



### Meeting Minutes

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| <b>Board/Committee:</b> | The Riverside Group Ltd Board (the “Board”) |       |   |
| <b>Date and time:</b>   | 12pm 11 July 2024                           |       |   |
| <b>Location:</b>        | Microsoft Teams                             |       |   |
| <b>Present:</b>         | • Terrie Alafat                             | (TA)  | Chair   |
|                         | • Erfana Mahmood                            | (EM)  | Board Member  |
|                         | • Fenella Edge                              | (FE)  | Board Member  |
|                         | • Kei-Retta Farrell                         | (KF)  | Board Member  |
|                         | • Mona Shah                                 | (MS)  | Board Member  |
|                         | • Nigel Holland                             | (NH)  | Board Member  |
|                         | • Olwen Lintott                             | (OL)  | Board Member  |
|                         | • Pauline Ford                              | (PF)  | Board Member  |
|                         | • Richard Williams                          | (RW)  | Board Member  |
|                         | • Sam Scott                                 | (SS)  | Board Member  |
|                         |   |       |   |
| <b>In attendance:</b>   | • Keith Harkness                            | (KH)  | Board Observer  |
|                         | • Tony Blows                                | (TB)  | Chief Information Officer                                 |
|                         | • John Glenton                              | (JG)  | Executive Director Care and Support Services              |
|                         | • Ian Gregg                                 | (IG)  | Executive Director Asset Services                         |
|                         | • Cris McGuinness                           | (CAM) | Chief Financial Officer                                   |
|                         | • Patrick New                               | (PN)  | Executive Director Customer Service                       |
|                         | • Jehan Weerasinghe                         | (JW)  | Managing Director for OHG                                 |
|                         | • Sara Shanab                               | (SSh) | Executive Director Corporate Services and General Counsel |
|                         | • Russell Hall                              | (RJH) | Head of Governance (TRGL)                                 |
|                         | • Stuart Gambling                           | (SG)  | Director of Internal Audit & Risk                         |
|                         | • Maxine Cousens                            | (MC)  | Director of People & Culture                              |
|                         | • Edward Carpenter                          | (EC)  | Group Head of Corporate Compliance & Assurance            |
|                         | • Samantha Phoenix                          | (SP)  | Observing   |
|                         | • Saqib Saleem                              | (SSa) | Altair Observing  |
|                         |   |       |   |
| <b>Apologies:</b>       | • Sandy Murray                              | (SM)  | Board Member  |
|                         | • Paul Dolan                                | (PD)  | Co-opted Board Member                                     |

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| 124/24   | <p><u>Apologies for Absence (Item 1.1)</u> <b>VERBAL</b></p> <p>There were apologies received from Sandy Murray and Paul Dolan.</p>   |        |
| 125/24   | <p><u>Declarations of Interest (Item 1.2)</u> <b>VERBAL</b></p> <p>There were no declarations of interest made.</p>   |        |
| 126/24   | <p><u>Chair's Matters (Item 1.3)</u> <b>VERBAL</b></p> <p>The Chair opened the meeting by welcoming SP and SSa as observers to the Board meeting and thanked KH for his time and commitment as he started his last Board meeting. TA provided the Board with a short update on PD, confirming he was out of hospital and starting his recovery. The Chair also congratulated SSh on her new role as an Executive Director.</p> <p>TA explained that this meeting had a large agenda and identified a number of reports and agenda items she would like the Board to focus on and identified a number which had already had scrutiny within the Committee structure. The Chair briefly discussed the recent election and the potential impact the new Government might have for the sector before ending with a reminder for the Board of the upcoming Masterclass which she encouraged all members to attend.</p> <p>The Board <b>NOTED</b> the Chair's update.</p> |        |
| 127/24   | <p><u>Customer Story (Item 1.4)</u> <b>PRESENTATION</b></p> <p>The Board received the Customer story in relation to a customer who had an alcohol dependency and was causing anti-social behaviour within his Riverside property that was impacting others. Intervention came from one of Riverside's Customer Safety Officers who spent time understanding the root causes of the anti-social behaviour and then ensuring the Customer received the help he needed to address his dependency issues. The Customer, with the support and help of Riverside and other third parties has been able to address the issues he had and now no longer caused the anti-social behaviour that plagued the lives of his neighbours and is maintaining his tenancy, the Board recognised this as a very successful intervention by colleagues to support a customer who otherwise might have been evicted.</p> <p>The Board <b>NOTED</b> the customer story.</p>              |        |
| 128/24   | <p><u>Chief Executive Officer's Report (Item 1.5)</u> <b>CONFIDENTIAL</b></p> <p>In the absence of PD, CAM updated the Board on a number of matters including an update on the following:</p> <ul style="list-style-type: none"> <li>• Progress against the budget, noting the budgeted doubling of net surplus following the savings challenge.</li> <li>• An update on the Rent Review brief to commission an external review of rent setting.</li> <li>• The terms of reference for the task and finish group on OHG repairs and maintenance.</li> <li>• Developments in the regeneration at Pike Close, with an update on the need for a second staircase and the additional costs that would incur.</li> </ul>   |        |

