



MEETING MINUTES

Board/committee: Riverside Foundation ('the Charity'), Registered Charity No. 513727

Date and time: 12 noon, 24/04/2018

Location: 2 Estuary Boulevard, Estuary Commerce Park, Liverpool, L24 8RF

Present:

- Mrs S Jee (SJ) – Chair
- Mrs B Guile (BG) – Trustee
- Mrs L Wright (LW) – Trustee – from 12.20pm
- Ms J Kennefick (JK) – Trustee

**In attendance:
(The Riverside Group (TRGL)):**

- Ms K Henderson (KH) – Head of Strategy and Planning
- Mr H Owen (HO) – Director of Strategy and Public Affairs - VC from 12.30pm
- Ms R Rew (RR) – Financial Accounting Manager
- Ms E Thomas (ET) – Planning and Business Development Officer
- Ms C Rothery (CT) – Strategy and Planning Assistant
- Miss J Hoyle (JH) – Governance Officer

Min ref:	Agenda item	Action
751/18	<p><u>Apologies for absence (Item 1.1)</u></p> <p>No Apologies for absence were received.</p>	
752/18	<p><u>Declaration of Interests (item 1.2)</u></p> <p>There were no declarations of interests.</p> <p>Trustees confirmed that item 1.2, 'Declarations of Interests in Riverside Group Boards and Committees' could be removed from the pack for future meetings. Following the retirement of Philip Han, only SJ has interests in other Riverside entities therefore the usefulness of the document was now limited.</p>	JH
753/18	<p><u>Minutes of the Previous Meeting (item 1.3)</u></p> <p>The minutes of the meeting held on 22 January 2018 were approved and signed as an accurate record.</p>	
754/18	<p><u>Matters Arising (item 1.4)</u></p> <p>The status of Matters Arising from the previous meeting were noted and it was agreed to close the items identified as complete for the purposes of the report.</p>	

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	<p>The following additional updates were noted:</p> <p>722/17 Whole Board Appraisal Results Summary Following submission of item 5.3, 'Whole Board Appraisal Results – Riverside Foundation', further objectives were agreed for 2018-19, with Trustees agreeing that consideration be given as to what it means to 'drive success' and be submitted as a verbal item at the Charity's July 2018 meeting. This item was further discussed under minute number 764/18.</p> <p>747/18 Riverside 90th Anniversary Proposal Trustees agreed that before the proposal could be approved, a letter confirming that £900k will be gifted from The Riverside Group Limited was required, along with any specifications or restrictions of how this money should be spent. Once funding had been confirmed and the proposal approved, this action can be removed from Matters Arising. This item was discussed further under minute number 763/18.</p> <p>731/17 Proposal to Further fund the Intensive Intervention Project Following the Intensive Intervention presentation from Ellie Thomas this action can now be removed from Matters Arising and marked as complete.</p>	<p>JH</p> <p>KH</p> <p>JH</p>
755/18	<p><u>Guest Slot – Intensive Intervention (item 2.1)</u></p> <p>Item 3.4 'Intensive Intervention – Review of Project' was discussed as part of this item and was presented by Ellie Thomas (ET), Planning and Business Development Officer, who highlighted successes of the project and thanked Trustees for funding received so far. The following points were also highlighted:</p> <ul style="list-style-type: none"> • Recruitment was ongoing for a new employee in the South and Central region. 2 officers were now in post for the Liverpool City Region. • Work was underway to place emphasis on knowledge sharing and building connections, ensuring that the project is functioning at the highest possible standard. • Work to raise awareness of the service for all frontline staff was ongoing and gaps evident in terms of publicity and wider communications about the service were being addressed. • Staff were currently collating case studies of those who have benefited from the service to help raise awareness for both staff and residents. • Following a query from BG, it was confirmed that the Intensive Intervention process begins following identification by the Housing Officer of those requiring additional help. Trustees agreed that this should be considered at the start of every tenancy to ensure the biggest difference could be made and so that help is not offered too late, when it is unlikely to have any impact. • A mechanism to detect early warning signs was needed, noting that an awareness of who was in need of the service was a clear obstacle. The need to ensure that our most vulnerable customers were not impacted by the loss of Riverside staff members was essential. • Trustees commented that the service would contribute to reducing voids and property re-let times. 	

