TRH Group Board
12 August 2026

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

The Board viewed a video of tenants from the HomePlus scheme in Parkside, Coleford. The tenants explained the activities they were involved in and how they wanted to be involved and support each other. One of their upcoming projects related to refurbishing benches and funding had been made available to provide materials to refurbish the benches by one of our partners.

Chair's remarks

The Chair thanked Vice-Chair Tim Jackson for serving as Chair of the Board over the past seven months, recognising his leadership of the Board and support to the organisation during the regulatory inspection. The Chair also acknowledged that this was the first Board meeting since the publication of the inspection results and thanked all those involved in achieving the positive outcome.

Committee Chairs' reports

The Board received reports from the Chairs of the Audit, Risk and Assurance; Customer, Colleague and Culture; and Asset, Investment and Development committees, which provided updates on committee activity during the previous quarter. An update on the recent Two Rivers Development Board meeting was also provided by the Board's Chair.

Members noted discussions at the recent Audit, Risk and Assurance Committee meeting regarding the need for increased horizon scanning of emerging sector risks arising from changes in government policy. Members also suggested aligning the IT Policy and IT Strategy into a single review process with an agreed timetable for Board consideration. In addition, the Audit, Risk and Assurance Committee had considered the implications of artificial intelligence and its potential impact on the organisation.

Chief Executive's update

The Chief Executive provided an update on progress towards the Corporate Plan 2027-2030, regulatory inspection actions and early analysis of Q1 TSM performance. Reflecting on his first three months in post, he highlighted the organisation's capacity, resilience and significant recruitment activity, while noting the need to support staff wellbeing and strengthen connectivity across the business. Members discussed the volume of ongoing projects and agreed that the Board should review priorities at the September 2026 workshop.

Housing Ombudsman Complaints Handling Code Self Assessment and Annual Complaints Summary

The Assistant Director of Customer Experience reported that complaint handling had improved significantly, with complaints being resolved more promptly and fewer cases escalating, demonstrating the positive impact of recent training. Further skills-based training was planned to build on this progress and support learning from Ombudsman outcomes.

The Board approved the Annual Complaints Report, the 2025/2026 self-assessment against the Housing Ombudsman Complaint Handling Code, and the associated Board statement.

People Strategy delivery plan update

The Assistant Director of People and Organisational Development presented progress on the People Strategy, highlighting that its key objective was to strengthen people management across the organisation.

Members discussed the impact of the new Competency and Conduct Standard qualification requirements on staff capacity, recruitment challenges within the sector, and opportunities to develop future talent through graduate programmes and local partnerships.

The Board also noted progress against the Year One plan, approved the Year Two People Strategy Delivery Plan, and received an update on the Competence and Conduct Standard.

Quarterly Complaints Report including lessons learnt and improvement actions

The Assistant Director of Customer Experience presented the quarterly complaints report, highlighting ongoing monitoring of complaint handling, performance against Tenant Satisfaction Measures and assessments against Ombudsman findings.

Members discussed the need to gain deeper insight from complaint trends despite relatively small sample sizes and welcomed the learning identified through the self-assessment process.

It was also noted that complaint-related learning from Ombudsman spotlight reports was regularly reviewed and reported through governance committees.

Quarter 1 2026-2027 Key Performance Indicators and Tenant Satisfaction Measures

The Chief Executive presented the Q1 performance report, highlighting declines in Tenant Satisfaction Measures relating to anti-social behaviour and complaints, while noting that overall satisfaction remained strong at 83% and continued to rank highly compared with regional and national benchmarks.

Members discussed the need to understand whether recent changes reflected wider environmental trends, variations in performance, or differences between complaint experiences and survey responses, and noted that Shared Owner satisfaction was monitored through annual surveys and reported regularly through governance arrangements.

Corporate Plan Delivery Q1 2026-2027

The Chief Executive reported that strong progress was being made against the delivery plan and advised that measures to assess the impact of training would form part of forthcoming organisational development work.

Members discussed the need to ensure compliance with new employment legislation and agreed that further oversight should be provided through the Customer, Colleague and Culture Committee.

Health and Safety Q1 2026-2027 update

The Executive Director of Homes reported positive progress in health and safety performance, including increased near miss reporting within the grounds team, which was viewed as evidence of a positive reporting culture.

