

Group Board Meeting: In-Depth Summary

Date: Monday 29 September 2025

Location: Number Five Board Room / MS Teams

Chair: Alexis Cleveland

Context	Agenda Item
<i>Chair's welcome</i>	<p>Welcome</p> <ul style="list-style-type: none"> • The Group Board met on 29 September 2025 at 3pm, with hybrid attendance via the Number Five Board Room and MS Teams. • Apologies were received from Raman Sanghera and Mark Pearson. There were no declarations of interest. • The minutes from 18 June 2025 and 23 July 2025 were approved.
<p><i>H&S verbal update to Board.</i></p> <p><i>Provides assurance around sound H&S practices and performance</i></p>	<p>Health & Safety</p> <ul style="list-style-type: none"> • Increase in sprains & strains → monitored but following assessments, no immediate changes to training required. • Five RIDDOR incidents in three months → viewed as a temporary spike; all colleagues had returned to work. • The Board noted the update for assurance.
<p><i>Quarterly CEO update on what is happening across the housing sector, anything impacting our operating environment, Government policy changes and across Group that Board need to be sighted on</i></p>	<p>Chief Executive's Strategic Update</p> <ul style="list-style-type: none"> • The IDA (In-Depth Assessment) outcome had become public on the Regulator's website; an action plan was being developed. • A NED led task & finish group, chaired by Hanif Malik, was formed; Gill Moy volunteered to join. • Appointment of Amy Rees CBE as CEO of Homes England; invitation to visit Karbon issued. • Anticipated changes to the Group Treasury Committee to enable faster decision-making.
<p><i>This is Karbon Homes strategic plan which sets out our projects and programme for the next three years.</i></p>	<p>Stronger Foundations Strategy – Annual Review</p> <p>The annual review showed:</p> <ul style="list-style-type: none"> • Major progress in delivering the 2024–25 strategy • Potential to scale financial gains, with modelling planned to explore additional resource impact. • Opportunities to expand through the new charitable foundation, unlocking funding streams. • Consideration of partnerships with national charities. • The Board praised the clarity and value of the work and received the report.

<p><i>The Customer Annual Report details Karbon Homes performance against the Economic and Consumer Regulatory Standards. The resident strategic group influences activities and decision making within Karbon Homes and are involved in the production of this report.</i></p>	<p>Annual Customer Report</p> <p>The Customer Annual Report 2024–25 was approved.</p> <p>The Board noted that this had already been discussed at Group Customer Committee, where it was agreed that a “you said, we did” section would be built into the report for next year.</p>
<p><i>The report provides an update on our repairs and maintenance performance following the successful delivery of the repairs recovery plan</i></p>	<p>Repairs and Maintenance</p> <p>A substantial operational update was given, following the full delivery of the repairs recovery plan</p> <p>Reclassification Exercise</p> <ul style="list-style-type: none"> • 5,000–6,000 repairs reclassified retrospectively for accuracy. • Aimed to correct historic miscategorisation (e.g., complex multi trade works logged incorrectly as standard repairs). • System defaults adjusted to prevent recurrence. <p>Access Management</p> <ul style="list-style-type: none"> • “Three failed attempts = job closure” (with Voicescape notifications to tenants). • Tenants can request reopening of jobs without penalty. • Safety-related jobs are <i>never</i> closed until fully inspected and deemed safe. <p>Workforce & Customer Experience</p> <ul style="list-style-type: none"> • Recruitment progress in key trades. • Mix of multi-skilled and multi trade operatives used to reduce repeat visits. • Recognition of “access fatigue” across compliance, survey and repair visits.
<p><i>Across Group there are nine headline performance indicators that we use to measure our performance.</i></p>	<p>Performance Reporting</p> <ul style="list-style-type: none"> • The percentage of non-emergency repairs completed in timescales, and the associated indicator of average days to complete a repair, are of concern within the Karbon Homes and Leazes Homes as they are currently below target - we are seeing improvements in both indicators • Overall satisfaction is performing above target for Karbon Homes • Behind target on new supply but remain confident this will be delivered by year-end and target achieved • Building and customer safety indicator continues to perform well and offers reassurance that we are proactively doing all we can to ensure customers are safe in their home.
<p>The report presents the Economic and Social Impact Analysis that Karbon Homes has had since its formation</p>	<p>Karbon Impact Analysis</p> <p>Produced with Metro Dynamics to quantify Karbon’s social and economic value.</p> <p>Key issues raised:</p> <ul style="list-style-type: none"> • Clarification on methodology for the £2.8m social value figure (contractor contributions + wider housing/social value)

	<ul style="list-style-type: none"> • Confirmation that the tool will provide annual updates • Importance of benchmarking against sector peers • Expectation from institutional investors for robust measurement frameworks • Need for improved geographic representation reflecting the Group's wider footprint
<p><i>Reporting relates to providing detail of progress made against our Stronger Foundations strategy.</i></p>	<p>Q1 Stronger Foundations Update</p> <ul style="list-style-type: none"> • There are no risks to report, Board did not raise any questions • Members noted the progress of the Byker Community Trust District Heating Transfer Appraisal
<p><i>Reporting relates to a quarterly financial update and our year end position for 31 March 2025.</i></p>	<p>Management Accounts & Financial Compliance</p> <p>Key points:</p> <ul style="list-style-type: none"> • £10.9m Group surplus vs £9.1m budget → £1.8m favourable variance (19%). • All Golden Rules & Covenants compliant. • Development programme movement was intentional and positive.
<p><i>Governance - Approval of the group's Modern Slavery Statement for 2025/26 and agreement to publish this statement on our external website and upload it to the Home Office's Modern Slavery Statement Registry</i></p> <p><i>Governance – streamlining our risk reporting framework</i></p>	<p>Modern Slavery Statement 2025/26</p> <p>Approved for publication and submission to the Home Office registry</p> <p>Key discussion:</p> <ul style="list-style-type: none"> • Potential risks in international supply chains (e.g., bamboo flooring). • Suppliers generally required to publish their own slavery statements. <p>Risk Reporting Proposal</p> <p>A redesigned risk reporting approach was approved, aiming for:</p> <ul style="list-style-type: none"> • Amalgamation of risks where appropriate (without losing granularity). • Better alignment to risk appetite. • Simpler, narrative driven reports with clearer presentation. • Ensuring subsidiary risks feed through to Group level. • Revised scoring and streamlined control sets. <p>Concerns were raised about:</p> <ul style="list-style-type: none"> • Potential loss of detail; mitigated through sub risk mapping.

	<ul style="list-style-type: none"> • Need to check mapping accuracy annually via GARC. <p>Board supported the approach.</p>
<p><i>Board and Committee minutes from our subsidiaries are included in the papers to Group Board so members have visibility of the discussions taking place across the Group.</i></p>	<p>Committee & Subsidiary Updates</p> <ul style="list-style-type: none"> • Graphite Living Board: progress on Stage 1 application; investor interviews due • GDC, GCC, GARC, BCT and subsidiary boards: all updates noted • Informal Board Meeting (10 September) noted
<p><i>Board members 6-year terms expiring and Group Board providing thanks to all their contributions</i></p>	<p>Board Retirements</p> <p>Sarah Salter – recognized for major contributions including GRNPC leadership and strengthening people related governance.</p> <p>Mike Mullaney – praised for commitment, especially to the Group Development Committee.</p>
	<p>Next Meeting</p> <p>3 December 2025, Beamish Park Hotel</p>