

**Minutes of the Joint meeting of the boards of  
Rooftop Housing Group Limited and  
Rooftop Housing Association Limited  
held at 9.15 am on Wednesday 19 May 2021  
electronically via Microsoft Teams**

<b>Members present:</b>	Mrs N Inchbald (Chair)	Mr B Worrall	Group Chief Executive (GCE)
	Mr R Richmond (Vice Chair and Senior Independent Director) (RR)	Mrs C Dykes	Finance Director (FD)
	Mrs C-E Arthurs Payne (CEAP)	Mr D Hannon	Development Director (DD)
	Mr C Goodchild (CG)	Mrs C Newman	People Director (PD)
	Mr M Hrycyk (MH)	Miss L Nicholls	Housing Director (HD)
	Mr C Jones (CJ)	Mrs C Allen	Head of Governance (HoG)
	Mr P Spooner (PS)	Mr A Ledger	Head of Risk and Assurance (HoRA)
	Mrs T Rollings (TR)	Mrs S Morgan	Head of Finance (HoF) (part)
	Mr J Wallbank (JW)	Mr D Morris	Head of Business Improvement (HoBI) (part)
		Mr S Hitchman	Head of Digital and ICT (HoDICT) (part)
		Mrs R Robinson	Head of Income (HoI) (part)
		Mr J Rockley	Head of Communications (HoC) (part)
		Mr M Mayall	Platform Property Care (MM) (part)
		Mr D Evans	Platform Property Care (DE) (part)
		Mr R Griffiths	Aareon UK (RG) (part)
		Miss R Organ	Senior Governance Officer (SGO) (minutes)

**3027 Apologies for absence**

There were apologies for absence received from Daisy Halford.

**3028 Declarations of interest**

Where members served on other bodies, their declaration of interest was taken as read.

Declaration of interests were noted from Jonathan Wallbank under 4.1.2 Draft minutes of the special joint meeting of the Boards of RHG and RHA held on 5 May 2021 and the Group Chief Executive and Executive Team under 4.1.7 Draft minutes of the Nominations and Performance Committee meeting held on 28 April 2021, including the Group Chief Executive targets for 2021/22.

**3029 Any Other Business items**

None were raised.

**Action**

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**CHAIR**

**3030 Draft minutes of the Joint meeting of the Boards of RHG and RHA held on 10 March 2021**

An amendment was requested for minute number 2999 para 6: "She would also provide information on the measures in place to support customers in situations where their home was uninhabitable".

**RHG and RHA:** It was **RESOLVED** that the draft minutes of the Joint meeting of the Boards of RHG and RHA held on 10 March 2021 be approved.

**3031 Draft minutes of the Special Joint meeting of the Boards of RHG and RHA held on 5 May 2021**

**RHG and RHA:** It was **RESOLVED** that the draft minutes of the Special Joint meeting of the Boards of RHG and RHA held on 5 May 2021 be approved.

**3032 Outstanding Actions Lists**

**RHG and RHA:** Members noted the progress on Outstanding Actions Lists.

**3033 Notes of the Risk workshop held on 5 May 2021**

The Chair thanked all the board members for their contributions at this workshop.

**RHG and RHA:** Members noted the content of the notes of the Risk workshop held on 5 May 2021

**3034 Draft minutes of the Walker Hospital Trust AGM held on 9 April 2021**

**RHA:** Members noted the content of the draft minutes of the Walker Hospital Trust AGM held on 9 April 2021.

**3035 Draft minutes of the Audit and Risk Committee held on 14 April 2021**

CEAP noted that the work of the Resident Excellence Panel (REP) was back on track with its latest scrutiny report due for the next Audit and Risk Committee meeting. She added the assurance given on the recent Risk and Assurance internal audit and the commendation on how quickly recommendations were implemented.

Following the question raised prior to the meeting by PS on the REP the HoG explained that the REP presented an annual report to the Board at its November meeting. It was noted that this should be discussed later in the meeting and whether once a year was sufficient. CEAP advised that any board member could attend a REP meeting, but the Chair commented that they can feel intimidated when board members attend. The HoG stated that the REP was an independent scrutiny group and, therefore, a certain degree of separation from the Board should be maintained. The REP had to be careful with the level of interest and potential influence that board members could bring to its meetings.

