

## TRGL BOARD MEETING

## ITEM: 2.7

The Board is asked to **NOTE** the update on Committee and Subsidiary Board Activity for the period 16 June 2026 to date. Minutes of all meetings in the period can be found on Convene or are available upon request.

**Pension Trustees 18/6/2026** Attendance 100%, Length: 5 hours, Mode: In-person/online

### Alert:

Bulk transfer project: The Trustee reviewed the final transfer documentation for the ex-SHPS schemes and agreed the Transfer Deed, subject to final points being settled by email ahead of the planned 1 July 2026 transfer date.

Member-Nominated Director appointment: The Trustee noted the appointment of Liz Turner as a Member-Nominated Trustee Director with effect from 18 June 2026.

Scheme Actuary appointments: The Trustee confirmed the appointment of Natalie Ogden as Scheme Actuary to the OHG XSHPS Scheme. Sam Mullock continues as Scheme Actuary to the RXSHPS Scheme and the Riverside Group Pension Scheme.

### Advise:

Pensions IHT reforms: The Trustee received an update on proposed inheritance tax changes due from April 2027 and noted the potential implications for administration processes, governance and member communications. A readiness update will be provided later in the year.

DUAA requirements: The Trustee discussed the requirements arising from the Data (Use and Access) Act 2025 and agreed that these should be incorporated into the existing Internal Dispute Resolution Procedure. The Trustee noted that the Scheme's privacy notice would be reviewed and updated as part of wider governance work.

### Assure:

Actuarial valuations: The Trustee noted the action plans for all three schemes.

- The valuation date for RGPS is 31 March 2026 and the initial valuation assumptions were discussed and agreed. The Trustee also agreed the proposed Low Dependency Investment Allocation (LDIA).
- The valuation date for the ex-SHPS schemes will be 30 September 2026. The Trustee noted that future valuation dates would be harmonised where possible and that scheme year ends would be aligned over time for accounting purposes.

### Items to note

The Trustee noted the following items:

- Employer Covenant: Quarterly Financial Report.
- RGPS: Approximate funding update as at 30 April 2026.
- Ex-SHPS schemes: FRS102 funding positions as at 31 March 2026.
- RGPS: Update on GMP equalisation past transfers.
- RGPS: Investment monitoring report Q1 2026.
- Business Plan.
- Register of Interests.
- Budget monitoring for 2025/26 (Q4).
- Update from the Risk Subcommittee meeting held on 8 June 2026.
- Communications Plan.

The Trustees approved the following items:

- Draft budget for 2026/27.
- Business Continuity Policy, Internal Controls Policy and Incident Response Plan.
- Subcommittee memberships, with:
  - the Risk Subcommittee comprising William Medlicott, John Wood, Emma Turner, Alison Stock and Ben Mansell, and
  - the Member Matters Subcommittee comprising William Medlicott, John Wood, Barbara Houghton, Liz Turner and Christina Mupati.

The Trustee noted the following administration matters:

- Administration report to 31 May 2026.
- Data quality update, including the Scheme Specific Data (SSD) report.

[REDACTED]

Board effectiveness: The Trustee reviewed progress against actions identified as part of the Board effectiveness review, including trustee training, strategic planning and board succession.

**Riverside Care & Support Committee 16/07/26 Attendance 100%, Length 3 hours, Mode: In Person**

**Alert**

There are no alerts for the Board to consider.

**Assure**

- The committee considered the Care and Support Annual Summary Report and the associated detailed annual reports on; mortality, Ofsted, PFI, and Baycroft and is recommending the report to the group board for noting.
- The Committee considered a deep dive report into cash leakage focusing on empty homes and rent arrears and were assured at the level of understanding of the drivers of all the risks and that appropriate action was planned. It was disappointing to note that despite the well documented need, 20.66% of empty homes (156) are due to a lack of suitable referral, this includes significant vacancies within both the Camden Homeless Service and Westminster Mental Health.
- A report was received on the improvement plans following two internal audits on safeguarding and In-Form (the supported housing management system), which each received a grading of partial assurance. The report and plans had previously been reviewed by GARC. The Committee was satisfied that the plans and timescales were deliverable.
- As we continue to await our first Ofsted inspection, some mock inspections have been commissioned to improve assurance that we will meet the required standards. The outcomes will be reported back in November.

**Advise**

- The Committee was joined by our new customer member Michael Edetanlen (as an observer). The Care and Support Customer Panel has undertaken training and has further meetings arranged.