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	<ul style="list-style-type: none"> • The change to include tenants over the age of 30 was queried. Trustees agreed that the age range restriction should be removed on a temporary basis as a pilot, although concerns were addressed as to whether this would dilute the purpose of the project. Further evidence at a future meeting was requested to whether the lifting of age restrictions had had a positive effect. • The introduction of targets for staff in relation to this project were considered although it was thought they may be a hindrance in terms of helping people. • Trustees thanked ET and all Intensive Intervention staff for their hard work. <p>Following discussion, Trustees:</p> <ul style="list-style-type: none"> • Noted 2017/18 performance. • Approved the proposal to fund one additional Intensive Intervention post using project underspend. • Approved the proposal to allow flexibility in the North Region for the Intensive Intervention service to support a small number of over 30 year olds during their transition from Riverside Supported accommodation to General Needs accommodation. • Approved the targets within the report and reporting format for 2018/19. 	ET
756/18	<p><u>Management and Operational Update (item 3.1)</u></p> <p>KH summarised the contents of the report, stating that most projects were doing very well although problems were still evident in the monitoring of Gate Buddies.</p> <p>Trustees have approved funding core projects until 2020. Trustees noted that before committing any significant amounts of the current available funds, It would be helpful to understand whether Riverside were likely to fund any of the existing projects beyond 2020.</p> <p>Critical factors between projects were discussed, and queries as to why some were performing better than others were raised. Success was said to be related to:</p> <ul style="list-style-type: none"> • Staff awareness of services offered • Appropriate and achievable targets • Good support mechanisms and management for officers • Realistic expectations on what should be delivered. <div style="background-color: black; width: 100%; height: 40px; margin: 10px 0;"></div> <p>Concerns at the reliance on volunteers was discussed, along with the impact of TOM. Trustees clarified that the Charity should be focused on whether the wider objectives of projects were being achieved, rather than specific targets, which were not necessarily the best measurement of helping people.</p>	

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	<p>Gate Buddies was discussed further under item 3.3.</p> <p>Following discussion Trustees:</p> <ul style="list-style-type: none"> • Noted the information contained within the report. • Approved Tom Ferguson’s appointment as the new Company Secretary for Foundation with effect from 10 May 2018. 	
757/18	<p><u>Finance Update (item 3.2)</u></p> <p>RR summarised the contents of the Finance Update, providing a full overview of the total funds of Riverside Foundation.</p> <p>Trustees noted the information contained within the report and highlighted in particular:</p> <ul style="list-style-type: none"> • The figures in table 1.1, Statement of Financial position. • Project Spend, with RR summarising that all projects aside from Gate Buddies and Affordable Warmth had underspent. 	
758/18	<p><u>Gate Buddies (item 3.3)</u></p> <p>The contents of the report were summarised, with the following points highlighted:</p> <ul style="list-style-type: none"> • The project has had a patchy history in terms of both outcomes for beneficiaries and adequacy of information for monitoring purposes, and had failed to deliver its targets as a result of the absence of the volunteer coordinator. • In order to give Trustees confidence in the project, a number of changes were proposed including; <ul style="list-style-type: none"> – The introduction of quarterly monitoring forms. – Introduction of a review in 6 months’ time to determine if the project has delivered against its performance indicators. – No further funding bids would be accepted for Gate Buddies or requests for utilisation of underspent monies. • Trustees were concerned that point 3 (no further funding to be accepted for Gate Buddies) was too restrictive and that when operating well, Gate Buddies was a successful scheme with high social value. If the project proves to be a success following the implemented changes, then the funding could continue under the remit of a newly defined project. • Following a robust review, the project has now been placed alongside Street Buddies the hope that it will prove as successful. • Performance remained a concern although Trustees were assured that this would improve. • Trustees agreed that individuals benefiting from Gate Buddies would be unlikely to receive help elsewhere and it was within the charity’s objectives, therefore Gate Buddies should continue to be funded despite recent performance issues. 	