**RHG:** Members noted the content of the draft minutes of the Audit and Risk Committee held on 14 April 2021.

**3035.1 Minute number 1304: Accounting Policy – see minute number 3041 for board approval**

**3035.2 Minute number 1319: Discharge of Audit and Risk Committee responsibilities 2020/21**

**RHG:** It was **RESOLVED** that the work of the Committee during 2020/21 in assessing the adequacy of internal controls be approved.

**3035.3 Minute number 1320: Annual review of the Audit and Risk Committee terms of reference**

**RHG:** It was **RESOLVED** that the proposed amendments to the Audit and Risk Committee terms of reference as recommended by the Committee be approved.

**3036 Draft minutes of the Nominations and Performance Committee held on 28 April 2021, including the Group Chief Executive targets for 2021/22**

This item was minuted separately.

**3036.1 Minute number 85: Annual review of the Nominations and Performance Committee terms of reference**

**RHG:** It was **RESOLVED** that the proposed amendments to the Nominations and Performance Committee terms of reference as recommended by the Committee be approved.

**3037 Draft minutes of the Remuneration Committee held on 4 May 2021**

This item was minuted separately.

**3037.1 Minute number 59: Annual review of the Remuneration Committee terms of reference**

**RHG:** It was **RESOLVED** that the proposed amendments to the Remuneration Committee terms of reference as recommended by the Committee be approved.

**3038 Group Chief Executive and Executive Team reports**

The GCE summarised his report. He noted the three key reports for discussion in the meeting today, which were the RHG Financial Plan May 2021, the update by Platform Property Care (PPC) on the Cost Sharing Vehicle (CSV) and the redevelopment of Crown Close, Bishop's Cleeve. The GCE also cited the COVID Annual Review and lessons learned, a topic the Board has expressed an interest in. He commented on the Annual Business Plan 2021/22 and Corporate Plan 2021/26 and thanked CEAP for her contributions to these documents. CEAP had asked about customer communication before the meeting, and he advised that the HoC would be creating a short video and user-friendly summary of these documents for customers.

**3038.1 People overview**

The PD noted the work carried out by her team, including the annual HR data review and Learning and Development review, that the Business Improvement team was driving the new complaints process and the work of the Communications team on producing the Annual Business Plan 2021/22 and Corporate Plan 2021/26.

There was a discussion on the sickness absence figures and that they were below average for the sector. However, it was difficult to compare with some organisations, whose structures included care services. The PD noted that staff had been kept away from the office but support for their health and wellbeing was provided. The Chair noted that amica24 had a call centre which had a high rate of sickness amongst its staff. She also congratulated the PD on the employee survey results.

MH queried how statistics on the mental health of staff, coming out of the pandemic, would be recorded. The PD explained that this was soft information and would not be published. She added that there was a robust health and wellbeing structure in place, which was beneficial to staff. However, she welcomed any ideas that board members had in this area.

PS noted his question on the turnover rate raised in advance of the meeting and that it was good that it was being tracked. The PD commented on the figures and the succession planning in place.

### 3038.2 Housing overview

The HD highlighted the key achievements of her directorate, including 90% repairs satisfaction and 96% of calls answered and the key assurance areas around validation on safety and compliance strengthening of the CSV, income collection and money advisors' performance. Key challenges would be in income collection when furlough finished, the prevention of eviction, extension of tenancies, tackling Anti Social Behaviour and working on the increased demand in the domestic abuse service.

PS confirmed that his questions raised prior to the meeting were answered.

The Chair queried how the domestic abuse service was working. The HD responded that it was being led well by the Senior Support Worker. It had extended its reach through online sessions and an additional safe house had been provided. PS commended the work being carried out in this area.

CEAP noted that her question raised on how many of the outstanding repairs were beyond our policy time scales, once answered (*see outstanding action log*), would provide additional assurance in the repairs area. She added her thanks to the Repairs team for its hard work.