**Items to note**

- The Committee reflected on a visit to The Boundaries and Blackmore House schemes in Romford.
- The Committee received an overview of current issues in C&S through the Chief Officer's Report.
- The Committee received an update on Business Development & Strategy, including new KPIs for 2026/27 and showed a good start to the year with four of four successful tenders for existing business.
- The Committee received the quarterly financial performance report, which reported performance broadly in line with expectations, and no material financial risks were identified.
- The Committee received operational reports for the preceding quarter.
- The Committee received the quarterly Quality and Improvement Report.
- The Committee received a quarterly update on the Care and Support operational Risk Register.
- Following the meeting the Committee undertook a tour, and attended the official opening, of the Harbour Place Extra Care scheme.

- In response to concerns about the condition of communal areas within the Care and Support portfolio, an initiative has been developed involving colleagues from across the organisation to develop a framework for 'service vibrancy' assessments. The assessments will provide a simple holistic view of service environments and use a 3-tier grading of sites alongside a record of outstanding repairs. The self-assessments will be undertaken jointly by service managers and property managers and involve customers, promoting collaboration and co-production. The aim is to have clearer evidence-based understanding of the condition of our buildings and support more informed decisions about future investment priorities.
- A report on the outcomes from the People Strategy was received and a discussion took place on how the new strategy goals for 'Proud to be Riverside' will help mitigate the current 'red risk' on the C&S risk register around people capacity.
- The annual view of service profitability was presented, detailing turnover, gross margin, operating surplus and operating margin for each business stream (data is available to individual service level). This analysis informs several activities including decisions on tendering for new contracts; contract renegotiation; service remodelling and disposal. [REDACTED]
- Board colleagues may recall a site visit to a very challenging service, Marsh Way House in Wakefield last year. An 80% reduction in police call outs have been achieved since February 2025; this is due to the success of a multi-party improvement plan that was implemented to address the sustained rise of incidents and antisocial behaviour across the site. The police inspector responsible from the area has been very complimentary about the work of Riverside's leadership and work alongside other partners.

**Prospect 20/7/26** Attendance 100%, Length 47 minutes, Mode: Microsoft Teams [a site visit was held on 26 August 2026]

**Alert:** None.

**Advise:**

- Seven open market completions and four discount to market completions took place in the quarter, against a budget of [REDACTED] were achieved and Bridgemere was now all sold, with all plots legally complete as of July. The Q1F was currently being prepared however, against budget there were now [REDACTED] left to sell across three outlets. The first releases at Weavers Rise, Mellor Brook would be at the end of July. In terms of affordable plots including first homes, discount to market and S106, [REDACTED] were included in

**Items to note**

- A number of decisions between meetings were noted including the Gate 1 proposal for a potential development at [REDACTED] and an update report stating that DIAP had approved a Gate 2 proposal at [REDACTED]
- Discussions were ongoing with [REDACTED] and the possibility of them purchasing a small number of properties at [REDACTED]. Competition with other development sites in the local area was challenging.
- An exclusivity agreement was pending exchange for up to [REDACTED]

the budget. To [REDACTED] plots had completed, [REDACTED] were exchanged, [REDACTED] were uncontracted S106 however, a sale to a Registered Provider had been agreed, and there were [REDACTED] discount to market plots remaining. These [REDACTED] plots are at Weavers Rise, Mellor Brook and would be released later this month.

- Year to date net loss (after interest) of [REDACTED] to budget, driven by being [REDACTED] with a change in sales mix of sold plots (budget assumed all OMS however 4 units were First Homes), delayed RP receipts at [REDACTED] due to changes in the stage payment profile, gross profit margin reductions at [REDACTED], and a higher loan balance due to lower sales revenue resulting in additional interest costs. This is partially offset by timing of spend related to the office move and having zero abortive costs written off in the year to date.

**Assure:**

- The process from reservation to exchange took time. Having the Riverside legal team involved had reduced the typical number of days to complete to c65.
- Regarding the potential show home sale and leaseback deal at the [REDACTED] [REDACTED] negotiations were continuing and the investor had suggested they may take additional plots.

- Work continued on the planning applications [REDACTED]
- The business had won its first NHBC Pride in the Job Award in June, due to the team's Contracts Manager for his work at Hollingsgate, Burnley. The award recognised commitment to quality and presentation.
- Prospect Board approved the financial statements for Prospect (GB) Limited for the year ended 31 March 2026.
- Members approved Phase 3a of the Prospect Terms & Conditions review, aimed at creating a more consistent, competitive, and modern colleague offer aligned with Riverside's wider Group principles, while recognising the specific needs of the construction sector.
- Members agreed for the recruitment process, for a replacement Chair and Board Member, to be supported by the internal People Services team via People Hub.
- In terms of customer care, the business had performed well. The business was currently at a 100% recommend rate at 8 week and 9 month surveys with a response rate of 50% and 29.4% respectively. Actions were being put in place to improve response rates.

**Riverside Foundation 22/7/2026 Attendance 100%, Length 2 hours, Mode: In Person**

**Alert:**

There were no matters to alert the Board to.

