

## **RIVERSIDE GROUP BOARD MEETING HIGHLIGHTS MAY 2024**

### **BOARD MEETING HELD ON 16 MAY 2024**

#### **Chair and Chief Executive Matters**

The Chair thanked colleagues for the work that had gone into the tour/visits which had been arranged the previous day and for the presentation they had received on the Baycroft portfolio the previous evening. Paul Dolan then shared some initial reflections on his first few weeks at Riverside, including reviewing the Budget with senior colleagues and identifying priorities over the coming months, including the focus on reviewing customer engagement within the Group. On the review of customer engagement, the Chair added that moving forward with the new Task and Finish Group should hopefully allow Riverside to create a sector leading approach to ensure the voice of all customers could be heard and factored into decision making.

#### **Customer Story**

The Board received the Customer story in relation to a community initiative funded through the sustainability fund. The project was devised, and is led by members of the community from an estate in West Cumbria and revolves around recycling used paint to prevent it going into landfill. The customers collect the paint and use it to recycle and upcycle all types of furniture. This was an example of a project supported by Riverside but developed by customers and 1 of circa 18 similar projects currently running.

#### **Group Risk Register**

The Board reviewed the risk register, noting the changes and amendments across all the risks, which incorporated feedback from the IDA. The Board noted the ED risk appetite summary and discussed where the assurance on risk sat within the Governance Board and Committee structure. In particular the Board focused on the risks associated with delivering the Business Plan, (including Baycroft), colleague wellbeing and potential risks associated with service charges. The Board discussed and reviewed the report.

#### **Forward Together Strategic Performance Report P12 Mar 2024**

The Board received the report setting out the first full-year 'Forward Together' strategic performance update for the period 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2024, incorporating outcomes against the Corporate Plan Key Performance Indicators (KPIs), and a high-level summary of progress in delivering the associated supporting strategies. The Board noted that Both KPI performance and progress in delivering the supporting strategies remained fairly strong at this stage, with just under half of the outcome measures on or above target, and the majority of strategy actions delivered or in progress as expected at this point, given that most were not approved until the second quarter of the year.

#### **External Affairs Plan update and General Election Plan**

The report set out the progress made by the External Affairs team in delivering the External Affairs Plan approved by Group Board in May 2023, and presented an influencing plan up to the general election for consideration. The Board noted the progress made in delivering the 2023-2024 External Affairs Plan and approved the proposed General Election Plan.

#### **Transformation Portfolio Status Report**

The report provided an update on the Riverside Integration and Transformation Portfolio at the end of April 2024. The Board noted that there were 37 live projects on the roadmap comprising of 8

projects in discovery, 25 in flight and 4 in delivery. The Board discussed the status of the projects currently reporting as red on the RAG rating and in terms of financial reporting, noted an underspend of 17% against the original budget. The Board noted the report and that any changes required to the portfolio had been reviewed and approved via the agreed governance framework.

#### **Annual Treasury Matters Review**

The Board considered the annual review of the Group Treasury Policy, the Group Investment Policy and the Group Treasury Strategy, noting that an independent review had also been carried out by Centrus Treasury Advisers on the Treasury Policy and on the Group Treasury Strategy. The outcomes of all these reviews had been presented to GTC and had been recommended for approval. The Board approved the various Treasury documents.

#### **Annual Review of Tax Policy and Tax Strategy**

The Board was presented with the annual review of the Tax Strategy and Tax Policy document, along with the Tax Risk Matrix. The Board noted that in addition, given the changing nature of tax legislation, an independent external review has also been carried out by PwC. The Board recognised that both the internal and external reviews found the Policy fit for purpose. As a result, only minor amendments were proposed to add additional clarity to the existing Policy. The Board approved the Tax Policy and Strategy.

#### **Pay Gap Reports 2023**

The paper received by the Board contained the combined gender and pay gap reports. The Board welcomed the additional non mandatory reporting on the ethnicity pay gap and noted that the reports had been published.

#### **Stock Condition Surveys**

The Board received a paper setting out the detail of a procurement exercise in appointing a contractor for the delivery of 10,500 stock condition surveys per annum to TRGL properties nationwide. The Board approved the award of a contract to Rand Associates Consultancy Services Ltd as the successful bidder.

#### **Energy Efficiency Retrofit Works**

A report was presented detailing the outcome of a procurement exercise for a strategic and delivery partner for TRG energy efficiency retrofit works. The Board approved the award of a contract to Equans Regeneration in North & Midlands region and Wates Property Services in the South & London region to act as a strategic partner and delivery partner for Riversides energy efficiency retrofit requirements.

