

### Regulatory Recovery

Impact operates primarily in Cumbria with around 2,700 homes.

#### Objective

To secure a long term, compliant future for Impact Housing Association, its tenants and residents.

#### What we did

Impact Housing Association was downgraded to a G3:V3 non-compliant rating by the Homes and Communities Agency, (the then regulator of social housing) in May 2017. The downgrade followed an In-Depth Assessment which identified concerns with the financial viability and governance oversight of the Association.

DTP were appointed to support Impact in addressing these concerns, including undertaking a governance review, assisting in the implementation of associated recommendations, drafting and agreeing a Voluntary Undertaking with the Regulator and supporting its implementation and delivery.



The recovery process included a strategic review which resulted in Impact's Board making the decision to secure the organisation's long-term future through a partnership with a financially stronger organisation.

DTP supported Impact in the process of identifying a preferred partner, through a robust and independent exercise. This resulted in Impact selecting The Riverside Group Limited. DTP also supported Impact's due diligence process and provided guidance and support in relation to the governance arrangements required to allow Impact to join Riverside as a subsidiary.

#### What we achieved

In exploring a future partnership, Impact sought a partner that shared the organisation's values, had a strong sense of social purpose, was seeking to grow in Cumbria and had the financial strength to ensure Impact's future resilience. In particular, Impact was keen to work with a housing association which would secure their legacy of developing community focussed housing and support services for the region.

The offer from Riverside aligned with these objectives and on 20 August 2018, the formal partnership was completed. This triggered a much-needed £25m investment programme with support from Riverside to repair, modernise and improve Impact's homes across Cumbria.

*DTP were appointed to support the Board and Executive Team at Impact following an In Depth Assessment by the RSH and subsequent downgrade to G3 V3. DTP's approach was a professional and honest appraisal of our governance framework and practices, they quickly identified the required actions and decisions needed to achieve the outcomes to comply successfully with the regulatory framework. DTP supported the Board, as a critical friend, through the process of agreeing and meeting the requirements of a Voluntary Undertaking, identifying a preferred partner and making informed choices on the future of the association. Angela Lomax, supported by the team at DTP was extremely supportive through the whole process ensuring our governance decisions were of a high standard.*

**Bryonie Shaw, Impact Managing Director**