**Advise:**

- Funding pipeline and charitable delivery: New strategic funding applications had slowed during the transition to Riverside's new Corporate Plan, and future funding remained unconfirmed. Trustees stressed the need to maintain a flow of projects so that available resources were deployed and the Foundation continued to fulfil its charitable purpose.

**Assure:**

- Most funded projects made good progress against Quarter One targets. Cash Gains reached £1.65m and the Housing Sustainment Service reported 97.3% of tenancies sustained. The 2025/26 impact report recorded more than 7,500 customer touchpoints across Foundation-funded and added-value services, with 13 strategic projects in delivery.

**Items to note:**

- The Board noted the Quarter One management, operational and finance reports.
- The Foundation Board approved its Strategic Plan 2026–2031, aligned to Brighter Future Together and supported by an annual delivery plan to be approved at the next meeting.
- The Board approved a revised Investment Policy reflecting a planned move from longer-term equities to short-term cash holdings.
- The Board approved a revised Foundation Risk Register
- The Board agreed to adopt the Charity Governance Code 2025.
- Following the Meeting, Trustees received an overview of the Powerhouse Young Persons Supported Housing Scheme, reviewed Impact Monitoring

and received a presentation from a local organisation which had been supported by the Community Fund.

**Group Audit & Risk Committee 12/08/2026 Attendance: 80%, Length: 1 hour, Mode: Remote**

**Alert:**

There were no items for Alert.

**Advise:**

- The Committee noted the draft Audit Completion Report for the year ended 31 March 2026 and was advised that the audit remained on track for completion, with a clean audit opinion expected subject to clearance of a small number of outstanding review points. Members noted significant improvement in audit delivery timescales compared with previous years.
- KPMG will take over the external audit next year. GARC will consider the governance timetable linked to the external audit as part of the audit planning process.
- The Committee undertook detailed scrutiny of joint venture impairment risks, [REDACTED]  
[REDACTED] Members challenged the adequacy of assurance over the wider joint venture portfolio, whether impairment risks should have been identified and escalated earlier, and the sufficiency of reporting to support Board oversight.
- Members also challenged audit findings and recurring control observations, seeking assurance that these matters did not represent material weaknesses or regulatory concerns. The Committee was assured that the identified IT control issues were theoretical control risks and that substantive audit testing had been undertaken.

**Assure:**

There were no items for Assure.

**Items to Note**

- No other items were presented.

**Group Treasury Committee 19/08/2026 Attendance 100%, Length 2hours , Mode: Remote**

**Alert**

There are no matters to alert the Board to.

**Advise**

**Items to note**

- The Committee received the Quarterly Treasury Report for 26/27 Q1.

- The Committee considered options for the tenor on an additional facility, emerging THFC National Wealth Fund-backed sustainability funding, and proposed loans to joint venture LLPs.

#### **Assure**

- All financial, property and PFI covenants remained compliant, while regulatory liquidity cover had improved following the extension of the HSBC revolving credit facility. Forecast work also indicated stronger year-end covenant headroom than budget.
- The annual Treasury Strategy was progressing strongly, with constructive lender engagement underway to reduce interest cover tests. The Committee received assurance on liquidity, funding capacity, covenant compliance and the availability of unencumbered assets to support future borrowing. Land Registry delays of between 18 and 24 months continued to affect the charging of new homes; the forward security plan took account of this constraint

**Riverside Scotland 20/8/2026** Attendance 100%, Length 2 hours, Mode: In person and via MS Teams

#### **Alert:**

No immediate alert matters were identified. However, the Board noted continued areas requiring close oversight, including Contact Centre outcome quality, repeat demand, call abandonment, first contact resolution and customer confidence; and outstanding Annual Assurance Action Plan matters dependent on Group systems or strategic change.

#### **Advise:**

The Board approved the adoption of the Governance Handbook and associated governance documentation and noted that this completed the remaining regulatory compliance action linked to the governance documentation review.

The Board approved the revised Riverside Scotland Domestic Abuse Policy and approved the extension of the Freedom of Information Policy, given the development of a Group Transparency Policy was expected to supersede the existing policy.

The Board approved closure of the standalone Customer Satisfaction Action Plan, agreeing that remaining repairs-related actions should be monitored through the wider continuous improvement programme, operational KPIs and assurance deep dives.

#### **Items to note**

- The Board noted the Contact Centre Strategy update and welcomed the improvement in performance, while emphasising that call answering speed was only one measure and that wider outcome-based indicators were required for future assurance.
- [REDACTED]
- The Board noted the Quarterly Performance Report and welcomed areas of positive performance, including complaints handling satisfaction, gas safety and electrical safety compliance and arrears as a percentage of rent due. The Board requested further refinements to the reporting format in order to clearly distinguish positive progress from areas requiring improvement.
- The Board noted the Managing Director's Report, including proposed changes to the annual meeting schedule, final signing of the

The Board approved the reduction of the annual Board meeting schedule by removing the June Board meeting.