The GCE noted the golden thread from the Board in investing in the Repairs and Income teams and how it was making a difference in terms of performance.

### 3038.3 Development overview

The DD noted the key three items in the report that were: 50 completions undertaken last year, of which 38 made the Standard Assessment Procedure (SAP) Rating Band A score; sales had gone exceptionally well; including seven outright sales at Kempsey.

HD

He commented on the St Oswald's project and lease negotiations with Tesco, which were now expected to be resolved in June due to Tesco seeking a lease extension on an adjacent site from the council. An update on the scheme would be given to the Board in September with the approval and/or appointment of the contractor in November.

There was a discussion on the Development Early Warning Indicators (EWI) relating to Brexit and how this risk was no longer an issue. The DD would speak to the HoRA to redefine or remove these risks for the July board meeting.

DD

PS commented that Gloucester City Council (GCC) was totally committed to the St Oswald's development. He was reassured by the process being carried out by all three parties involved. The Chair reminded board members of the decision that the GCC deal was to be concluded at the same time as with Tesco. The DD confirmed all negotiations would be concluded at the same time.

CJ stated that it was good to see how the garage area in Bishop's Cleeve was being redeveloped.

#### 3038.4 Finance and ICT overview

The FD commented on the financial monitoring report for 31 March, posted in the quarterly monitoring, and how the Defensive Action Plan (DAP) had been outperformed. The external audit on the accounts was due next week, with some entries still to be confirmed including the effect of the redevelopment of Crown Close, Bishop's Cleeve decision. The transition from LIBOR to SONIA was progressing well with the funders. Approval was due to the Board in July or September. The first QL workshop with Aareon had been held in April and the Programme Development Group had been relaunched.

The FD advised that she had met with DEH to discuss her queries, raised prior to the meeting, on the RHG Financial Plan May 2021 report.

**RHG and RHA:** Members noted the content of the Group Chief Executive and Executive Team reports.

#### 3039 Sickness Absence Policy (and procedure)

**RHG:** It was **RESOLVED** that the revised Sickness Absence Policy (and procedure) be approved. This included DEH approval by email.

#### 3040 Data Protection and Privacy

**RHG:** It was **RESOLVED** that the revised Data Protection and Privacy Policy be approved. This included DEH approval by email.

#### 3041 Accounting

**RHG:** It was **RESOLVED** that the revised Accounting Policy be approved. This included DEH approval by email.

#### 3042 Standing Orders of the Board – Financial Regulations

**RHG:** It was **RESOLVED** that the revised Financial Regulations be approved. This included DEH approval by email.

**3043 Tenancy Fraud Policy - extension requested**

**RHG:** That Members noted the decision taken by the Board of RHG, by email in April, to approve the extension of the Tenancy Fraud Policy review to September 2021.

The HoF joined the meeting.

**3044 RHG Financial Business Plan May 2021**

The HoF noted how the approval of the proposed stress testing scenarios and the DAP at the March board meeting related to this Financial Business Plan (FBP), that the 1,000 homes was included in the FBP, but was dependent on the success of the NWOW bid, how the bLEND funding of £7 million was not included in the September FBP, this additional cash had had a positive impact on our Gearing covenant, inflation had been stress tested and £1 million additional expenditure was included in the plan for the Band C work, but a full stock condition survey with actual costs was still required.

JW commented that the Regulator of Social Housing (RSH) would be expecting to see the EPC/carbon zero programme feature in the next FBP. He asked for clarification in the mitigation of the perfect storm stress test and the resulting 114% interest cover, which was close to the Board risk appetite figure of 115%. The HoF advised that her team would review and seek to address this prior to the Financial Forecast Return (FFR) submission. She added that the stock condition survey data was key to setting the stock/asset management figures in the document. Assumptions were currently being used with what data was available.

RR noted the work of the Finance team and that the plan covered what was asked within the assumptions, along with the multi variable stress testing. He was positive about the results of the stress tests and how the team had mitigated against the pandemic and reacted agilely. PS concurred with the views of RR. It was a fantastic piece of work. He queried whether the document could be presented to the Board more regularly, as it was based on changing variables. The HoF explained that the document was updated every quarter and reported to the RSH. CG asked if, when available, the stock condition survey and EPC figures would be reported in the quarterly monitoring. The HoF confirmed that this would be included in the Treasury Management report as part of the cashflow figures.