Members noted actions being taken to strengthen management oversight and enhance training.

Discussion also focused on the growing challenge of mobility scooter storage, with a policy due to be developed to address associated equality, fire safety, and health and safety considerations.

The Board received assurance that risk assessments, training compliance and health and safety governance arrangements were subject to regular scrutiny, supported by a recent internal audit providing substantial assurance.

Annual Compliance Report incorporating the RSH's Economic and Viability Standards and the NHF Codes

The Assistant Director of Governance and Assurance presented the annual self-assessment report, confirming that all actions arising from the previous year's review had been completed and that the assessments had been independently reviewed by Campbell Tickell as part of regulatory inspection preparation.

The Board noted full compliance with the economic and consumer standards, approved the Statement of Compliance with the NHF Code of Governance for the year ending 31 March 2026, and endorsed the self-assessment findings.

Confirmation of going concern status

The Assistant Director of Resources presented the annual Going Concern Assessment, advising that Board confirmation was required under Financial Reporting Standards that Two Rivers Housing and its subsidiaries were expected to continue operating and meet their liabilities over the next 12 to 18 months. The report set out the rationale supporting this assessment, which had also been reviewed by the Audit, Risk and Assurance Committee and endorsed.

The Board confirmed that it was appropriate to adopt the going concern basis of accounting.

Value for Money position statement 2025-2026

The Deputy Chief Executive presented the Value for Money (VFM) Strategy, which focusessed on getting the best value from the organisation's homes, services, people and spending.

External benchmarking showed improved performance, with the organisation continuing to perform well compared with others in the sector. While there were small shortfalls against targets for reinvestment and operating margin, overall performance remained strong.

Members noted that work was underway to improve performance on empty homes and that recent procurement activity had delivered significant savings on insurance costs.

The Board also discussed the impact of new regulations and rising costs, the need to continue delivering Value for Money as the next Corporate Plan was developed. The Board approved the publication of the Value for Money Statement on the website and its inclusion in the annual accounts.

External Audit Completion Report 2025-2026

The Assistant Director of Resources reported that the external audit had been completed and reviewed by the Audit, Risk and Assurance Committee, with auditors confirming that no errors had been identified in the accounts. As a result, the accounts were ready for approval and signature.

The Chair thanked everyone involved in the audit process and noted the positive quality of the report.

Annual Financial Statements for Year Ended 31 March 2026

The Assistant Director of Resources presented the Financial Statements, confirming that all feedback from the Audit, Risk and Assurance Committee had been included and that the Group had delivered another strong financial performance.

Following minor amendments to improve the wording in the impairment report, the Board approved the accounting policies, Financial Statements and Letter of Representation.

Quaterly Finance and Treasury Report as of 30 June 2026

The Assistant Director of Resources presented the Q1 financial and treasury performance report, confirming that feedback from the Board had been incorporated and that the Group remained in a strong financial position.

The Board received assurance that finances remained stable, noted the successful completion of a new loan agreement, and acknowledged the Q1 financial performance, draft financial position and submission of the accounts to funders.

Quarterly risk review

The Deputy Chief Executive presented the updated risk report, noting that most Board Members supported keeping the current risk appetite unchanged.

Members discussed balancing a cautious approach to risk with opportunities for future growth, and agreed that a wider discussion on risk appetite and growth should take place at the September 2026 Board workshop to help shape the next Corporate Plan.

The Board noted the completed review of the risk register, approved the proposed changes to risk assessments, and endorsed the recommendations arising from the risk appetite survey.

Review of Governance Improvement Plan

The Assistant Director of Governance and Assurance presented the Governance Improvement Plan, which brought together actions identified through the Board Effectiveness Review, committee self-assessments, the recent regulatory inspection and the Board Away Day.

Members noted that the plan would be reviewed further at the November 2026 Board Workshop, where priorities would be agreed.

Any Other Business

The Board approved delegating authority to Audit, Risk and Assurance Committee members to approve the STAIRs (Social Tenant Access to Information Requirements) Policy following its review by officers.

Members also discussed increasing oversight of empty homes, with the Chair proposing a temporary relaxation of disposal limits to a maximum of 15 properties in 2026/2027 while a clearer set of “golden rules” was developed for 2027/2028. It was noted that all disposals continued to be reviewed by the Asset, Investment and Development Committee.