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|          | <p>Responding to questions from the Board around the mood of customers at the development at Acer Court, PN confirmed that there was frustration within the customer group who were having to be decanted to allow the investigations into the unusually high levels of hydrogen triggering the carbon monoxide issues. PN reassured the Board that colleagues were in regular communication with residents and working with Equans to resolve the issues.</p> <p>[REDACTED]</p> <p>OL raised the new Government and the early focus they had indicated on increasing housebuilding and improving safety, particularly around cladding, and was Riverside in a position to respond to those challenges. In reply, CAM explained that Riverside would be continuing to build new homes but that would have to be within the constraints of the Business Plan and Riverside was well on with remediation plans for the properties impacted by cladding issues. IG also confirmed that these issues would be a focus for the upcoming Board strategy event in September.</p> <p>SS noted the good results coming from the savings challenge and CAM confirmed that in relation to the next reporting on the Q1 Forecast there would be detail on what the risks/trade-offs were, associated with those savings.</p> <p>The Board discussed the increased Housing Ombudsman, (HO), determinations and sought an understanding of where Riverside was in relation to the wider sector and whether any themes had been identified. PN confirmed that the common themes were around damp and mould, record keeping and complaints handling. He assured the Board that because of the time taken to deal with HO investigations many of the issues were from 12-18 months ago and Riverside had introduced many improvements which it was hoped would reduce the number of HO referrals over time. In terms of where Riverside was within the wider sector PN explained that Riverside had a higher level of complaints per household but was performing well in terms of customer satisfaction</p> <p>The Board <b>NOTED</b> the Chief Executive Officer's Report and:</p> <ol style="list-style-type: none"> <li>1. <b>APPROVED</b> the Rent Review brief and the commissioning of a third party to carry out the work</li> <li>2. <b>APPROVED</b> the Terms of Reference for the OHG Repairs and Maintenance Task and Finish Group</li> </ol> |        |
| 129/24   | <p><u>Financial Performance Update (Item 1.6)</u> <b>CONFIDENTIAL</b></p> <p>CAM presented the financial performance report as at Period Two of the 2024/25 Financial Year. CAM highlighted the following.</p> <ul style="list-style-type: none"> <li>• Total income was £310k adverse to budget due predominantly to adverse variances in service charge income, development for sale income and void loss.</li> </ul>  |        |

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|          | <ul style="list-style-type: none"> <li>• Total expenditure was £4.22m favourable to budget due to savings in land and property surplus, development for sale and depreciation.</li> <li>• CAM confirmed a group had been established to target maximising service charge recovery.</li> <li>• CAM explained the internal changes being made to combine the historical OHG and TRGL finance teams into a business partnering model to improve insight and financial control.</li> </ul> <p>The Board noted and welcomed the early signs in financial performance contained within the report and the improved position in relation to doubling the budgeted net surplus and the increased £6m contingency.</p> <p>The Board <b>NOTED</b> the report, in particular, the five red Early Warning Signs.</p>   |        |
| 130/24   | <p><b><u>YEAR END</u></b></p> <p><b><u>Annual Review of the Framework of Internal Control 2023/24 (Item 2.1)</u></b></p> <p>SG presented the report on the outcome of the annual review of the framework of internal control that confirmed that the framework of control remained effective. The report included the usual CEO foreword which was written by Carol Matthews as of 30 April 2024 and looked back on 2023/24 and covered the IDA, budget, integration and the regulatory environment. The Board also noted the summary contained in the report from the Executive Directors on their individual areas providing a further line of sight on risk control and assurance.</p> <p>The Board <b>REVIEWED</b> the Annual Review of the Framework of Internal Control 2023/24.</p>   |        |
| 131/24   | <p><b><u>Annual self-assessment of compliance against RSH Standards (Item 2.2)</u></b></p> <p>EC presented the annual self-assessment of compliance against the Regulator for Social Housing (RSH) Standards.</p> <p>The Board noted that a very thorough review had been undertaken and that in November further compliance and assurance work was undertaken in preparation for the In-Depth Assessment. This resulted in the Group being upgraded to a G1 rating for Governance and was an important indicator of the RSH's confidence in the Group's governance and assurance internal controls, processes, and culture. Board noted that for this year there were several changes to the self-assessment process, including:</p> <ul style="list-style-type: none"> <li>• One single assessment being conducted across the Group.</li> <li>• A new set of four Consumer Standards as well as a new Consumer Standard Code of Practice.</li> <li>• Increased focus on evidence and less on narrative.</li> </ul> <p>All seven Standards have been found compliant, although there are some areas where assurance was limited and other areas where known weaknesses needed improving. The Board noted that even where the Group is deemed to be compliant, some improvement actions had been identified. The Board discussed the areas where improvements were needed, particularly around</p> |        |

