



MEETING MINUTES

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

Date and time: 12 noon, 22/01/2018

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
- Mr P Han (PH) - 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
- Mr L Abbott (LA) – Financial Accounting Team Leader
- Ms C Thompson (CT) – Income Maximisation Team Leader - part of the meeting (item 3.1, Affordable Warmth)
- Ms C O'Donnell (CO) – Affordable Warmth Officer – part of the meeting (item 3.1, Affordable Warmth)
- Miss J Hoyle (JH) – Governance Officer

Min ref:	Agenda item	Action
739/18	<p><u>Apologies for absence (Item 1.1)</u></p> <p>Apologies for absence were received from Mrs C J Kennefick (JK).</p>	
740/18	<p><u>Declaration of Interests (item 1.2)</u></p> <p>There were no declarations of interests declared.</p>	
741/18	<p><u>Minutes of the Previous Meeting (item 1.3)</u></p> <p>The minutes of the meeting held on 23 October 2017 were approved and signed as an accurate record.</p>	
742/18	<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> <p>The following additional updates were noted:</p>	

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	<p>a) Minute 732/17 Riverside Foundation Finance Report Lee Abbott (LA) confirmed that the Finance Report would be revised to include details relating to 'Expected Spend' and would be included in all future reports submitted to Trustees. The Finance Report from this meeting would also be revised and circulated to Trustees following the meeting.</p> <p>b) Minute 737/17 Investment Policy It was confirmed that a report relating to High Level Cash Flow would be submitted to future meetings.</p>	<p>RR</p> <p>ET</p>
743/18	<p>Written Resolution – Approval of allocation of underspend for Gate Buddies (item 1.5)</p> <p>The Trustees noted the Written Resolution which was agreed on 20 December 2017 – Approval of allocation of underspend for Gate Buddies. Subsequently further developments had progressed and a further report would be submitted and agreed before the next meeting in April 2018.</p> <p>Following submission of a revised bid for Gate Buddies it was confirmed that the report contained insufficient information to enable Trustees to evaluate the benefit of the project. It was agreed that this item be deferred and would instead be circulated via email at a later date for a decision to be made by Written resolution.</p> <p>Following significant staffing changes a more robust process had been implemented for funding applications. This included a lengthy application form which captured information required allowing Trustees to make informed decisions with regards to funding projects moving forward. All future reports would subsequently be drafted by KH.</p> <p>It was agreed that in order to provide context, Trustees would still be made aware of applications that had failed to reach the Board due to either insufficient information or not meeting the Charity's criteria for funding.</p>	KH
744/18	<p><u>Management and Operational Update (item 2.1)</u></p> <p>Funded Project KPIs KH directed Trustees to the table 'Funded Projects KPIs- Quarter 3 October to December 2017', summarising that a number of projects were doing well with some exceeding their targets.</p> <p>Some projects, particularly those that fund staff salaries (including Employment and Training, Money Advice, Affordable Warmth and Gate Buddies) had a 5-10% underspend. This was due to staff not yet being in post or issues with long term sickness.</p> <p>With regards to Gate Buddies, staffing issues had now been addressed and a new recommendation would be submitted containing all necessary information, allowing for suitable monitoring capacity by the Trustees. New staff members were now aware of what information was required for the Charity.</p> <p>Impact Housing Association</p>	