There was a discussion on the need for the survey data to be available, so that the EPC plan could be worked on. The GCE advised that this had been identified as a key risk and a defined project with annual objectives and deliverables would be created and reported to the Board once agreed. A brief update would be provided to the Board in July. Resources were being organised so that there were dedicated staff to undertake this project. This risk would be added to the Risk Register. A brief update would be provided to the Board in July.

HoF

HoAF

The HoF responded to a query from MH, on the timing of mitigating actions, stating that the stress testing covered a number of years. The full plan picked up the implications of these results over its full length, but it was too detailed to share with the Board. The FD reminded board members that the Board led on stress testing and the Audit and Risk Committee led on providing the Board with assurance that the critical elements of recovery plans were truly realisable at speed, which were reported to its April meeting, now on an annual basis.

The GCE gave a round up on the discussion held, noting that an update at the July board meeting would be provided on the decarbonisation work and affordability would be covered at the June Strategy Day. The Board should take a degree of assurance that the DAP had been successfully implemented in 2020. The FD confirmed that the work would be completed on the mitigating interest cover on the perfect storm stress test and once the final year end figures were available the FBP would be updated and sent to the RSH. The Chair reminded board members that work had already been undertaken to identify those properties that needed to be included in the EPC programme. She added that it was important that the interest cover ratio was not breached and that we had head room.

The Chair thanked the Finance team on their work in the report.

**RHG and RHA:** It was **RESOLVED** that:

- i. the 2021 Financial Business Plan be approved,
- ii. delegated authority to the Finance Director to authorise any changes to the Business Plan for the Financial Forecast Return (FFR) to be submitted to the Regulator of Social Housing by 30 June 2021 be given.

This included DEH approval by email.

### 3045 Tax Strategy

The HoF stated that this review refreshed the Strategy presented to the Board in 2018.

**RHG:** It was **RESOLVED** that the Tax Strategy be approved. This included DEH approval by email.

### 3046 Finance project – Initiation approval

The HoF advised of an error in the report on the go live date which was February 2023 and not February 2022 as stated. She added that this project needed to be well planned, hence the 2023 go live date.

**RHG:** It was **RESOLVED** that the expenditure of up to £200,000 for a new Finance system out of the ICT budget 2021/2022 be approved. This included DEH approval by email.

The HoF left the meeting.

**3047 Supported Housing Strategy**

The HD gave an overview of what Rooftop provided in this area of the business and the long term sustainability of it. The key areas of the Strategy were enhancing what was already provided (services and assets), modernising facilities and housing and meeting residents requirements. There would be a focus on the quality of our assets and which needed to be disposed of or repurposed.

The HD thanked the board members for their questions, raised prior to the meeting, on the Strategy and referred to the full covering report for the strategy with detailed background and contextual information.

The GCE provided context to this Strategy by noting that there were 600 residents in the Older People Service (OPS) (10% of the total customers) and 50-60 residents in the Young Persons Service (YPS). He made clear that the review had found that Rooftop had a strong portfolio and that various ideas and options for longer-term investment and choices were set out. There was no immediate need for action but it was better to review and plan than be faced with decisions later.

It was noted that the extracare housing model was being reviewed, with advice sought from the NHS, and it was seen that future older people housing should provide independent living with additional services available to them. Various models were being investigated.

RR gave a history of his work with G3 and Rooftop Support and Care and how it was brought under RHA to provide value for money. He added that different solutions to the OPS could provide the same results. He flagged a concern with redesignation of some schemes and the potential for damage to our reputation.

PS stated that his questions, raised prior to the meeting, had been partially answered. He queried whether there was resource available to undertake the work in year one of the Strategy Action Plan. It was confirmed that there was resource in place and that there were big choices ahead, which would need further discussion at board level.