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|          | <p>the rent standard, stock condition and customer vulnerability and OHG recovery plans, with EC confirming to Board that the assurance clinics would continue to ensure clear priority would be given to RSH Standard improvement actions that were still open and would continue to report progress quarterly to GAC.</p> <p>The Board <b>REVIEWED</b> and <b>AGREED</b> the Group was compliant with the Regulatory Standards.</p>  |        |
| 132/24   | <p><u>Annual Assessment of TRGL Governance Against the National Housing Federation's Code of Governance 2020 (Item 2.3)</u></p> <p>Ssh presented the report that asked the Board to consider the annual assessment of TRGL's governance required by the regulatory framework for social housing. The Board recognised that for the period under assessment (financial year 2023/24), TRGL had adopted and complied with the NHF's 2020 Code of Governance.</p> <p>The Board noted there was some crossover between this and the previous paper and both the Head of Governance and the Head of Corporate Compliance and Assurance had worked together on the reports. The Board noted the exceptions reported in the paper but recognised these were not areas of non-compliance.</p> <p>The Board <b>APPROVED</b> that Group governance arrangements remained satisfactory and compliant with the NHF Code of Governance 2020.</p>  |        |
| 133/24   | <p><u>FY2024 Financial Statements for Approval (Item 2.4)</u></p> <p>CAM presented the report that highlighted the key issues for consideration by the Group Board in its review and approval of TRGL financial statements and subsidiary financial statements for the year ended March 2024.</p> <p>CAM provided the Board with a short update on the Audit work noting in particular that there was still a lot of work to be done, and the timetabling remained challenging although lessons had been learned from last year which was helping this year with far fewer technical reviews being raised. Board noted that GAC had reviewed the financial statements and recommended them for approval on a going concern basis and noted the request that non-material changes should be delegated to CAM.</p> <p>The Board noted that the Financial Statements should be considered draft at this stage. However, with the exception of Note 10 relating to tax disclosures and Note 25 relating to pensions there were no expected material changes to numbers.</p> <p>MS provided the Board with an update from the Audit Committee meeting which had reviewed the accounts in detail and had recognised that whilst there was still work to be done, good progress had been made. Responding to queries CAM provided some further detail and assurance around the work to establish that the going concern basis was the appropriate one for the preparation of the TRGL Financial Statements. The Board also noted that a</p> |        |

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|          | <p>provisional date of 15 August had gone into diaries in case it was needed for a final sign off of the Financial Statements.</p> <p>The Board received the Financial Statements for the year ended 31 March 2024 with respect to:</p> <ul style="list-style-type: none"> <li>a) The Riverside Group Limited</li> <li>b) Donald Bates Charity</li> <li>c) Eleanor Godfrey Crittall Charity</li> <li>d) Eventide Homes Trust</li> <li>e) Citystyle Living Limited</li> <li>f) Citystyle Living (Acton Town Hall) Limited</li> <li>g) Citystyle Living (Belmont) Limited</li> <li>h) Citystyle Living (Close) Limited</li> <li>i) Citystyle Living (Goldhawk Road) Limited</li> <li>j) Citystyle Living (Kidwells THA) Limited</li> <li>k) Citystyle Living (High Road Haringey 624 THA) Limited</li> <li>l) Citystyle Living (North End Farm) Limited</li> <li>m) Citystyle Living (Nunhead Lane) Limited</li> <li>n) Citystyle Living (St Ann's) Limited</li> <li>o) Citystyle Living (Wenlock Road) Limited</li> <li>p) Citystyle Living (Victoria Quarter) Limited</li> <li>q) CHA Ventures Limited</li> <li>r) One Housing Investment Limited</li> <li>s) Riverside Regen (Southwark)</li> <li>t) Citystyle Living (Bangor Wharf) Limited</li> </ul> <p>The Board:</p> <ul style="list-style-type: none"> <li>• <b>APPROVED</b> the going concern basis as the appropriate basis for the preparation of The Riverside Group Limited's Financial Statements for the year ended 31 March 2024.</li> <li>• <b>DELEGATED</b> the signing of the Financial Statements and any related documents to authorised signatories, via the electronic signature method.</li> <li>• <b>DELEGATED</b> the approval of any further amendments that did not materially alter the reading of the Financial Statements, to the CFO in advance of final approval by Group Board in August.</li> <li>• <b>APPROVED</b> the Financial Statements for the Riverside Group Limited and its subsidiary companies for the year ended 31 March 2024 and, content that they represented a true and fair view of the state of the company's affairs, recommended to the relevant Board of Directors/Trustees for approval.</li> </ul> |        |
| 134/24   | <p><u>Annual Declaration of Board and Committee Member Interests ("DoI") (Item 2.5)</u></p> <p>SSh presented the report, following a review exercise carried out by the governance team at the end of the last financial year, when all Board and Committee Members had been asked to review and update their interests. The Board noted the revised Register of Interests was set out at Appendix 1 of the report.</p>  |        |

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|          | <p>The Board recognised the importance of maintaining an accurate record and in order to do that the Board members noted the importance of updating RJH and the Governance Team of any changes in a timely manner.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>• <b>NOTED</b> the contents of this report.</li> <li>• <b>REVIEWED</b> the Board and Committee Member Register of Interests at Appendix 1 and recognised the need to notify the Governance Team of any changes required now or in the future; and</li> <li>• <b>NOTED</b> the ‘DoI Decision Tree’ at Appendix 2 which provided guidance on how to manage potential and actual conflicts at Board/ Committee meetings.</li> </ul>   |        |
| 135/24   | <p><u>Modern Slavery &amp; Human Trafficking Act Statement (Item 2.6)</u></p> <p>SSh presented the report and explained that as a commercial organisation The Riverside Group Limited (TRGL) is mandated to publish an annual statement under the Modern Slavery Act 2015, to set out the steps taken to prevent modern slavery within the TRGL business and supply chain.</p> <p>The Board noted this was an annual report and was a collaboration across the business. The Board also recognised the importance of this subject and that they had had a Masterclass delivered by a subject expert on modern slavery earlier in the year who had confirmed that Riverside had good practices in place.</p> <p>The Board discussed the proposed statement and sought assurance around the timescales for introducing the “purchase to pay” system, noting with the other priorities within the finance directorate it was programmed for summer 2025.</p> <p>The Board <b>APPROVED</b> the updated Modern Slavery Statement and its publication as part of the Group’s annual statement under Section 54 of the Modern Slavery Act 2015.</p> |        |
| 136/24   | <p><b><u>PERFORMANCE REPORTING</u></b></p> <p><u>Committee and Subsidiary Board Update (Item 3.1)</u></p> <p>The Chairs of the Committees where meetings had taken place since the last Board meeting and who were present in the meeting confirmed the report presented an accurate summary of activity. In addition, the following comments were made:</p> <ul style="list-style-type: none"> <li>• TA noted that GRC had considered, among other matters, NED remuneration and succession planning.</li> <li>• PN noted that in relation to Riverside Scotland, their Board had not been in a position to sign off the accounts at their last meeting as their Audit Committee had some issues to be resolved before signing, it was thought these had now been resolved.</li> <li>• KH was unable to provide an update in relation to RCVE as he had not been in attendance at the last RCVE meeting. SSh did provide a short</li> </ul>   |        |