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	<p>HO confirmed that Riverside had been successful in their bid to become preferred partner for Impact Housing Association. Impact's regulatory downgrade earlier in 2017 was thought to mainly be development related, with large projects running at a loss. Impact have approximately 3,000 properties based in Cumbria and Lancaster.</p> <p>Trustees were invited to consider what impact and relationship this would have for the Charity and to consider representation from their Board. It was agreed that once Impact had joined the group they should be able to apply for Riverside Foundation funds.</p>	
745/18	<p><u>Finance Update (item 2.2)</u></p> <p>Trustees noted the contents of the Finance Report and highlighted in particular:</p> <ul style="list-style-type: none"> • Table 1 'Statement of Financial Position' summarised by Lee Abbott (LA), with Philip Han (PH) offering further clarification of the meaning of some of the figures. Trustees thanked LA for the revised balance sheet and notes which now offered greater clarification. • Trustees agreed that applications should be made for larger funds but proposed projects would be required in order to support such applications, and that the relationship with the wider Riverside Group had often deterred funders from granting applications. • The 'Statement of Financial Activities as at 30 December 2017' was also summarised. Trustees further reiterated that in light of remaining reserves being at £913,790, consideration of how to raise additional funds was now necessary. <p>[REDACTED]</p>	KH
746/18	<p><u>Affordable Warmth (item 3.1)</u></p> <p>Trustees received a verbal presentation from Caroline Thompson (CT) and Catherine O'Donnell (CO) on the Affordable Warmth (AW) project, which formed part of the Income Maximisation (IMAX) group.</p> <p>The following main points were highlighted:</p> <p>Reduction in Referrals</p> <ul style="list-style-type: none"> • Following recent staffing structure changes a dip in service was experienced, however, referrals have now increased once again. • Concerns were expressed in relation to new staff members not being aware of the services available to their tenants, with inconsistent referrals being made between new and longer serving Housing Officers. Sessions were to be held in February to tackle this, creating awareness for front line workers as to what the service provides. 	

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	<ul style="list-style-type: none"> • Further work with Housing Managers was ongoing in order to obtain referrals at sign up rather than waiting for customers to be identified by the Housing Officers. • A shift in assistance available to customers had become evident. United Utilities have scaled down programmes meaning there was less money available for AW and IMAX to apply for. For example, to attain white goods for tenants. • The reduction in referrals was also partly due to previous applications, resulting in less need for the service following implementation of a more proactive approach. • A number of projects were planned to start on 5 March 2018, creating an even more targeted approach. <p>Better Working Relationships</p> <ul style="list-style-type: none"> • IMAX were working closely with Gas Compliance who were now sending fortnightly reports on customers who have been capped and had not been in contact to re-instate their gas. So far this year 27 people had benefitted from this service. • The improvement of the relationship between AW and the Gas Compliance team had resulted in a more seamless resolution for customers. • Further similar relationships had been developed in line with ‘One Riverside’ including Care and Support, Floating Support and Retirement Living. • Case studies were discussed highlighting the benefits of the service. Mostly concerning tenants struggling to pay all utility and household bills. • A range of remedies offered by AW and IMAX were discussed including; <ul style="list-style-type: none"> ➢ Helping Hands Vouchers to top up gas or electric meters ➢ Property inspections to encourage better living conditions ➢ Interactions on behalf of tenants with gas engineers or service providers. • Further indicators to identify vulnerable tenants via the Tenancy Information Model (TIM) were being sought i.e. identifying the correlation between those not reporting repairs and requiring help. Trustees agreed that this should be explored further to facilitate a more proactive rather than reactive approach and advised that they would welcome a future bid to support preventative work. <p>Relationships with Energy Providers</p> <ul style="list-style-type: none"> • Trustees questioned the impact of the 6 week Universal Credit (UC) gap and how this was being addressed. Various methods to address included; <ul style="list-style-type: none"> ➢ An external wall insulation programme ➢ Reviewing poor stock ➢ Targeting rent arrears and water arrears. ➢ Obtaining a 6 week break with Unitised Utilities allowing tenants to focus on other bills while waiting for UC payments to begin. 	CT

