

Minutes of the Board of Management Meeting
Date: 30 June 2026. Location: Brighter Futures Office and Microsoft Teams.

Attendance:

Board members were joined by members of the Executive Team and governance officers.

1.	Welcome, Apologies and Declarations of Interest Noted: Welcome The Chair welcomed everyone to the meeting. Apologies Apologies received from three Board members. Declarations of Interest There were no declarations of interest.
2.	Approval of the Minutes Held on 04 March 2026 and the Board Away Day Minutes Held on 13 May 2026 Noted: Minutes from the previous Board meeting and Board Away Day were approved as an accurate record.
3.	Key Business Considered <u>Committee Updates</u> Customer Experience Committee The Board received an update from the Customer Experience Committee and considered recommendations relating to: • Safeguarding • Complaints handling • Communications • Committee governance The Board approved: • The Safeguarding Policy • Publication of the Member Responsible for Complaints annual letter • The Annual Complaints Handling Report and Self-Assessment return to the Housing Ombudsman • The Communications Strategy, subject to a final data check The Board also discussed a significant future IT project and agreed that additional Board oversight would be required as the project develops. Audit and Risk Committee The Board received an update from the Audit and Risk Committee covering: • Financial performance • Risk management • Cyber security • Service charges

	The Board approved: • The revised Risk Appetite Statement • The Service Charge Policy • Recommendations arising from a cyber security review, including the move towards corporate-managed devices for access to sensitive information Members reviewed the organisation's financial position and received assurance that strengthened financial controls and reporting arrangements are being implemented. Nominations and Remuneration Committee The Board received an update from the Nominations and Remuneration Committee. The Board approved: • The appointment of Greenacre to support recruitment for future Board leadership roles • Governance arrangements relating to executive remuneration reviews The Board noted that future remuneration reviews will be overseen through governance arrangements designed to ensure independence and transparency.
4.	Rent Standard Compliance Update The Board received an update regarding ongoing work associated with historical Rent Standard compliance issues. Members noted: • Continued engagement with the Regulator of Social Housing • Progress made in assessing potential financial liabilities • Independent assurance work completed and in progress • Confirmation that current rent setting arrangements for 2026/27 have been independently reviewed and found to be compliant The Board approved further legal and assurance work to support resolution of outstanding matters and requested ongoing progress reports.
5.	Governance Matters Terms of Reference The Board approved revised Terms of Reference for: • The Board • Audit and Risk Committee • Customer Experience Committee • Nominations and Remuneration Committee The revisions support continued compliance with governance best practice and recommendations arising from previous governance reviews. Forward Agenda Plans The Board approved its Forward Agenda Plan and those of its Committees for 2026/27, ensuring alignment with governance responsibilities and strategic priorities. Board Succession Planning The Board reviewed and endorsed its succession planning arrangements and approved a refreshed Board Skills Assessment framework to support future recruitment and Board development.

	NHF Governance Matters The Board: • Approved adoption of the National Housing Federation Code of Mergers, Group Structures and Partnerships • Reviewed the organisation's compliance with the NHF Code of Governance 2020 • Approved an action plan to address a small number of identified governance improvements
6.	Risk and Cyber Security The Board reviewed strategic risks facing the organisation and approved a revised Risk Appetite Statement. Members also considered the findings of an independent cyber review and approved actions to strengthen cyber security arrangements.
7.	Reports Received The Board received and noted several reports, including: • Chief Executive's Update • Director of Operations Report • Performance and Compliance Report • Annual Tenant Satisfaction Measures Report Members recognised the value of the Tenant Satisfaction Measures report and agreed that further discussion may take place at a future meeting.
8.	Key Decisions The Board approved: • Safeguarding Policy • Annual Complaints Handling Report and Self-Assessment • Communications Strategy • Service Charge Policy • Risk Appetite Statement • Board and Committee Terms of Reference • Board and Committee Forward Agenda Plans • Board Succession Plan and Skills Matrix • NHF Code of Mergers, Group Structures and Partnerships • NHF Governance Compliance Action Plan • 2026 Annual General Meeting agenda • Appointment of Greenacre to support Board recruitment activities
9.	Next Meeting 23 September 2026 Brighter Futures Office, ST1 5PX.