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|               | <p>update to the Board in relation to ongoing matters with RCVE which were being handled by GRC, with the Board noting that the focus was now on creation of the new customer engagement framework and an update on this would be brought to Board later in the year. [REDACTED]</p> <p>[REDACTED] it was right that Riverside had been transparent and had created a group that was very broad and inclusive of representation from across the customer base, including from RCVE. The Board asked that the TPAS Consultancy Brief and the Terms of Reference for the T&amp;F Group be shared with the Board members.</p> <ul style="list-style-type: none"> <li>• MS noted the key items GAC had considered, in particular the internal audit plan which needed a degree of flexibility going forward.</li> <li>• NH provided an update in relation to the Subsidiary Group which was still iterative although was starting to get into the detail now. The Board noted there were approximately 15 entities within the TRGL structure which were due to be closed down.</li> <li>• SS confirmed that the merged CEC was coming together well, and they had good oversight of matters including repairs and had discussed the Annual Report and signed off on elements of the self-assessment discussed earlier on the agenda.</li> </ul> <p>The Board <b>NOTED</b> the updates provided on the Committee and Subsidiary Board Activity for the period 8 May 2024 to date.</p>   | <p>RJH</p> |
| <p>137/24</p> | <p><u>Operational Performance Report (Item 3.2)</u></p> <p>IG provided the Board with an update on operational performance since the last meeting. Given the timing of the report the figures reflected May month end data. The Board noted the position in relation to some of the colleague KPI's reported in the paper and the improvements in the customer dashboards. On compliance they noted the good progress in relation to gas and fire risk actions, which had nearly halved, although lift inspections remained a challenge.</p> <p>Board noted there was work to be done in relation to cash collection/leakage, but improvement plans were being reviewed by CEC. In response to queries from the Board PN provided further assurance around tenant arrears and write-offs and how these were processed and progressed within Riverside, giving the Board an idea of the scale of write-offs on a quarterly basis.</p> <p>The Board also discussed the differentials between historic OHG and Riverside stock in areas including decent homes and repairs noting that the work being carried out on stock condition surveys would help and speed up addressing those differentials. The Board also recognised that whilst there were also differentials in other KPI's being reported across the OHG/TRGL stock, the work to develop the new customer engagement framework would deliver more local opportunities to address issues.</p> <p>The Board recognised there were a number of areas for improvement and that plans were in place to address those improvement areas, but it remained assured with the focus CEC had on these areas and with the evidence</p> |            |



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|          | <p>presented that despite the differentials, in terms of customer satisfaction, 15 of the 16 metrics showed improvements.</p> <p>The Board <b>NOTED</b> the contents of the May 2024 month-end Exec dashboards.</p>   |        |
| 138/24   | <p><u>Care &amp; Support Annual Summary 2023/24 (Item 3.3)</u> <b>CONFIDENTIAL</b></p> <p>JG presented the report that provided an overview of the activities, challenges and achievements from the care and support business during the year ending March 2024. JG also highlighted the progress made regarding Riverside performance, financial targets, and business development activities together with an update of current major projects.</p> <p>The Board discussed the risks highlighted, including around Baycroft [REDACTED]</p> <p>[REDACTED] The challenging operational environment was recognised although the Board recognised the progress being made both against the 23-26 strategy and the integration objectives. PF provided a short update in relation to the work of the CSC and noted the Committees priorities going forward.</p> <p>KRF noted that the influencing work referred to in the report stood out well and highlighted, in discussion, the operational risks within the sector, including around Baycroft. In response JG explained that it was important Riverside continued to campaign on issues, including homelessness, and that it was intended that influencing and areas of focus would be an important part of the upcoming Masterclass on care and support matters. Turning to the challenging operational environment, JG confirmed there were still some significant areas of risk with LA partners finances and housing benefit challenges, (with JG giving some figures around contracted income and potential exit routes and consolidation strategies if contracts came to an end or became untenable). OL noted that the risks were still significant, but the report demonstrated why it was important Riverside continued in this sector and TA agreed that continuing in the care and support sector had been agreed by the Board as one of its “red lines”.</p> <p>The Board <b>NOTED</b> the Care &amp; Support Annual Summary 2023/24.</p> |        |
| 139/24   | <p><b><u>GOVERNANCE, RISK &amp; COMPLIANCE</u></b></p> <p><u>Group Risk Register (Item 4.1)</u> <b>CONFIDENTIAL</b></p> <p>SG presented the latest version of the risk register. Executive Directors had reviewed the risk register at their formal monthly meeting and there had been no major changes. Board noted that updates since the last TRGL Board meeting on 16 May were reported in <b>red</b>. In particular they noted that the risk register now included a clearer articulation of the Board/Committee ownership of each risk. The Regeneration and Development risk (R5) had been updated to reflect some cautious signs of improvement in the market.</p> <p>RW queried whether there would be an uptick in reporting on damp and mould issues as we moved into the autumn and winter, IG explained that there were</p>  |        |