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	<ul style="list-style-type: none"> • Good practice between Street Buddies and Gate Buddies would be shared, with officers from each project sharing resources and staffing when necessary. If Trustees were not provided with suitable information, or if staff did not adhere to their commitments then funding could be withdrawn. • Tenants would be identified when applying for accommodation rather than when leaving prison in the hope that this would make the project more successful. It was questioned whether this would mean some who could benefit from this service would be excluded. • Trustees requested guest speakers Karen Laithwaite and Eleanor Watts attend Riverside Foundation's October 2018 meeting in 6 months' time to report on how the project is performing and that this would be a final opportunity for staff to prove the success of the project. <p>Trustees approved the funding application on the basis that:</p> <ol style="list-style-type: none"> a) full, completed monitoring forms were produced quarterly; b) A six month review is undertaken to determine if the project has delivered against its performance indicators, or if any aspect of the monitoring information is incomplete, funding for the remaining 6 months of the project could be withdrawn. 	KH
760/18	<p><u>2018/19 Forward Planning (item 4.1)</u></p> <p>KH discussed the contents of the report, [REDACTED]</p> <p>Veterans' Housing Pathway In relation to Veterans' Housing Pathway, a more detailed proposal with the usual content would be submitted to a future meeting. The purpose of the scheme would be to create better pathways and more coordinated services for ex-service personnel facing homelessness.</p> <p>Digital Inclusion Project Trustees agreed that digital inclusion for General Needs should be an ongoing objective central to TRGL rather than specifically Foundation. Further clarity in relation to Riverside Foundation's role in a Digital Inclusion Project was needed before approval of was granted. KH confirmed that a follow up email would be circulated to clarify further what the charity was being asked to fund. Trustees agreed that it was a promising project although were concerned that it was not within the charity's remit.</p> <p>Following discussion, Trustees:</p> <ul style="list-style-type: none"> • Noted the available funds and existing commitments. • Requested clarity in a future report in reference to both the Digital Inclusion Project and Veteran's Housing Pathway proposal. 	<p>HO</p> <p>KH</p>

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761/18	<p><u>Riverside Foundation Policies (item 4.2)</u></p> <p>To allow for consistency, it was proposed that Riverside Foundation adopt TRGL's policy framework, where policies are reviewed on a 3 year cyclical basis unless otherwise required by the business.</p> <p>Following discussion, Trustees approved the 3 year policy review cycle in line with TRGL's Framework.</p>	
762/18	<p><u>Riverside Foundation Staff Resource (item 5.1)</u></p> <p>In light of significant changes in the servicing of Riverside Foundation and the receipt of additional funds, a move away from funding core business activities meant that the charity could begin to consider funding more innovative projects, which could be delivered in partnership with other organisations.</p> <p>To ensure that there were resources in place to support the charity, it was proposed that someone with awareness of charity legislation be employed as a contractor on a 12 month basis [REDACTED]</p> <p>The purpose of this role would mainly be to support the identification of external funding for specific projects. It was confirmed that if finances or management of the Charity should change, then the terms of this role could be reviewed if necessary.</p> <p>Trustees approved, in principle, the appointment of a dedicated Riverside Foundation resource on a part time basis for 12 months, to be funded through a Riverside contract (and not as a direct employee of Riverside Foundation), subject to final confirmation of costs and management arrangements.</p>	KH
763/18	<p><u>The Riverside Group's 90th Anniversary Proposal – Ladders of Aspirations (item 5.2)</u></p> <p>Following submission of a brief report at the last Trustee meeting, KH confirmed that the proposed Ladders of Aspiration project would be aligned with Employment and Training.</p> <p>Trustees highlighted the following main points:</p> <ul style="list-style-type: none"> • The purpose of the scheme was for tenants to have access to money for educational goals which they would have otherwise been unable to pursue due to financial barriers. • A strict application process would be implemented, and if money could be accessed for education outside of Riverside, then the application would be rejected. Also, if the applicant had significant funds in the bank, this would be another example of rejection. All other access to funding must be exhausted. • Trustees were concerned that Employment and Training staff may be unable to handle the additional workload, and queried whether TRGL could be requested to perform an internal audit review to ensure the proposal was properly managed. • The proposal could be piloted in a small geographical area to address some of the concerns held by the Trustees. It was agreed that this was necessary to consider practicalities and how it would work. 	

