

TRH Group Board 14 May 2026

Tenants' Voice: Case study of a tenant's experience

The Executive Director of People and Neighbourhoods outlined a case involving a long-term tenant with two sons who had experienced domestic abuse and ongoing intimidation. The tenant had previously been given low housing priority and had felt unheard due to limited information and a desk-based review of their request for a management move. Following a complaint, the case was reassessed, leading to improvements such as a new Domestic Abuse Policy, staff training, and stronger partnership working.

Board Members discussed referral processes, the number of management moves and wider concerns from tenants about feeling pressured within the allocations system. It was also highlighted that staff have safeguarding responsibilities and are trained to identify signs of abuse, though victims may not always disclose issues. The importance of trust and learning from such cases was also emphasised, and officers were thanked for the insight provided.

Principality Building Society loan approval

Financial advisors joined the meeting virtually to provide support with the discussions around this item.

The Chair outlined recent funding decisions. The Funding Committee had previously discussed valuation requirements, loan fixing options, flexibility to act on favourable rates, and ensuring ongoing compliance with administrative requirements.

Further updates confirmed improved financial terms and acceptable legal agreements. The funding strategy aims to simplify covenants and secure additional funding, with the Principality loan offering good value and a 20-year term.

Board Members discussed market comparisons and governance oversight, with a suggestion for additional review by the Audit, Risk and Assurance Committee due to the nature of the agreement. The Board approved the funding arrangements and delegated authority to officers to complete the process, with the Chair concluding that this marked significant progress and placed the organisation in a strong financial position.

Chair's remarks

The Chair updated the Board on the recent regulatory inspection. The Chair thanked all those involved for their contributions.

The Chair advised that the new CEO, Kevin Bennett, would begin on 26 May 2026 and suggested the Board set interim objectives for him, to be discussed separately without officers present.

Committee Chairs' reports

The Chair of the Asset, Investment and Development Committee highlighted that most key issues would be addressed in later Board papers and noted significant progress in fire safety, with remedial actions reduced from over 700 in 2025 to just two medium-risk items.

The Chair of the Customer, Colleague and Culture Committee reported that Committee member Kenny Kamal would step down at the end of May 2026, but would continue supporting TRH as a co-optee, particularly on data-related matters. It was also suggested that Board Member recruitment be discussed at the upcoming Board Strategy Day.

Chief Executive's Update

The Chief Executive presented the report and described the recent regulatory inspection as comprehensive but overall positive.

The Chief Executive also updated the Board on the appointment of the new CEO, Kevin Bennett and thanked the Executive and officers for their support during her time in post.

Q4 2025/2026 complaints update

The Executive Director of People and Neighbourhoods presented the report and advised that work was underway to streamline how key information and lessons learned were shared with the Board and committees. She explained how there had been some challenges around complaint response times and actions from complaints had been taken to improve performance, including training additional complaint managers, introducing weekly assurance checks by senior leaders and strengthening controls. Positively, there had been a reduction in neighbourhood, grounds maintenance, and ASB complaints. The main recurring issues identified were poor communication and missed appointments.

Board members discussed strengthening oversight and reporting, particularly around compensation, Shared Ownership, and leaseholder complaints, with plans to include this in future updates. It was noted that compensation practices aligned with Housing Ombudsman guidance and recent cases supported the current approach. Members also emphasised the importance of feeding insights into committee discussions, improving two-way engagement, and ensuring balanced reporting that captured both complaints and compliments. Improvements such as capturing Shared Ownership feedback and recognising positive performance alongside areas for improvement were also highlighted.

Q4 2025/2026 Key Performance Indicators (KPIs) and Tenants Satisfaction Measures (TSMs)

The Assistant Director of Governance and Assurance introduced the report, highlighting the inclusion of new KPIs, particularly around EPC performance due to its high-risk rating, and an additional indicator showing all outstanding repairs at year end for greater transparency. The Board noted that a decision on further Social Housing Decarbonisation Fund (SHDF) funding beyond 2028 was still awaited, which could reduce the associated risk score once confirmed.

There had been strong quarter four performance within the Tenant Satisfaction Measures (TSMs), especially in tenants feeling they were treated fairly and with respect, alongside positive progress on complaints performance compared to sector averages. It was confirmed that TSMs would soon be externally audited, with further review of actions linked to tenant feedback.

Corporate plan delivery

The Chief Executive presented the report, noting that the corporate plan would be explored further at the upcoming strategy session led by the incoming CEO, Kevin Bennett.

Health and safety Q4 2025/2026 update

The Executive Director of Homes presented the report, outlining key updates on accidents, incidents, and near misses, with no RIDDOR-reportable incidents in quarter four. Training progress was strong and a recent internal audit had received substantial assurance.

Board Members discussed strengthening oversight of training, including introducing KPIs based on risk levels and rolling out role-based risk assessments. There were also questions about the value of non-mandatory training and the need for more tailored e-learning, which was being addressed through new systems. The Board suggested further review of training and playground safety through committees, with assurance provided that robust inspection processes are already in place.

Risk Management Strategy and Policy

The Board were advised that the Risk Management Strategy and Policy must be reviewed annually by the Board. This year's review, had already been considered by the Audit, Risk and Assurance Committee with no amendments required. The Board subsequently approved the Strategy and Policy.

Quarterly risk review

Board members questioned various impacts of the report including RADON and noted that the upcoming change in Chief Executive had been reflected in the report. The Board also

discussed leaseholders and noted the recommendations from the Audit, Risk and Assurance Committee and approved for the amendments to be added to the Risk Register and database.

Internal controls assurance

The Board were advised that the report was required to be presented annually in line with the Governance and Financial Viability Standard and Code of Governance. The report had also been reviewed by the Audit, Risk and Assurance Committee in April 2026. The Board noted that there were no material control weaknesses and that internal auditors Bishop Fleming would undertake additional work to support the development of the external assurance map.

Quarterly Finance and Treasury Report 31 March 2026

The Assistant Director of Resources presented the report and outlined the disposals, Right to Buys and property staircased within the last 12 months. She also highlighted cost pressures and updated on financial controls.

Board were advised that all financial covenants had been met and there would be ongoing monitoring of inflation through monthly financial updates.

Strategy and policy approval framework and schedule

The Assistant Director of Governance presented the report and advised that the strategy and policy approval framework must be reviewed annually in line with standing orders.

The Board were advised that policies would be presented to either the Board or relevant committee every three years unless significant changes were required. The Board requested that the schedule should make clearer reference to the policies which required tenant input and agreed the framework and schedule subject to these amendments.

Subsidiary Board updates

The Board received updates from the Asset, Investment and Development; Customer, Colleague and Culture; Audit, Risk and Assurance; Funding Committee and Combined Chairs' meetings.

Any other business

The Chair informed the Board that this would be the final meeting attended by the Chief Executive, Hayley Selway. On behalf of the Board, he expressed his sincere thanks to Hayley for her valuable contributions and commitment, and conveyed the Board's best wishes for her continued success in the future.