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|          | <p>still a lot of complaints coming through and that could continue for a little while, until the new regime on dealing with damp and mould issues was fully embedded. NH raised a query around the risk on the cost of economic uncertainty and in particular the risk around contractor solvency, the Board recognised this as a risk particularly when considering those involved in high rise and cladding remediation work, it was agreed that this risk would be reviewed again in light of the risk scoring for the next iteration of the register.</p> <p>PF raised a query around the risks at R4 and R6 and both the increased and decreased scoring evident from previous versions of the register. On the changes within R6 (Regulation) SSh confirmed that whilst there was so much movement in the Regulatory environment at the moment, it felt like the scoring was right but would be kept under review. In relation to the quality of the home the scoring had moved, and IG confirmed that was principally down to a greater knowledge of known and established issues which were now better understood.</p> <p>The Board <b>REVIEWED</b> the Group Risk Register.</p>   | <b>SG</b> |
| 140/24   | <p><u>Non-Executive Director Remuneration Review (Item 4.2)</u></p> <p>SSh presented the report on the Non-Executive Director Remuneration Review with the Board noting this had briefly been discussed as AOB at the last meeting and that GRC had spent some time on the topic at their last meeting. SSh explained that GRC had balanced a number of factors including an independent review and benchmarking exercise, the current financial constraints, the recent successful NED recruitment exercises, which had not been impacted by levels of remuneration and had decided to recommend to Board, that there should be no change in NED remuneration but that GRC would look at this again in 12 months' time. TA as a member of GRC explained that the independent review carried out by PwC had indicated that levels of remuneration across the Group were not out of kilter with the sector and the differentiator was the strength of the group not their levels of remuneration.</p> <p>The Board <b>REVIEWED</b> and <b>APPROVED</b> GRC recommendation in relation to Non-Executive Director's Remuneration, which was not to make any changes to NED remuneration at the present time and to ask GRC to review the position on levels of NED remuneration again in May 2025.</p> |           |
| 141/24   | <p><u>Minutes of Previous Meetings (Item 4.3) CONFIDENTIAL</u></p> <p>The minutes of the meetings held on 16 May 2024 were <b>APPROVED</b> as an accurate record.</p>   |           |
| 142/24   | <p><u>Matters Arising from Previous Meeting (Item 4.4) CONFIDENTIAL</u></p> <p>The Matters Arising from previous meetings were reviewed and noted as all complete.</p>  |           |
| 143/24   | <p><u>Written Resolutions and Chair's Actions (Item 4.5)</u></p>  |           |

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|          | <p>The Board <b>NOTED</b> the following decisions taken in the period since the last scheduled Board meeting on 16 May 2024, which could not be delayed until this scheduled July Board meeting:</p> <p><b>1. <u>Approval to charge title EGL407624 to LLoyds</u></b></p> <p>On 17 June 2024, the Board via the Chairs Action procedure, <b>RESOLVED TO APPROVE</b> the placing into charge title EGL407624 for the benefit of Lloyds as required to resolve title boundary concerns.</p> <p><b>2. <u>Approval of delegation of CEO duties &amp; amendment to Scheme of Delegated Authority</u></b></p> <ul style="list-style-type: none"> <li>• <u>Delegation of CEO Duties</u></li> </ul> <p>On 2 July 2024 the Group Board <b>APPROVED</b> the delegation of any specific CEO responsibilities and duties as set out in the formal resolution contained at Appendix 1 of the report.</p> <ul style="list-style-type: none"> <li>• <u>Scheme of Delegated Authority (SODA) Update – Tenancy Agreements</u></li> </ul> <p>On 2 July Group Board <b>APPROVED</b> the update to the SoDA to include the delegated authority for the relevant tenancy agreements to be signed by Housing Officers and Care &amp; Support/Home Ownership equivalents.</p> |        |
| 144/24   | <p><u>Board Training Plan (Item 4.6)</u></p> <p>SSh presented the Board Training Plan with a request that where possible Board members should try to attend the Masterclasses or review the recordings on Convene if unable to join the actual sessions via Teams. SSh also reminded those members who had not completed their mandatory ED&amp;I training to complete that too.</p> <p>Board noted that there was a corporate membership to CIH and Inside Housing and that there were some good resources available through those websites, some of which were at no cost. TA encouraged members to consider their own individual areas of expertise and whether they could consider speaking opportunities at conferences which often allowed attendance at the full conferences for free and also increased visibility of Riverside across the sector.</p> <p>The Board <b>NOTED</b> the Board Training Plan.</p>  |        |
| 145/24   | <p><b><u>STRATEGY, POLICY AND BUSINESS PLANNING</u></b></p> <p><u>Customer Experience Improvement Plan 2023/24 and 2024/25 (Item 5.1)</u></p> <p>PN presented a report that provided an update on the outcomes achieved from the delivery of the Customer Experience Improvement Plan 2023/24 which was aligned to Year 1 actions within the Customer Experience Strategy; and provided details of the Customer Experience Improvement Plan for 2024/25.</p> <p>The Board noted that detailed versions had gone to ED's and CEC, who also received regular updates in their meetings on progress. PN explained that 64</p>   |        |