[REDACTED]

**Assure:**

The Board received assurance from the Contact Centre Strategy update that performance had improved significantly from February 2026 onwards, with Riverside Scotland customers receiving a dedicated response through a prioritised call queue. The Board welcomed the improvement but requested that future reporting include broader measures of customer outcome quality.

The Board noted the Rule 67 Statement by the Secretary and accepted the written assurance provided regarding compliance with Rules 62 to 66, with no concerns reported.

The Board noted the Annual Assurance Action Plan update and the broadly positive progress reported, including that most Riverside Scotland controlled actions were on track or in progress. It was noted that any outstanding actions would be carried forward into the next year's plan with appropriate visibility of original target dates.

The Board noted the final Corporate Plan update and closure of the Riverside Scotland Corporate Plan 2023–26 action plan, with all 20 year-three actions complete. The Board also noted the proposed future reporting approach under the Brighter Futures Together Strategy and requested consideration of exception reporting and dashboard options to support oversight of emerging challenges.

Constitutional Partnership Agreement and the outcome of the Board recruitment exercise.

- The Board noted the Riverside Group Policy Review, including the Data Protection, Tax Strategy and Investment Policy.
- The Board noted and endorsed the Chair's Action Decision relating to the approval of the membership application [REDACTED]

**Homes Committee 3/9/2026** Attendance 86%, Length 3 hours, Mode: In person and via Teams

**Alert:**

- The Committee reviewed and discussed in detail the report that provided an update on delivery performance, key issues, and actions to accelerate the Home Condition Survey (HCS) programme. Since the previous report, as at the end of July 2026, the number of surveys completed had increased by [REDACTED], bringing the total of reportable surveys to [REDACTED], representing [REDACTED] of Riverside homes.

**Items to note**

- Following the Committee meeting, a Strategy Session and walking tour was facilitated.
- A Group-wide target had been agreed of a maximum of [REDACTED] Work In Progress (WIP) jobs that were out of target by the end of this financial

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An additional [REDACTED] surveys were completed in August which was double the previous month, but still below the monthly target figure needed. This would be reviewed again at the end of September. The completion of surveys at weekends had recently been introduced. Access to properties continued to be a challenge. A number of housing colleagues had recently been recruited to provide additional customer support. A new contractor had recently been appointed to increase capacity. Additional investment of [REDACTED] had been agreed to accelerate HCSs.

Chief Property Officer Comment: There was significant challenge from the Committee on progress to date and it was agreed that, whilst the additional supplier Pennington has resulted in more surveys being completed, the Group needed 3,000 surveys a month. A further update will be given to Group Board regarding September performance and a discussion on whether to commission a third supplier.

- There were currently [REDACTED] High risk actions reported as overdue across Fire Safety, Building Safety Inspection and Legionella workstreams. The speed and quality of completed asbestos surveys was lower than forecast and compliance had declined.

Chief Property Officer Comment: The committee was provided with a detailed breakdown of all high and medium risk actions and Management is confident the issue will be resolved by end of 2026.

**Advise:**

The Home Condition Survey internal audit had identified some weaknesses in controls and procedures. Data validation was currently a manual process, and KPI data was uploaded in batches which meant that some information was out-dated. Automated reporting was being developed and Co-Pilot AI would be explored

**Assure:**

- Building Safety performance remained broadly stable, with strong compliance performance maintained across the majority of statutory compliance disciplines. Significant progress continued with electrical safety with compliance improving to [REDACTED] and overdue EICRs reducing from [REDACTED] properties in January 2026 to [REDACTED] properties as at 1 August 2026. Progress also continued across the Building Safety Act implementation programme and cladding remediation portfolio.

Overall, delivery of the Stock Rationalisation Strategy remained on track, with the majority of this year's programme expected to be achieved through the strategic transfers of the [REDACTED] portfolios. Achievement of the target relied heavily on the two bulk transfers being achieved.

year. Out of target WIP continued to reduce from a starting point of [REDACTED] nationally to [REDACTED] at the beginning of quarter two, which was an overall reduction of [REDACTED].

