

## PUBLIC MINUTES

of the Homes England Audit & Risk Committee meeting  
to discuss "Help to Buy Risk"  
held at 9.00am on Thursday 25 October 2018 at  
Windsor House, London

### Present:

Stephen Bell                      Chairman  
Teresa O'Neill

### In attendance:

Nick Walkley                      Chief Executive  
Justin Kenny                      General Manager – Help to Buy                      *telephone*  
Chantal Geall                      Chief Risk Officer  
Maria Craig                      Head of Internal Audit  
Bayo Dosunmu                      Executive Director of the Homes England Development Programme  
Isabella Freeman                      General Counsel  
Jane Castor                      General Manager, Finance & Performance  
Paul Scott                      Deputy Head of Internal Audit  
Isabella Pateman                      General Manager Consumer Risk  
Andy Nelson                      Head of Relationship Management – Help to Buy  
  
Edward Lister                      Homes England Chair  
Duncan Sutherland                      Board Member  
Simon Dudley                      Board Member  
Keith House                      Board Member  
Ric Blakeway                      Board Member  
  
Sajid Rafiq                      National Audit Office  
Sarah Dickinson                      National Audit Office  
  
Rory Smith                      Assistant Board Secretary

### Item 1    **HTB Transformation and Operational Improvement Plans And Progress**

01/10/18    The Chair welcomed those in attendance and reflected that it was clear that the Help to Buy programme was on a journey of improvement. The General Manager - Help to Buy agreed with this sentiment adding that the Help To Buy team needed support from all functions in the agency to deliver the necessary significant business improvements.

02/10/18    He also asked that the agency review the critical roles in both HTB and the support areas (e.g. Risk, Legal, Finance) and evaluate the extent of retail/consumer experience the current role-holders had. He observed that the

HTB team and support functions needed to have strength in depth in retail/consumer as HTB was very different to the rest of the agency's portfolio.

03/10/18 The General Manager – Help to Buy presented the paper which gave an overview of transformation activity for the Help to Buy product and the ongoing plans for operational improvement.

07/10/18 The Chair commented that the way in which the agency managed transformation was critical. Each part of the change activity needed to have separate risk assessments to ensure any issues were dealt with. He felt it was necessary that the General Manager – Help to Buy had the right number and capability of people in his team to de risk this process.

08/10/18 The Committee **NOTED** the paper.

**Item 2 HTB 2LOD Risk Enterprise Assessment (on HTB and the Agency)**

09/10/18 The Chief Risk Officer introduced the paper which provided a second line assessment of the Help to Buy programme in its current form. The Risk Assessment document had been subject to significant discussion internally. This document would continue to evolve over the time to produce clearer articulation of the mitigants in place vs those which are planned.

11/10/18 The Chief Risk Officer noted that the focus on HTB had increased considerably and the fact that there was a special Audit & Risk Committee meeting to discuss it showed the seriousness with which the agency was taking management of the risks in this portfolio.

14/10/18 During the past year to 18 months there had been a review of documentation to make sure the potential legal and conduct risks with the product were fully understood. The agency had employed external resource to undertake this

work and the team were currently following through on the recommendations.

15/10/18 The Chair welcomed the second line risk assessment of the Help to Buy programme. The Chief Risk Officer explained that the Help to Buy Risk assessment document would be feeding into an integrated risk plan, which would come back to the Committee in November. The Chair was pleased with the assessment document, particularly as it could evolve over time.

CG

16/10/18 The Committee **NOTED** the paper.

**Item 3 HTB 3LOD Control Assessment and Existing Audit Actions/Progress**

17/10/18 The Head of Internal Audit presented the paper which outlined the scope and trend of formal assurance to date, outlined planned activity for 2018-19, detailed key issues and current improvements still outstanding and linked these to the underlying risks. She advised that the Internal Audit view was that the risks and mitigations in the first and second line papers seemed reasonable.

2./10/18 Members questioned when the risk appetite for Help to Buy would be available for review. The Chief Risk Officer explained that t work could meaningfully commence from January 2019. Members noted this commitment and asked that a date be set for the risk appetite to come to ARC and then Board. It was requested that an early draft be presented so progress could be assessed.

21/10/18 The Committee **NOTED** the paper.

**Item 4 Any Other business**

23/10/18 The Chair thanked all for attending. He believed it would be worthwhile for Help to Buy Audit & Risk Committee meetings to occur regularly, with this level of focus and group of attendees. He asked that the next meeting cover organisational structure, governance flow and an assessment of the key roles.

JK

**Chairman's signature:**

**Date:**