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|          | <p>out of 70 actions had been completed and where more focus was required, then separate improvement plans had been developed or were being developed, (examples included in Home Ownership and repairs as well as with Rents and service charges).</p> <p>Board noted that one of the significant areas of improvement was in the South &amp; Central social housing region. The actions within the improvement plan had had the greatest influence on overall satisfaction in this region, mainly due to the insourcing of the repairs and maintenance service but also influenced by the implementation of local engagement, pro-active visits and the start on site of the 3 major regeneration schemes in London. PN explained that overall customer satisfaction for the region had increased from 59.4% in March 2023 to 71.5% in March 2024.</p> <p>OL explained that she was happy to see the influence of Customers views and experiences was clear within the report and impacting on the delivery of services.</p> <p>The Board <b>NOTED</b> the Customer Experience Improvement Plan 2023/24 and 2024/25.</p>   |        |
| 146/24   | <p><u>Service Charge Policy (Item 5.2)</u></p> <p>CAM presented a paper that set out the integrated Service Charge Policy and the key changes in the latest version.</p> <p>The Board discussed the issues around service charges, noting that the service charge policy and processes did not apply to Scotland which has a different system and process in place. CAM explained that there was a specific project in place called “Loki”, which was focused exclusively on service charge improvements.</p> <p>The Board also considered the position with third party managing agents which had seen some negative press recently. JW responded by confirming the issue for Riverside was more pronounced in the historic OHG housing stock, but colleagues were working hard to address the issues around charges and balancing charges and good progress was being made under the policy and framework, along with strong communications with customers impacted by service charge issues. The Board recognised there were remaining challenging areas including increasing insurance costs which were out of Riversides direct control.</p> <p>The Board <b>APPROVED</b> the Service Charge Policy and supporting Framework.</p> |        |
| 147/24   | <p><u>Development and Regen Strategy Update (Item 5.3) <b>CONFIDENTIAL</b></u></p> <p>JW presented a paper that set out what had been delivered as part of the 2023-26 Development &amp; Regeneration Strategy for Year One.</p> <p>The Board noted that the total number of new homes delivered over 2023/24 was 1,443 against a strategic target of 1,877 (76.9% of target). Board considered this as positive, given the challenging economic climate within which Riverside was operating. The non-London targets with regard to the</p>   |        |

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|          | <p>Homes England Strategic Partnership had been reviewed and revised from 1,530 new homes to 1,252 new homes.</p> <p>The Board responded to CAM by confirming the report gave them the assurance they needed, with JW adding that the Subsidiary Group regularly scrutinised JV performance on build numbers at their meetings. The Board did consider whether the reporting to Board on JV's and subsidiaries and development performance should be aligned in future to give an overall picture and pull the threads together.</p> <p>The Board <b>NOTED</b> the report and <b>DISCUSSED</b> the visibility of the reporting of development and regeneration activity and suggested one area for improvement which concerned the timing of JV and development reporting.</p>   | <p>CAM/<br/>JW</p> |
| 148/24   | <p><u>People Strategy Year 1 Update and Year 2 Plan (Item 5.4)</u></p> <p>MC presented the paper that set out what had been delivered within our 2023-26 People Strategy for Year 1, (23/24 financial year) and our Year 2 People Plan that would support Riverside in achieving the aspired culture and improving the people experience.</p> <p>MC reminded the Board that the People Strategy was approved by EDs in November 2023 and went to Board for noting in January 2024. The Year 2 plan had been developed using the feedback from Our Riverside Voice survey with key people metrics and feedback from Leadership Group and colleague groups.</p> <p>The 2023-26 People Strategy people promises, linked directly to Riverside values and there were 12 deliverables for Y1. Board noted the overall status of the strategy was amber, with good progress being made in TRG but still more to do at OHG which MC noted was to be expected as a result of the integration journey and in the early stages of a 3-year strategy.</p> <p>Board noted there were 9 key deliverables detailed within the plan for 24/25 aligned to the people promises. MC confirmed the strategy and plan would be launched to colleagues this year. Key updates would be provided throughout the year to demonstrate that Riverside were listening and acting upon feedback.</p> <p>The Board noted the challenges across the Group and the particular challenges with those colleagues from the OHG side of the business where attrition and sickness were higher. TA reflected on those challenges but also noted that when she spoke to colleagues across the business she was encouraged by their enthusiasm and hoped to see further improvements when the new strategy and plan were launched.</p> <p>The Board noted that the amber rating was probably right at this stage but wondered whether this would move over the coming months and moving into later stages, MC confirmed that there would be some targets that would move but others including Pay Gap metrics might take longer to tackle. KRF commented that it was good to see the work around inclusivity and guaranteed interviews but queried whether Riverside could be bolder. Responding to that challenge MC said they were exploring other options and would learn from other sectors including the NHS. NH reflected on the guaranteed interview scheme and in particular that whilst a guaranteed interview could be a good</p> |                    |