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	<ul style="list-style-type: none"> • It was suggested that the pilot should focus on Merseyside as Liverpool Improved Homes was formed in Liverpool, and the purpose of the proposal was to celebrate 90 years of Riverside. • Trustees were keen to develop clear targets similar to other projects funded by the Charity, and were also concerned about the management of risk, for example, if an applicant was not engaging in their education. Targets relating to engagement with the service would be considered, along with outcome targets so that progress could be tracked. • The project would assist 100 people per annum, approximately 25 per quarter with each receiving a grant of up to £3000. • A letter from TRGL was requested, confirming that the Charity were to receive £900k from the Group, including specifics around how this money should be spent and whether restrictions would be applied. A decision could not be made before receipt of this letter. It was confirmed that this would be produced following a meeting with HO and Carol Matthews next week about the future of Riverside Foundation. • It was agreed that the 90th anniversary proposal could not yet be approved without clear specific targets or finances specified, but that this could be agreed between meetings once this information had been presented. Trustees confirmed that they were now more comfortable with the proposal although were still concerned about how it would work. <p>Trustees endorsed the broad aims and practicalities of administering the ambitious target of £300,000 awarded within 1 year, and supported both the aims and ambition of the project, but were keen for clarification as to whether this was a 1 year project or if the proposed funding of £900k was to be used to continue this funding in future. Trustees were not in a position to approve the requested 300k expenditure at this time as they had not had any confirmation of the proposed funding.</p>	KH
764/18	<p><u>Whole Board Appraisal Results – Riverside Foundation (item 5.3)</u></p> <p>Trustees noted the contents of the report. Improvements to scores for ‘Relevant Training and Development’ had increased following the introduction of a more formal induction process, and Trustees also noted the 3 lowest scoring areas including;</p> <ul style="list-style-type: none"> • Driving Success • Having the right skills and knowledge to drive success • Equality, Diversity and Inclusion, <p>The three areas listed above were suggested as the 3-5 action plan for 2018 in order to improve Board performance. Trustees agreed that the Appraisal process was not suitable for Riverside Foundation and that in future, it should be tailored to suit the charity’s objectives more accurately. For example, some questions should be excluded since they have no relation to the charity. SJ encouraged Trustees to complete the Equality and Diversity module on learning zone. Instructions would be circulated via email on how to access this. Trustees also requested Equality and Diversity manager Lyn Bowker attend a future meeting to deliver a presentation on the subject.</p> <p>Trustees agreed that clarification over what it means to ‘Drive Success’ was required and if possible, this should be discussed as a verbal item at the next Trustee meeting in July 2018.</p>	JH JH JH

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	<p>Consideration of required skills on the Board was now necessary in light of the forthcoming retirements of Barbara Guile, Jo Kennefick and Susan Jee.</p> <p>Following discussion, Trustees:</p> <ul style="list-style-type: none"> • Noted the actions agreed from the previous year's appraisal and progress made; and • Approved the 3-5 point action plan for the forthcoming year to improve board performance. 	JH & KH
765/18	<p><u>Any Other Business</u></p> <p>KH confirmed that 'The Implications of Brexit on the charity and third sector' briefing, provided by Brabners had been postponed.</p>	
766/18	<p><u>Date and Time of Next Meeting (Item 7)</u></p> <p>It was agreed that the next meeting would be held at Riverside, 2 Estuary Boulevard, Estuary Commerce Park, Liverpool L24 8RF on 3 July 2018.</p>	

Signed.....

Date.....