- The Repairs Service Delivery Report Riverside showed that Home Response and Riverside Property Services currently had [REDACTED] works orders out of target, of which [REDACTED] were with Riverside Home Response (down from [REDACTED] in March 2026) and [REDACTED] with Riverside Property Services (down from [REDACTED] in March 2026).
- The Property Condition and Investment Report provided an update on EPC performance, the Warmer Homes Wave 3 programme and preparation for Awaab's law.
- The Tenant Satisfaction Measures Benchmarking Report detailed the Group's Low-Cost Rental Accommodation perception performance as strong, with all 12 measures improving year-on-year and Repairs Satisfaction being the highest score across our Benchmarking Group . The Group ranked in the top four for 10 of the 12 measures, with overall satisfaction having increased by 2.9 percentage points to 69.5%. Overall satisfaction increased by 1.6 percentage points to 35.7% for Low-Cost Home Ownership. Within compliance areas, water safety achieved 100% compliance and gas, and lift safety maintained 99.9% compliance, however fire and asbestos compliance both declined.
- Members received an update on the Homes Strategy and financial performance. An update on the Asset Services Risk Register was sent to members following the meeting.
- Members received the Information Governance Update (Asset Data Focus) Report. Key projects had been accelerated including Home Condition Surveys and Managing Agents.

**London Improvement Oversight Group 4/9/2026 Attendance 100%, Length 1 hour 18 minutes, Mode: Microsoft Teams**

**Alert:** None.

**Advise:**

- Communication, complaints, collaboration between teams and consistency of follow-up on actions agreed remained the main concerns for customers and colleagues in London. Unresolved repairs, repeat visits, missed appointments, repair communication, communal repairs and planned investment continued to affect confidence.
- Though improved, customer outcomes remained below target and communication needed to improve.
- Three issues had recently emerged through the forums as risks requiring oversight; service charge affordability, under-use of warning markers and unmanaged staff facilities.
- The latest people dashboard showed a workforce that was broadly stable but pressured, with twelve-month attrition of 10.6% and sickness of 3.9%.

**Assure:**

- The London Improvement Plan had moved from mobilisation into delivery. The priorities the Group agreed in July had largely been delivered. Improved governance had been established, the Estate Management Task Force was now delivering across all six sites and dedicated programme capacity was in place.
- The London Leaders forums were helping to identify the operational, cultural and relationship barriers sitting behind customer outcomes and ensured that these issues received appropriate leadership attention. It was important for all internal stakeholder teams to be present and participate in the leadership forum meetings.

**Items to note**

- A tour of the Samuda Estate, Palmers Road and Kings Cross was facilitated in July for colleagues, supporting teams to work together and discuss issues.
- Projects to review and improve Managing Agents and housing services were in progress.
- A number of events had been held to benefit customers including an open drop-in session at the Samuda Estate and decorating at Palmer's Road.
- A London Leaders event would be held in November where strategy and standards would be discussed, with the focus on Brighter Future Together and aligning to Riversides' ways of working, moving away from legacy OHG practices.
- The London Improvement Oversight Group Terms of Reference was approved.
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**Group Audit & Risk Committee 10/9/2026 Attendance: 80%, Length: 2 hours, Mode: Remote**

**Alert:**

- **Domestic Asbestos Audit for Riverside Scotland and London region:** Some weaknesses were identified in asbestos survey management. Testing found some instances of inappropriate, missing or outdated asbestos surveys, incomplete upload of survey records and asbestos register data, and risks that works could proceed without the correct asbestos information

**Items to Note**

- The Committee approved the revised strategic Risk Register template, proposed reporting content and cycle.
- The Committee received outcomes of internal audits under the 2025/26 plan into Care and Support Contract Income and Billing; Stock Condition

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and at the time of the Meeting management were not able to provide confirmation of how many people had been potentially exposed. While remediation performance was strong, the control weaknesses resulted in a Partial Assurance opinion.

**Chief Officer Comment:** Further follow up work to be done to confirm level of exposure and the results of this will be reported back to both Homes Committee when they received the Audit appear and also GARC.

**Advise:**

- **Cyber Security and Resilience Update:** The Committee received assurance on Riverside's current cyber security position, including maintenance of Cyber Essentials Plus accreditation and progress against the cyber resilience programme. Members noted the importance of maintaining momentum ahead of increasingly demanding future recertification requirements and the need for continued colleague awareness activity.
- **AI Strategic Principles:** The Committee reviewed and endorsed the proposed AI Strategic Principles, noting the opportunities presented by AI together with the need for appropriate governance, oversight, training and assurance arrangements as AI adoption increases across the organisation. A key component of the development of AI usage will be organisational awareness, including the Board.
- **Internal Audit Plan 2026/27:** GARC approved a new risk-based internal audit programme which has been developed following transition to outsourced provider Menzies, with planned reviews covering Awaab's Law compliance, stock condition data, responsive repairs, contract management, fire safety, remedial actions and rent setting. Managing Agents will not be subject to an audit until the work of a task and finish group has been advanced.

**Assure:**

**Rent Assurance Framework:** The Committee reviewed, endorsed and approved the comprehensive Rent Assurance Framework, providing assurance that the organisation has a strengthened framework to support compliance with consumer regulation and rent-setting requirements.