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|          | <p>thing, it didn't necessarily help that person get ready for the interview or the job and engaging or coaching those individuals might deliver further benefits. MC also provided the Board with an update in relation to the progress around the changes brought about with new professional qualifications and the impact on existing Riverside colleagues, in terms of both numbers and the financial impact and the budget set aside.</p> <p>In concluding their discussions on the progress under the people strategy the Board noted their pleasure in seeing the improved Glass Door scores. The Board also offered MC their help individually if MC wanted any introductions to any organisations or sectors they were involved with, who could offer any learnings or good practice in this regard.</p> <p>The Board <b>REVIEWED</b> and <b>NOTED</b> progress for Y1 and our plans for Y2.</p>  |        |
| 149/24   | <p><u>Pay Gap Reports 2024 (Item 5.5)</u> <b>CONFIDENTIAL</b></p> <p>MC presented the report that provided visibility of Riverside's gender and ethnicity pay gap as of 5 April 2024. The pay gap details would also be published in the annual report and Board noted a detailed infographic would be developed and published on Riverside's external website.</p> <p>The Board considered the paper and noted the similarities they had seen within other organisations both within and out with the social housing sector. The Board particularly noted the challenges faced for the pay gap within care and support given the relative numbers of women recruited into that sector.</p> <p>The Board <b>REVIEWED &amp; NOTED</b> the pay gap for gender and ethnicity 2024 and <b>NOTED</b> the high-level causes and the current actions being taken to develop a plan to deliver improvement that will be presented to Aug EDs upon consultation.</p> |        |
| 150/24   | <p><u>Integration and Transformation Portfolio Status Report (Item 5.6)</u> <b>CONFIDENTIAL</b></p> <p>The Board received the report from TB that provided an update of the Riverside Integration and Transformation Portfolio as at the end of June 2024.</p> <p>The Board noted that good progress was being made and that there had been some prioritisation of resource towards OHG stabilisation. Board also noted the good progress being made on people integration and commented on the changes to reporting, noting in particular that they liked the plan on a page contained within the appendices.</p> <p>The Board <b>NOTED</b> progress in terms of merger integration and wider business transformation, overseen by the PSG-led governance model.</p>   |        |
| 151/24   | <p><u>Vistry Contracts Cladding Award Report (Item 5.7)</u></p> <p>IG presented the Vistry Contracts Cladding Award Report with the Board recognised that there were 8 contracts to be awarded under the Cladding Remediation Programme which was in place to address and remedy all the combustible cladding issues on the One Housing Portfolio. The Board noted</p>  |        |

