.

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### **Recommendations to Group Board:**

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