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**Recommendations to Group Board:**

As Corporate Trustee, **APPROVE** the FY2026 Financial Statements for Eleanor Godfrey Crittall Charity

Survey and Domestic Asbestos for Riverside Scotland and London; and into Scottish Housing Regulatory Standard Annual Return under the 2026/27 plan. The Committee also received a review conducted by Menzies into audit recommendations with deadlines from June 2025 onwards.

- The Committee recommended approval of the Phase 2 FY2026 financial statements to relevant Boards and noted the approach taken to going concern.
- The Committee received the Quarterly Compliance Assurance Update and Annual Fraud Return.
- The Committee received the Business Continuity & Emergency Response Annual Report.
- The Committee received the Annual Asset and Liability Register Review for information.

**Alert:**

- [REDACTED] Members were provided with an update on the [REDACTED] Joint Venture with [REDACTED] including current viability pressures, [REDACTED] Riverside's legal and financial position, and the recommended route to protect affordable housing delivery and resident commitments. Colleagues will be in discussion with [REDACTED] to pursue [REDACTED] the JV, subject to satisfactory commercial terms to Riverside being met, whilst mitigating risk and resident impact. Further legal advice was being sought to ensure that the [REDACTED] met this commercial objective.  
Chief Property Officer Response: This is being managed by both the CFO and the CPO, and we are in an early stage of negotiations. An update on the latest situation will be provided to the Board at the meeting in October.
- At [REDACTED], the Residential contract sum had been proposed by [REDACTED] and currently the value was [REDACTED] than FY26 Business Plan assumptions. There was a recognition [REDACTED] that this level of increase was unacceptable, however, there was a current expectation of [REDACTED] risk to scheme allowances. At this level, any changes to the Business Plan assumptions and level of expenditure would need to be presented to DIAP, IDC and Group Board for consideration. Details were being reviewed by the team. A meeting with [REDACTED] was scheduled to take place over the next few days. An additional IDC meeting would be required end of September/beginning of October.  
Chief Property Officer Response: There will be a full report on this scheme at the October Board which will provide a full view of costs and recommendation as to whether to continue with the scheme or not

**Advise:**

- The Committee received the report that provided an update on [REDACTED] ongoing independent review of Riverside's exposure to [REDACTED] across contractor resilience, remediation, legacy Section 106 obligations and live Joint Venture projects. [REDACTED] had completed a review covering existing asset remediation and legacy Section 106 projects. The report provided a summary of the current construction market, indicators of contractor financial distress and recommended mitigation measures for contractor failure risk. A further review would be carried out on Riverside's existing [REDACTED] Joint Ventures. [REDACTED] advised that this was progressing positively, although the [REDACTED] review had taken longer due to scheme complexity and the volume of information being assessed. An update from [REDACTED] was expected shortly.

**Items to note**

- The Committee received a paper that provided members with an update on the Homes Strategy. Progress was being made across all four strategic themes, with activity now moving from strategy development into more detailed planning, mobilisation and delivery.
- The Committee received the Headroom Statement as at 31 July 2026. Liquidity remained strong throughout the financial year ending March 2027. Compared with the position previously reported, headroom had increased [REDACTED], based on the October 2027 period, which was the furthest point reflected in both the May and July headroom forecasts. Short term liquidity improvements had resulted from delayed costs being realised in the Non-London development forecast alongside additional facilities coming online.
- The Committee received a report that provided a high-level overview of the Development schemes as at the end of July 2026 as well as FY27 Q1 Defects and Customer Satisfaction results. Handovers were adverse for [REDACTED].
- The Committee received a paper that presented information in relation to the financial performance of the Group subsidiaries and Joint Ventures as at their most recent year-end. The current position with regards to all subsidiaries was compliant with all external loan covenants and the Riverside Group Investment Policy. Work was ongoing to rationalise entities and there were sixteen entities that were in the process of being dissolved. The collapse of [REDACTED] was progressing.
- The Committee reviewed the updated Development Strategic Risk Register. Overall, risk appetite remained unchanged at 3 Cautious.
- The Committee received and approved the financial statements for a number of The Riverside Group Limited subsidiaries.
- The Committee received a report that presented a six-monthly update on both the Joint Venture and Subsidiary entities in the Group structure. Citystyle Living (Goldhawk Road) Limited and Citystyle Living (Acton Town Hall) Limited were dissolved on 2 June 2026. Citystyle Living (High Road Haringey 624 THA) Limited Citystyle Living (North End Farm) Limited were dissolved on 23 June 2026.
- The Committee received the paper that set out, at a high level, the activity of the Committee in the past year and the outcomes of the