There was a discussion on the Strategy and that the Board was being asked to agree the Strategy, but not the potential budget of £5.45 million. The FD stated that there were choices to be made against development, improving existing homes and the EPC work. Every choice would need a feasibility study and appraisal. The Strategy was for three years but the year one plan covered further detailed work that would be fed into the FBP for future years once costs were quantified and decisions made. TR commented that she was reassured with the FD comments, that the views of ARK Consultancy had been considered and that each scheme was being reviewed individually. The HD agreed with TR, noting that our focus was on assessment of assets against the surrounding environment and future requirements. The potential redesignation and disposal was the last point in the feasibility studies.

The HD explained that the key was to get a balance in the housing offered, with the flexibility of extracare and contemporary accommodation and that the Strategy had been shaped through the views of the customer, staff groups and the Executive Team.



The GCE commented that none of the existing schemes were categorised as red in the ARK Consultancy report. The Board was not committing to expenditure at this stage, rather a programme of work to carry out. Detailed assessments of the schemes and the options considered on them would be provided in the years ahead.

The Chair queried keeping the OPS and YPS separate, the risks to repurposing schemes where there were leaseholders paying for services and not abandoning Dorothy Terry House as a specialist dementia care scheme. The HD explained that the Strategy had not separated the OPS and YPS, as this was all classified as Supported Housing that included domestic abuse and homelessness, however she was happy to make the YPS elements clearer if required without separating. The impact to leaseholders on repurposing schemes would be reviewed as part of the feasibility studies. She added that specialist roles to cover leaseholders were being created in her teams. Managing agents would also be considered as part of the Strategy.

HD

CJ commented that there had been a huge amount of work undertaken in this Strategy, which should be celebrated. CG added that it would be life changing, which CJ responded was a reminder of why Rooftop existed.

The GCE confirmed that the Strategy Action Plan would be reviewed annually, including any expenditure required.

The Chair stated that it was good to see the co-creation work in the Strategy and praised the work by the HD and her team. This was a really important document and agreed it would be life changing for our residents.

**RHG:** It was **RESOLVED** that the Supported Housing Strategy be approved. This included DEH approval by email.

The GCE advised what the next three items would cover and that the third item was confidential to PPC.

MM and DE joined the meeting.

**3048 Confidential: Platform Property Care (PPC) overview – Marc Mayall and Dennis Evans of PPC**

This item was minuted separately.

**3049 Confidential: Cost Sharing Vehicle (CSV) Optimisation Plan**

This item was minuted separately.

MM and DE left the meeting.

**3050 Confidential: Cost Sharing Vehicle (CSV) Triggers and Mobilisation Plan**

This item was minuted separately.

**3051 Regulator of Social Housing (RSH) framework: self-assessment 2020-2021**

The HoG explained that there was an incredible amount of detailed work required to produce the evidence in these documents and offered her thanks to the Heads of Service and Executive Team for their involvement with them. She added that the HD had also redesigned our approach to the consumer standards.

**RHG and RHA:** It was **RESOLVED** that the evidence was considered and compliance with the regulatory standards for a statement to be included in the 2020-21 annual accounts be confirmed. This included DEH approval by email.

**3052 NHF Code of Governance (2015) – annual compliance for 2020-2021 and progress update on the NHF Code of Governance**

The HoG offered her thanks to RR for his work in the compilation of this document, in his role as the SID.

**RHG and RHA:** It was **RESOLVED** that:

- i. the completed 2020-2021 self-assessment of the Group's compliance with the NHF Code of Governance (2015) be approved; and
- ii. agreement to publish a statement declaring full compliance in the annual financial statements for 2020-2021 be made;
- iii. the progress against the NHF Code of Governance (2020) Action Plan be noted.

This included DEH approval by email.

**3053 Redevelopment of Crown Close, Bishop's Cleeve (Phase 2)**

The Chair noted the choices that would need to be made by the Board in the future between these types of redevelopments and the requirements of the decarbonisation programme.

The DD summarised the report, including a summary of the NPV calculations of the existing and new development and the basis of impairment. The FD added that there was an impairment on the existing asset, which would be included in the 2020/21 annual accounts. The effect on the interest cover covenant did not cause any concern based on the draft year end results for 2020/21. She asked that this was approved now, rather than deferring it to a future date, when the headroom on the interest cover covenant might be a concern.