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	<ul style="list-style-type: none"> • A better working relationship with the larger energy companies had been established. For example, moving debts to the back of the meter so customers were still able to heat their homes while grants and payment plans were pursued. • Difficulties sometimes arose as although smaller companies are slightly cheaper, they do not offer as much assistance. • Trustees further queried whether furthering relationships with energy providers would be beneficial and it was confirmed that work was underway relating to this. • An example was highlighted in terms of purchasing bulk packages to reduce costs, and also operating collective switches. <p>Trustees thanked CT and CO for the presentation.</p>	
747/18	<p><u>Riverside 90th Anniversary Proposal (item 4.1)</u></p> <p>Following discussions at Group Board a number of initiatives were being considered to mark Riverside's 90th anniversary. Following this, the Charity have been asked to consider 'Riverside's Ladder of Aspiration' which would provide grants to tenants allowing them to achieve academic or career goals. If approved, a more detailed report would be presented to a future Foundation meeting.</p> <p>HO confirmed that dissimilar to the current Employment and Training offered via Helping Hands, this would be more substantial for tenants. Trustees aired concerns over the benefit of, for example, a £5,000 bursary when university fees were now much more substantial than this, on top of accommodation and spending costs. Trustees were cautious as to whether a limited amount of £5,000 would actually make a difference.</p> <p>It was also suggested that it may be difficult to identify suitable candidates and that a very specific criteria may be necessary, anticipating a lot of applicants applying for this scheme.</p> <p>BG queried whether grants could be focused on those doing a Housing degree who would subsequently work in the Housing Sector on a guaranteed apprentice scheme. It was agreed that this could be a plausible option however difficulties surrounding fairness and practicalities of managing the proposal would likely become apparent. Hesitation over the costly nature and whether it would make a real difference were discussed.</p> <p>It was agreed that further assessment and thought was required before a decision was made and also an understanding of the Charities future available funding had to be considered. It was noted that there was not currently enough finance for this but that once future funding became apparent this should be revisited.</p>	KH
748/18	<p><u>Succession Planning (item 5.1)</u></p> <p>Trustees noted that following PH's retirement in March 2018, the Board would no longer meet minimum membership requirements. Therefore, in light of forthcoming retirements, Trustees were asked to consider several points to support effective</p>	

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	<p>succession planning including what skills, knowledge and experience new Trustees should have to replace capacity lost through individuals stepping down.</p> <p>The following Trustees are due to retire on the following dates:</p> <table data-bbox="264 428 857 562"> <tr> <td>Philip Han</td> <td>31 March 2018</td> </tr> <tr> <td>Barbara Guile</td> <td>24 August 2018</td> </tr> <tr> <td>Susan Jee</td> <td>9 February 2019</td> </tr> <tr> <td>Jo Kennefick</td> <td>30 April 2019</td> </tr> </table> <p>Trustees agreed that rather than just experience of treasury and cash management (as proposed in the report), someone with a broad finance background would be more beneficial. Furthermore Trustees agreed that someone with a strong understanding of and commitment to combating social and economic deprivation and an understanding of the role charities play in transforming lives was important.</p> <p>Trustees suggested that ‘the principles of community cohesion and models of community action’ was not specifically linked to the Charities objective and therefore this should not be a defining factor of a new Trustee.</p> <p>In light of the slight amendments to the role requirements above, Trustees agreed that recruitment of new Trustees should be carried over as soon as possible allowing for a transition and handover period.</p>	Philip Han	31 March 2018	Barbara Guile	24 August 2018	Susan Jee	9 February 2019	Jo Kennefick	30 April 2019	JH
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749/18	<p><u>Any Other Business (Item 6)</u></p> <p>Dormant Charities SJ summarised a meeting held with Joe Donohue, Governance Officer, with regards to dormant charities in the Group, with a proposal to collapse them and bring them under Riverside Foundation, providing agreement is obtained from the Charity Commission.</p> <p>This would generate additional funds for the Charity although they would be ring fenced in line with the previous Charity’s objectives and constitution. Further updates will be provided to Trustees as this proposal develops.</p> <p>Philip Han Retirement Trustees noted that this was PH’s last Foundation meeting and offered their thanks and appreciation to Philip for his service to Riverside Foundation in anticipation of his retirement on 31 March 2018.</p>									
750/18	<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 24 April 2018. .</p>									

Signed.....
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