- [REDACTED]. The Committee approved the earlier than previously forecast pass through of [REDACTED] increase in the affordable homes price following the successful grant bid for this scheme and the [REDACTED] increase in scheme costs. The Committee also approved the provision of a [REDACTED] with approval for the final sum of the loan to be delegated to Chief Financial Officer and Chief Property Officer.
- The Committee received a verbal update on the Homes England Affordable Homes Bids 2026-36. The Group was unsuccessful in their bid as a Strategic Partner. The Group would progress funding bids through Continuous Market Engagement (CME) with a particular focus on [REDACTED]
- The Group budget target for 2026/27 was to complete [REDACTED] new sales generating [REDACTED] income, and [REDACTED] staircasing transactions generating [REDACTED] income. At the end of July, the team had achieved [REDACTED] new sales generating [REDACTED] income and [REDACTED] staircasing transactions, creating [REDACTED] income.

#### Assure:

- Development at [REDACTED]. Riverside had been in discussion with the original contractor, [REDACTED], for a number of months and would compensate Riverside for costs incurred and enable handover of the remaining properties. Discussions were progressing towards conclusion, with the aim of entering into a settlement agreement by the end of September 2026 which will come to Group Board for approval.

recent committee appraisal exercise. Members agreed the Committee objectives for the next twelve months.

- IDC Terms of Reference were reviewed. A minor update would be applied.
- The Committee noted the Schedule of Board Member Duties and Responsibilities.
- A number of site visits and a Strategy Day would be arranged for 2027.

**Governance & People Committee 14/9/2026** Attendance 100%, Length 2 hours 7 minutes, Mode: Microsoft Teams

#### Alert:

- None.

#### Advise:

- Succession Planning Update: Members discussed the Board and Committee succession and recruitment updates, including recent appraisals and end of term reviews. Members stressed the need for the Group's Governance Community to have the skills and experience needed to respond to a changing sector and wider external environment. Members agreed to recommend to Group Board the reappointment of Fenella Edge for a second three-year term. Members also noted that some Boards elsewhere in the sector were reviewing Board member terms annually, to help identify the skills needed in response to the external

#### Items to note

- Since the last report to GPC, two further entities had been dissolved with effect from 23 June 2026: Citystyle Living (High Road Haringey 624 THA) Limited and Citystyle Living (North End Farm) Limited.
- A revised skills matrix would be presented to Group Board at the meeting scheduled for October 2026.
- Venue and site visit options for the March and May 2027 Group Board in-person events would be considered.
- Members approved two payments to beneficiaries for claims under the Group Life scheme.

environment. A further update on Group Chair recruitment would be included in the CEO Update Report. Members approved the appointment of Eleanor Derbyshire to Riverside Scotland's Board with effect from 17 September 2026.

- NHF Code of Conduct 2026 Review: TRGL had adopted the National Housing Federation (NHF) Code of Governance 2020 and the NHF Code of Conduct 2022. The NHF published an updated Code of Conduct in July 2026, designed to support housing associations in meeting new regulatory expectations and the requirements of the forthcoming Competence and Conduct Standard, which comes into effect in October 2026. Members approved adoption of the NHF Code of Conduct 2026 and agreed to recommend it to Group Board. TRIP would be consulted.
- [REDACTED]  
[REDACTED]  
[REDACTED] supporting delivery of the Group's Brighter Future Together strategy. Colleague communications would be developed, and a further update would be provided at the next meeting.
- Directors' Duties: Members reviewed the annual Directors' Duties update, which included additional guidance for members who sit on the Boards of multiple Group entities.

#### Assure:

- Colleague Safety Risk Report: Compliance with Prevention and Diffusion of Violence training was 73% across the Group. Members challenged Chief Officers to support improved performance, with an ambition to reach 80% by the next six-monthly report.

#### Recommendations to Group Board:

- **APPROVE** the reappointment of Fenella Edge for a second three-year term commencing 4 October 2026.
- **APPROVE** the proposed adoption of the NHF Code of Conduct 2026.

- The new Competence and Conduct Standards would come into force in October 2026. Senior housing managers and executives would be expected to hold, or be working towards, an approved housing management qualification. A transition period of up to three years would apply, and a framework was being developed to assess compliance. Currently, [REDACTED] were in scope, of which [REDACTED] were suitably qualified and evidence was awaited for a further [REDACTED]. An update would be provided at the next meeting.
- Members received an update on the 'Empowering our people to do amazing things' goal, including work to develop great leaders and strengthen manager capacity.
- The Voice Survey had recently been launched. An update would be provided at the next meeting.

**Customer Experience Committee 16/9/2026** Attendance 89%, Length 3 hours, Mode: In person

#### Alert:

##### Complaints Data Quality

- The Committee discussed inaccuracies identified in complaints data which had been presented to CEC and published in the Annual Complaints and

#### Items to note:

- The Committee received an update on progress against the Customer Strategy, which was progressing well across the four strategic themes.