There was a discussion on the appraised options for this scheme. The DD stated that the current properties had a limited life span and this redevelopment would extend the life of the assets. There was also resident engagement in the redevelopment plans. The primary driver was to intensify development and regeneration, by building new properties on a like for like basis. PS stated that he supported the proposal, but that it was important that board members had sight of the appraised options.

He queried the ARK Consultancy report on future housing needs against this redevelopment. The DD confirmed that Tewkesbury Borough Council had stated that the demand in the area was for a mix of two and three bedroomed properties and that the demands of the existing residents also needed to be met.

JW noted the impact on the asset cover covenant. The FD confirmed that Crown Close was currently in charge with Lloyds.

CJ commented that this was a good idea and an improvement to the Bishop's Cleeve area, but queried what had been the reaction from residents. The DD stated that they welcomed the proposals.

RR noted that there was a highly competent team in Development and that the Board did not need to examine the detail behind the scheme. He queried the number of shared ownership homes included which the DD confirmed was within our risk appetite.

The Chair advised that she had discussed with the GCE the questions raised by PS prior to the meeting. She agreed that having the appraised options in the report would help board members with making this decision. PS asked that this be factored into future reports. The decision being made affected asset management and the decarbonisation programme.

The GCE advised that there had not been a full options appraisal undertaken, but that the Executive Team had held a detailed debate on the long term investment and balance of social value to ensure that the scheme provided Value for Money quality homes and the regeneration of the area. The board report made clear that the remedial costs to get the homes up to Band C was estimated at c£550,000.

**RHG and RHA:** It was **RESOLVED** that:

- i. the redevelopment of Crown Close at a total scheme cost of £6,826,695, subject to planning and funding be approved.
- ii. the following was noted;
  - a. the dialogue with Tewkesbury Borough Council to maximise Local Authority investment through Local Authority grant of up to £800,000.
  - b. that in the event of a Local Authority grant shortfall, grant subsidy may be supported through a void sales tenure change programme subject to separate Board approval.

This included DEH approval by email.

TR left the meeting.

RG and the HoDICT joined the meeting.

### 3054 **QL partnership and future plans – Rob Griffiths MD of Aareon UK**

RG gave an overview of Aareon and the working partnership with Rooftop. The HoDICT noted the strategic meetings that were being held, the quick wins being taken in automated tasks and having the foresight and laying the groundwork for the QL next generation system, including moving it to cloud based. RG added that he was keen that Rooftop was getting the maximum benefit from the system now and to provide the tools for the future new way of working. He also stated that Rooftop was in the top five for engagement with Aareon.

MH commented that he had seen change and improvement with the Aareon partnership and that Rooftop had made a strategic investment in the organisation. He queried how the reliance on key staff members had been addressed. RG responded that there had been resource availability pinch points but was working with Rooftop to plan further in advance. PS queried whether our timelines/expectations of his team were achievable, which RG advised was helped through the planning meetings. This would allow him to manage his resources around our requirements. He was also increasing resources at Aareon.

The Chair noted that the next big launch was the Customer Portal and Self Service App.

The GCE stated the golden thread from the internal audit on the HMS implementation recommendations on our effectiveness in project management and how the infrastructure had been built with quarterly meetings to review performance and progress and GCE meetings between Rooftop and Aareon. This was already delivering momentum and clarity between the two organisations.

**RHG and RHA:** That Members noted the content of the QL partnership and future plans presentation.

RG and the HoDICT left the meeting.

The HoBI joined the meeting.

### 3055 **Performance Monitoring quarter ended 31 March 2021 and Quarterly Monitoring Reading Room**

The HoBI reported that 11 indicators were showing red at year end, but these were as a result of the pandemic. Of these 11 indicators nine were now trending green.

In response to the Chair the HoBI stated that there were no current concerns on the reinvestment and operating margin indicators relating to supply issues and possible building cost increases.

RR confirmed that his questions, raised prior to the meeting, had been answered.

PS noted that it had been a challenging year, but that it was good to see that we were moving in right direction. He queried measuring successful lives in the number of volunteers. The HoBI stated that this measure would be set against social return of investment in future.