| Min Ref:     | Agenda Item   | Action                                     |                     |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
|--------------|---|--|---------------------|---------------|----------|--------------|---|--------------------|--------|--------------|---|-------------------|--------|--------------|---|------------------|--------|--------------|----|--|--------|--------------|----|-----------------------------------|--------|--------------|----|--|--------|--------------|------|---|--------|--------------|----|------------------------------|--------|--------------|----|-----------------------------|--------|--------------|----|--------------------------------|--------|--------------|----|---------------------------|--------|--------------|----|------------------------------------|--------|-------------|----|---------------------------------------|---------|--------------|------|---|--------|--------------|------|--|--------|--|
|              | <p>there were 79 buildings within the programme, 24 of which had been completed, 7 where teams were on site and 57 buildings being procured and within those 57 buildings the eight contracts to be awarded under this report, covered 15 of those buildings.</p> <p>IG explained that the contracts proposed had been negotiated with Vistry who had been the original contractor on all of the buildings and that the negotiations represented good value for money, delivering a 28% reduction on costs as against procuring the works on the open market.</p> <p>The Board <b>APPROVED</b>:</p> <ul style="list-style-type: none"> <li>the award and signing of eight JCT Remediation Works Contract and Settlement Agreements with Vistry Construction for cladding remediation works at 15 buildings over 8 contracts set out below [REDACTED]</li> <li>the application and entering into of the Grant Funding Agreements with the Department of Levelling Up Housing and Communities, and/or Homes England [REDACTED]</li> <li>PRP to be selected to act as Employers Agent, Quantity Surveyor, Site Inspector, Technical Adviser and Principal Designer CDM on each contract.</li> </ul> <table border="1" data-bbox="264 1140 1289 1733"> <thead> <tr> <th>UPRN</th> <th>Phase 2 Contract No</th> <th>Block Address</th> <th>Postcode</th> </tr> </thead> <tbody> <tr> <td>HORNSE971360</td> <td>2</td> <td>Roden Court 97-136</td> <td>N6 5FB</td> </tr> <tr> <td>HORNSE679600</td> <td>2</td> <td>67-96 Roden Court</td> <td>N6 5FD</td> </tr> <tr> <td>HORNSE000000</td> <td>2</td> <td>Roden Court 1-66</td> <td>N6 5EF</td> </tr> <tr> <td>SHERIDAN0000</td> <td>10</td> <td>Sheridan Heights 1-26 (Tarling Estate)</td> <td>E1 2PN</td> </tr> <tr> <td>SHEADCOURT00</td> <td>10</td> <td>Shead Court 1-17 (Tarling Estate)</td> <td>E1 2PJ</td> </tr> <tr> <td>KELDAYHEIGHT</td> <td>10</td> <td>Kelday Heights Flats 1-91 (Tarling Estate)</td> <td>E1 2QU</td> </tr> <tr> <td>ELLENJC00000</td> <td>10/b</td> <td>Ellen Julia Court 1-10 (Tarling Estate)</td> <td>E1 2QU</td> </tr> <tr> <td>EASTCORE0001</td> <td>13</td> <td>Peter Heathfield House 52-76</td> <td>E1 2PW</td> </tr> <tr> <td>WESTCORE0001</td> <td>13</td> <td>Peter Heathfield House 1-51</td> <td>E1 2PF</td> </tr> <tr> <td>MIKARD000000</td> <td>14</td> <td>Mikardo Ct, Popar High St 1-35</td> <td>E1 2QU</td> </tr> <tr> <td>GRANTHAN0001</td> <td>16</td> <td>Abraham Fisher House 1-30</td> <td>E7 0BE</td> </tr> <tr> <td>EMILYD000000</td> <td>26</td> <td>Emily Duncan Place, 74-111 Block D</td> <td>E7 0BE</td> </tr> <tr> <td>EMILY000000</td> <td>26</td> <td>Emily Duncan Place, 1-73 Blocks B/C/F</td> <td>E15 2LR</td> </tr> <tr> <td>HANNAHBUILD0</td> <td>10/A</td> <td>Hannah Buildings 20-51 (Tarling Estate)</td> <td>E1 2PF</td> </tr> <tr> <td>HANNBUIL00BK</td> <td>10/A</td> <td>Hannah Buildings 1-19 (Tarling Estate)</td> <td>E1 2PW</td> </tr> </tbody> </table> | UPRN                                       | Phase 2 Contract No | Block Address | Postcode | HORNSE971360 | 2 | Roden Court 97-136 | N6 5FB | HORNSE679600 | 2 | 67-96 Roden Court | N6 5FD | HORNSE000000 | 2 | Roden Court 1-66 | N6 5EF | SHERIDAN0000 | 10 | Sheridan Heights 1-26 (Tarling Estate) | E1 2PN | SHEADCOURT00 | 10 | Shead Court 1-17 (Tarling Estate) | E1 2PJ | KELDAYHEIGHT | 10 | Kelday Heights Flats 1-91 (Tarling Estate) | E1 2QU | ELLENJC00000 | 10/b | Ellen Julia Court 1-10 (Tarling Estate) | E1 2QU | EASTCORE0001 | 13 | Peter Heathfield House 52-76 | E1 2PW | WESTCORE0001 | 13 | Peter Heathfield House 1-51 | E1 2PF | MIKARD000000 | 14 | Mikardo Ct, Popar High St 1-35 | E1 2QU | GRANTHAN0001 | 16 | Abraham Fisher House 1-30 | E7 0BE | EMILYD000000 | 26 | Emily Duncan Place, 74-111 Block D | E7 0BE | EMILY000000 | 26 | Emily Duncan Place, 1-73 Blocks B/C/F | E15 2LR | HANNAHBUILD0 | 10/A | Hannah Buildings 20-51 (Tarling Estate) | E1 2PF | HANNBUIL00BK | 10/A | Hannah Buildings 1-19 (Tarling Estate) | E1 2PW |  |
| UPRN         | Phase 2 Contract No   | Block Address                              | Postcode            |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| HORNSE971360 | 2   | Roden Court 97-136                         | N6 5FB              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| HORNSE679600 | 2   | 67-96 Roden Court                          | N6 5FD              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| HORNSE000000 | 2   | Roden Court 1-66                           | N6 5EF              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| SHERIDAN0000 | 10  | Sheridan Heights 1-26 (Tarling Estate)     | E1 2PN              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| SHEADCOURT00 | 10  | Shead Court 1-17 (Tarling Estate)          | E1 2PJ              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| KELDAYHEIGHT | 10  | Kelday Heights Flats 1-91 (Tarling Estate) | E1 2QU              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| ELLENJC00000 | 10/b  | Ellen Julia Court 1-10 (Tarling Estate)    | E1 2QU              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| EASTCORE0001 | 13  | Peter Heathfield House 52-76               | E1 2PW              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| WESTCORE0001 | 13  | Peter Heathfield House 1-51                | E1 2PF              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| MIKARD000000 | 14  | Mikardo Ct, Popar High St 1-35             | E1 2QU              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| GRANTHAN0001 | 16  | Abraham Fisher House 1-30                  | E7 0BE              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| EMILYD000000 | 26  | Emily Duncan Place, 74-111 Block D         | E7 0BE              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| EMILY000000  | 26  | Emily Duncan Place, 1-73 Blocks B/C/F      | E15 2LR             |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
| HANNAHBUILD0 | 10/A  | Hannah Buildings 20-51 (Tarling Estate)    | E1 2PF              |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |
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| 152/24       | <p><u>Any Other Business (Item 6)</u></p> <p><u>Greater London Authority - Compliance Audit 2023/24 (Item 6.1)</u></p> <p>JW presented the report to Board which provided the result of 5 audits on projects carried out and which were all reported green.</p>   |  |                     |               |          |              |   |                    |        |              |   |                   |        |              |   |                  |        |              |    |  |        |              |    |                                   |        |              |    |  |        |              |      |   |        |              |    |                              |        |              |    |                             |        |              |    |                                |        |              |    |                           |        |              |    |                                    |        |             |    |                                       |         |              |      |   |        |              |      |  |        |  |

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| 153/24   | <p><u>Regulator of Social Housing and the Housing Ombudsman Memorandum of Understanding (Item 6.2)</u></p> <p>SSh provided a verbal update on the Regulator of Social Housing and the Housing Ombudsman Memorandum of Understanding which set out how they were proposing to share responsibilities. SSh agreed to share that memorandum with Board.</p> | <b>SSh</b> |
| 154/24   | <p><u>Chair's Summary (Item 7)</u></p> <p>The Chair thanked the Board for attending and for their input into the meeting.</p>  |            |
| 155/24   | <p><u>Chair's Reflection Time (Item 8)</u></p> <p>ED's and officers left the meeting to allow the Board time for reflection with the Chair.</p>  |            |
| 156/24   | <p><u>Date of Next Meeting (Item 8)</u></p> <p>25/26 September 2024 which was the Board Strategy event to be held in Liverpool.</p> <p>The date of the next scheduled meeting was <b>NOTED</b>.</p>  |            |

Signed:

\_\_\_\_\_  
**Terrie Alafat, TRGL Board (Chair)**

**Date**