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Service Improvement Report for 2024/25. These included under-reporting of complaint volumes, customer satisfaction levels and the proportion of complaints answered within Housing Ombudsman timescales.

- Members noted that Information Services had completed validation work and that stronger controls, clearer reporting definitions and governance oversight were being introduced. Assurance was provided that the inaccuracies did not indicate any unidentified complaints had gone unhandled.
- The Committee also discussed whether an Internal Audit review of data controls may provide additional assurance and recommended this be considered through the Internal Audit assurance programme.

*Management Response:*

*We were disappointed to discover the data inaccuracies and have taken swift action to ensure that this doesn't happen again. In addition to strengthening controls, we have worked closely with the Member Responsible for Complaints and subsequently made the Housing Ombudsman Service aware of the error.*

*Customers will be made aware through the Annual Complaints and Service Improvement Report (2025/26) which includes an explanation of the error, and an update will be provided to the Customer Complaints Panel in October.*

*The MRC and Interim Head of Complaints will be meeting every 6 weeks to review a small number of local performance indicators as we continue through a period of significant service transformation, providing additional oversight and assurance, with relevant themes escalated through future Committee reporting as required.*

**Advise:**

**Complaints Annual Review**

- The Committee approved the Annual Complaints and Service Improvement Report (2025/26), the Self-Assessment against the Housing Ombudsman Service's Code, and the Customer facing Annual Report.
- Members noted the corrected 2025/26 complaints position, including 9,269 Stage 1 complaints and 2,099 Stage 2 complaints, representing increases of 34.6% and 33.4% respectively compared with 2024/25. Overall complaint volumes increased by 34.4% across both stages. Q1 2026/27 volumes remained broadly flat at Stage 1 when compared with Q4 2025/26, with 2,606 Stage 1 complaints opened compared with 2,614 in the previous quarter.
- The Committee also noted that Housing Ombudsman maladministration remained high, although this should be considered alongside the fact that many determinations related to complaints from previous years.

- The Committee approved revised Complaints Policy and Service Charge Policy documents, reflecting regulatory requirements, customer input and updated governance arrangements.

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| Year    | Ombudsman complaints investigated | Severe Maladministration Findings | Maladministration Findings |
|---------|-----------------------------------|-----------------------------------|----------------------------|
| 2024/25 | 124                               | 9                                 | 104                        |
| 2025/26 | 174                               | 11                                | 136                        |

#### London Improvement Plan

- The Committee discussed delivery of the London Improvement Plan, which had progressed from mobilisation into delivery. A cross-service approach is being tested through estate management task forces across six sites, designed to strengthen collaboration, address the impact of silo working and surface the culture and ways of working impacting London service delivery. London performance and home ownership customer satisfaction remained key priorities, with ongoing issues linked to complex leasehold arrangements, managing agents, service charges, complaints and accountability.

#### Strategic Risk Register & CEC

- Members asked that the developing Customer Risk Framework more clearly distinguish between risks to Riverside as an organisation and risks experienced by customers. They emphasised that, while organisational risks remain important for governance and assurance, the framework should also show how customer-defined risks and priorities, including wellbeing, neighbourhood issues, safety and anti-social behaviour are identified, assessed and used to shape action. Members also asked that the strategic risks be expressed in clear, accessible language so that customers, colleagues and Board members can understand both the risk to the organisation and the potential impact on customers before the framework is presented to the Board.

#### Assure:

##### Performance Improvements

- The Committee noted evidence of improved group-level customer performance in Quarter 1 across several measures, including overall satisfaction, communication and engagement, complaints handling satisfaction and repairs satisfaction. This needs to be considered in the context of changes in survey methodology and sustained improvements in coming months will be required to give greater assurance. External benchmarking provided further assurance that Riverside performed strongly against peers.

#### Root Causes of Complaints

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- The Committee discussed complaint performance and advised that complaint volumes, particularly in London, should be viewed as an indicator of wider customer experience and service challenges rather than a standalone complaints issue. Members noted that improvement activity is increasingly focused on addressing root causes through the London Improvement Plan, Brilliant at Basics and strengthened complaints governance, and emphasised the importance of demonstrating improvements in customer outcomes, including reduced repeat contact and complaint escalation.

#### **Customer Influence & Accountability**

- The Committee received assurance that Riverside is strengthening its Customer Influence & Accountability Framework, with growing evidence that customer feedback is influencing services, policies and decision-making. Members welcomed the stronger governance arrangements through TRIP and customer panels and were encouraged by the increased focus on demonstrating measurable outcomes and impact from customer involvement.
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