#### **End of Year Complaints Update**

The Board discussed the report which set out an overview of complaint performance trends for Riverside and One Housing, Housing Ombudsman Service (HOS) determinations and lessons learned and remedial actions for 2023-2024. The Board noted a significant increase in complaint volumes over the past 12 months. Riverside complaint volumes had increased by 10% and OHG's volumes increase by 40% vs '22-23. Repairs continued to be the main driver of complaints, representing circa 80% of all OHG complaints (and c 60% in Riverside).

#### **4C Executive Dashboards – FY24/25 Targets**

The Board noted that targets had been approved for 10 of the 12 Customer 4C metrics for FY24/25, it was recognised that until the investigation into OHG repairs completed on time and repairs fixed first time data quality had been completed, targets couldn't be set for OHG or the Combined Group, Riverside targets on both have been submitted for approval.

Targets had been approved for all 10 Building Safety Compliance 4C metrics for FY24/25. The Board also noted that targets have been approved for 6 of the 8 Cash Leakage 4C metrics for FY24/25, and for 10 of the 11 Colleague 4C metrics for FY24/25.

#### **Operational Performance Report (including 4C Data Assurance).**

Performance against the key KPI's was considered by the Board. Key highlights were pulled out and discussed by the Board members for the period up to the end of March. The Board noted there had been some good improvements in many areas but did note some areas where further work was being undertaken to drive further improvements, which were detailed in the report. The Board also noted the difficulties in reporting on two of the repairs KPI's, which were being investigated. Ian Gregg gave the Board further narrative on certain key areas, including FRA's, cash collection and colleague attrition rates. the Board noted the content of the report.

#### **Financial Performance Update**

Board noted the financial performance report as at Period Twelve of the 2023/24 Financial Year, (for the year ended 31 March 2024. The Board noted that the Group made an operating surplus of £77.53m compared to a forecast operating surplus of £82.52m. the Board also noted that the year-end outturn was more favourable than the worst case scenario when considering the risks and opportunities. Cris McGuinness explained that YTD Operating Margin at 11.9% was 0.6% adverse to Q3F. YTD Net Margin at (1.4%) was 0.5% adverse to Q3F, total income was £8.61m adverse to Q3F and total expenditure was £3.62m favourable to Q3F.

#### **Quarterly Treasury Report**

The Board received the paper that provided to the Board, via the Group Treasury Committee, an update as to key treasury matters arising in the quarter ended 31 March 2023. The report also incorporated information regarding key treasury developments that had arisen or been resolved since the previous report to the Board. The Board noted the report.

#### **Quarterly Development Report**

The report provided a summary of the development activities across Riverside for the year ended 31 March 2024. The Board noted that customer satisfaction levels were at 91% for Riverside and 93% for OHG. Board noted the performance on defects and also the number of unsold homes as well as receiving a market outlook update. The Board also noted the number of new homes delivered over 23/24 was 1,443.

#### **Repairs update in OHG**

The Board discussed the report which set out the discovery work and findings of the Director of Property Services OHG since his appointment in November 2023. The report identified the key risks together with the mitigations and actions. The Board also discussed the improvement plan which was in place.

#### **Consumer Regulation Changes**

The paper informed the Board how Riverside was responding to the new Consumer Standards, including work being done to close the gaps. The Board noted that the two key areas that required further work, they were customer and asset date and the Board noted the plan in place to address these areas and the monitoring being undertaken by the Consumer Regulations Steering Group. The Board noted the report and that reporting to ED's and CEC would move to six monthly.

### **Review of Group Structure and Subsidiary/JV relationships**

The report provided the Board with a six-monthly update on both the JV and subsidiary entities within the Group Structure. The Board took assurance from the report that all entities continued to support and enhance delivery of Riversides mission.

### **Homes England AHP21-26 Strategic Partner FY24 Audit findings**

The Board noted the report which provided an update in relation to the audit carried out by RSM on behalf of Homes England. The Board noted that the 5 schemes chosen for audit had all been compliant with Homes England reporting rules.

### **Other reports noted.**

The Board considered a number of additional reports including the Committee and Subsidiary Board update paper. They also received a series of 6 monthly updates relating to Property Condition, Building Safety, Health, Safety, Environmental and Business Continuity, along with 6 monthly updates on Cyber Security and Information Governance.

The Board also agreed the Board minutes from the meetings on 14 March and 26 March, noted the matters arising from previous meetings along with the written resolutions and chairs actions paper and noted the Board and Committee succession paper along with the Board Training Plan.