The GCE commented that with Board oversight and intervention over the year including with rent arrears and with a difficult period of repairs in winter, the investment in the key teams was showing results.

**RHG and RHA:** Members noted the content of the Performance Monitoring quarter ended 31 March 2021 and Quarterly Monitoring reports.

### 3056 **Business Plan out-turn report 2020-21**

The HoBI noted his earlier comments that it had been a difficult year but there was good improvement in the last quarter in various areas of the business and that there were positive results in the performance for this year.

RR had asked a question in the Chat facility of the meeting on the different outcomes for Rooftop and the Sector regarding non emergency repairs as per HouseMark, which would be answered by email.

**RHG and RHA:** Members noted the content of the Business Plan out-turn report 2020-21 report.

The HoBI left the meeting.

### 3057 Compliance Report to 31 March 2021

CEAP confirmed that her question raised prior to the meeting had been answered.

The HoRA noted that the electrical safety figures were improving and that there was a push to improve the gas safety figures. He provided assurance to the Board that in his view, having considered the evidence, there were no matters he needed to specifically bring to the attention of the Board.

**RHG and RHA:** Members noted the assurance given in the report and actions being taken to address areas of non-compliance.

### 3058 Q4 2020-21 Risk Report

The HoRA noted the earlier discussion on the Brexit related Development risks. He summarised the key points of the report and noted the work to be undertaken for quarter one.

It was agreed that the HoRA would provide a summary of his presentation at the meeting on a regular basis, but not for every meeting.

**RHG and RHA:** Members noted the content of the Q4 2020-21 Risk Report.

### 3059 Stakeholder Engagement and reputation

The HoC joined the meeting.

The Chair noted how he and his team have been working on dealing with customer messages and diffusing issues that occurred.

The HoC gave his presentation.

In response to two questions from MH on monitoring WhatsApp and speed of response the HoC explained that WhatsApp was difficult to monitor as it was not as public as Facebook or Twitter. He received immediate notification of any messages posted on Facebook or Twitter and would respond as soon as possible to ask for more information on the issue raised. Wider comments in general themes like “you never do anything” have stock responses but the tone of these had to be gauged. He confirmed messages were monitored between 7 am and 7 pm within the team.

		<b>Action</b>
	<p>The Chair commented that she had a concern with how responses were provided in the absence of the HoC. She also noted that his request for board members to forward messages could pose a GDPR issue and that people should not be under the impression that contacting board members would give them preferential treatment in resolving their issues. The HoC agreed to confirm GDPR compliance and provide a protocol for Board Member responses as part of the Strategy to the July board meeting.</p>	<b>HoC</b>
	<p>CEAP raised some issues on how to signpost the public when she was spoken to in person and whether there were any hot topics board members could be made aware of. She added that she preferred to direct the person, rather than forward the message, as she would be included in any future communication. The HoC added that it was difficult to provide board members with hot topics but would review when the Board should be updated as part of the Strategy.</p>	<b>HoC</b>
	<p>The HoC noted that the new Strategy would be reframed and asked for suggestions from board members. The Chair stated that it was key for Rooftop to be ahead of any issues before they arose.</p>	
	<p>In response to a question from PS on how to deal with customers and communicating with them in the right way the HoC responded that he was working with the HD on putting mechanisms in place for customer communication.</p>	
	<p>The Chair commented on whether a customer forum could be set up, to replace the previous Customer Panel.</p>	<b>HoC/HD</b>
	<p>The HoC confirmed that the communications of other organisations outside of the housing sector were being reviewed.</p>	
	<p>The HD gave the Board assurance that a customer engagement framework was being developed with a supporting policy that will be completed by Quarter 3 2021/22. The REP would also be asked for its feedback on the Customer Voice reports to the Board, prior to the report being published.</p>	<b>HD</b>
	<p>It was noted that comments that had been made in the Chat facility of the meeting were being captured by the GCE and had been forwarded onto the HoC.</p>	
	<p>The HoC left the meeting.</p>	
	<p>The Hol joined the meeting.</p>	
<b>3060</b>	<b>Income Collection and Maximisation Strategy Action Plan update</b>	
	<p>The Hol summarised her presentation which was appendix two of the report.</p>	
	<p>The Chair thanked the Hol for her hard work. PS added that the work was outstanding on all levels and the additional benefits gained for tenants would help them to be more resilient. Rooftop was at the leading edge in this area from his experience of other organisations.</p>	
	<p>The Hol commented that a further update for the Board would be provided in the summer as to how customers could be made more self service, instead of relying on contacting the Income team.</p>	<b>Hol</b>

**RHG:** Members noted the content of the Income Collection and Maximisation Strategy Action Plan update report.

The HoI left the meeting.

JW left the meeting.

The HoF re-joined the meeting.

### 3061 Value for Money Narrative

The HoF noted that she had seen the comment in the Chat facility of the meeting from JW on the excellent work from the Income team and how to promote it in the arrears section of the Value for Money narrative. She would review and respond to him directly.

HoF

**RHG and RHA:** Members noted the content of the Value for Money Narrative report.

### 3062 Asset and Liability Registers update

The HoF commented that the new Procurement Manager was now in post and was taking on responsibility of the Contracts Register. She highlighted that two internal audit reports had given substantial assurance in this area.

The HoF explained that the contingency liabilities figures were reported in millions. She added that we had no control of the pension figures.

RR advised that he had asked the HoF, outside of the meeting, a question seeking assurance for an Audit and Risk Committee review of the Contracts Register and periodic internal audit review. This would be responded to direct.

HoF

**RHG and RHA:** Members noted the content of the Asset and Liability Registers update

The HoF left the meeting.

### 3063 Minor Land Transactions 2020 – 21

**RHG and RHA:** Members noted the content of the Minor Land Transactions 2020 - 21 report.

### 3064 Customer Voice

The HD explained that she was continuing to mature our approach to this area of the organisation.

CEAP advised that her question, raised prior to the meeting, had been answered.

There was a discussion on whether the REP should be reporting more frequently to the Board or whether an alternative forum was created that would feed into the Board. The GCE advised that he and the HD were talking about the creation of a customer engagement map and which areas of the business customers could be involved in. The Customer Strategy was also being reviewed and presented at the next board meeting, with further discussion at the Strategy Day in June.

PS supported this work querying how we engaged with customers at strategic and operational areas and the capturing of this information. The HD responded that there was work being undertaken on developing mechanisms to capture transactional customer information and recording it on QL

**RHG and RHA:** Members noted the content of the Customer Voice report.

**3065 Confidential: The Community Housing Group structure – proposed changes to the Worcestershire Telecare Shareholding – verbal update**

This item was minuted separately.

**3066 Feedback from external Boards: Matrix, amica24, Platform Property Care**

Matrix – PS reported that the New Ways of Working (NWoW) 2 bid had been submitted, 70% of the NWoW 1 programme had been completed or was on site and that he was organising a commitment from the Matrix partners to source materials and supplies for the retrofit programmes that they all were due to undertake. He added that Rooftop had been approached to take on the role of Chair of the Matrix Board as the current Chair had completed their term in office. CG commented that it would be good to use Matrix to get the EPC work completed collectively. PS responded that the work of the DD had set a precedent with obtaining funding for some of this work and he saw that all partners would be carrying out their programmes at the same time, so it made sense to utilise the procurement power of the Group.

Platform Property Care – CG noted that the key points have been covered in the meeting today and at the Risk workshop. The HoG added that the minutes of the last board meeting had been posted in the Diligent Reading Room.

**RHG:** Members noted the content of the feedback from external Boards: Matrix, amica24, Platform Property Care.

**3067 Joint meeting of the Boards Forward Plan**

The HoG advised that the plan was still to meet in person at Puckrup Hall for the Strategy away day on 25 June.

**RHG and RHA:** Members noted the content of the Joint meeting of the Boards Forward Plan report.

**3068 Any Other Business:**

The HoG reminded board members of the email she had sent asking for their expressions of interest to the nominations of office.

There being no other business the meeting closed at 3.21 pm.