

RIVERSIDE FOUNDATION BOARD MEETING



MEETING MINUTES

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

Date and time: 12 noon, 24/10/2018

Location: Head Office Corporate Meeting Room 1, Riverside Head Office, 2 Estuary Boulevard, Estuary Commerce Park, Speke, Liverpool, L24 8RF

Present:

- Mrs S Jee (SJ) – Chair
- Ms J Kennefick (JK) – Trustee
- Mrs L Wright (LW) – Trustee
- Ms A Bishop (AB) – Trustee

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

- Ms S Bridgen (SB) – Dedicated Riverside Foundation Resource
- Ms K Henderson (KH) – Head of Strategy and Planning – Until 1.50pm
- Mr H Owen (HO) – Director of Strategy and Public Affairs
- Ms R Rew (RR) – Regeneration Financial Accounting Manager
- Ms C Rothery (CR) – Strategy and Planning Assistant – Until 2.05pm
- Ms L Worrall (LWo) – Financial Accounting Team Leader
- Ms L Bowker (LB) – Equality and Diversity Manager – For item 2.1
- Miss J Hoyle (JH) – Governance Officer
- Miss L Jones (LJ) – Legal and Governance Administrator

Min Ref:	Agenda Item	Action
784/18	<u>Welcome and Introduction</u> SJ welcomed AB to the meeting and introduced her as the new interim Trustee pending recruitment of new Trustees. SJ also wished JK a Happy Birthday in advance of her upcoming celebrations on behalf of the other Trustees.	
785/18	<u>Apologies for Absence (Item 1.1)</u> There were no apologies for absence.	
786/18	<u>Declaration of Interests (Item 1.2)</u> There were no declarations of interests.	
787/18	<u>Minutes of the Previous Meeting – 13/07/2018 (Item 1.3)</u> The notes of the previous meeting on 13 July 2018 were APPROVED as an accurate record and signed.	

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788/18	<p><u>Written Resolution – Ratification of Decisions – 13/07/2018 (Item 1.4)</u></p> <p>As the previous meeting held on 13 July 2018 had not been quorate, the 6 decisions agreed at the meeting had been approved by written resolution. It was NOTED that all Trustees had confirmed their agreement to the written resolution circulated.</p>	
789/18	<p><u>Chair's Action – Interim Appointment (Item 1.5)</u></p> <p>The Trustees NOTED the decision taken by Chair's Action since the previous meeting. This was to approve the appointment of Anna Bishop as a Trustee of Riverside Foundation, with effect from 10 October 2018, for an initial term of 6 months, provided that the GRC approved said appointment at its meeting on 10 October 2018 (SJ confirmed this had happened).</p>	
790/18	<p><u>Matters Arising (Item 1.6)</u></p> <p>The status of all 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. The following additional updates were also provided:</p> <p>Minute 758/18 – Gate Buddies Karen Laithwaite and Eleanor Watts had been requested to attend today's meeting to give an update on the project. However, SJ advised she had recently received a call from John Glenton, Executive Director of Care and Support Services, to advise that the project was being wound up and would not be applying for more funds due to the inability to manage the project due to resourcing issues. However, the project may return in the future. John Glenton extended his thanks to the Trustees and stressed how appreciative the project was of the help received from the Foundation. As the project had been co-funded by Church Homeless Trust, not all of the grant had been spent, so the surplus would go back into the Charity's reserves. KH advised she would email the letter from Karen Laithwaite to the Trustees for their reference.</p> <p>Minute 746/18 – Affordable Warmth KH advised that Affordable Warmth had not identified a suitable project for the level of funding available. KH had held further conversations with Affordable Warmth and would provide an update to the Trustees if there were any developments.</p> <p>Minute 776/18 – Citizen's Supermarket KH reported that the Foundation was awaiting the bank details for Citizen's Supermarket so that payment could be made to them for their funding. HO confirmed that appropriate anti-fraud measures were in place for this project.</p> <p>Minute 762/18 – Riverside Foundation Staff Resource SB was introduced by KH as the new dedicated Riverside Foundation resource, who had been in post since 24 August 2018. SB had driven important projects in the past, and had good experience in areas relevant to Foundation such as housing and charities, as well as having previously worked with HO.</p>	<p>KH</p> <p>KH</p>

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791/18	<p data-bbox="261 260 846 296"><u>Guest Slot – Equality and Diversity (Item 2.1)</u></p> <p data-bbox="261 327 1398 527">The Trustees received a presentation from Lyn Bowker, Riverside’s Equality & Diversity Manager, which set out the background to and current structures for Equality, Diversity and Inclusion (EDI) within the Group, together with progress and achievements since 2015. LB emphasised that everyone has a protected characteristic of some description under the Equality Act 2010, and stated that Riverside goes beyond the law for EDI e.g. by covering gender recognition as well as gender reassignment.</p> <p data-bbox="261 562 760 598">The Trustees highlighted the following:</p> <ul data-bbox="261 598 1398 835" style="list-style-type: none"> <li data-bbox="261 598 959 634">• The Group’s EDI Action Plan priorities for 2018/19. <li data-bbox="261 634 1398 737">• The Public Sector Equality Duty (PSED), which requires Public Bodies to 1) advance equality of opportunity and 2) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <li data-bbox="261 737 1398 835">• Why EDI was important to the Charity, including the need for compliance with legislation, social housing standards and the Group’s governance and, at an operational level, when considering funding projects. <p data-bbox="261 871 1398 934">The Trustees discussed in detail the factors and potential impacts of EDI that need to be taken into account when deciding which projects to fund:</p> <ul data-bbox="261 934 1398 1381" style="list-style-type: none"> <li data-bbox="261 934 1398 1142">• It was agreed that when giving funding, the Trustees must consider if what the project will be doing will comply with PSED. SJ clarified that as the majority of grants go to Riverside projects, this is carried out by Riverside. However, if Foundation were to give a grant to an outside organisation, they would need to rely on Riverside processes to ensure EDI compliance. LW also queried what Foundation’s role would be in changing behaviours. <li data-bbox="261 1142 1398 1245">• KH confirmed that every funding bid submitted by a Riverside project had to complete an Equality Analysis form as part of their application; however, it is something that would need to be looked at for the external bid process. <li data-bbox="261 1245 1398 1381">• SJ stressed that if Riverside had delegated or requested that the Foundation fund the project, then the EDI implications should have already been considered, and it would not be for the Foundation to review them. The Trustees agreed they would not want to veto a good project just because an Equality Analysis had not been completed. <p data-bbox="261 1417 1284 1453">The Trustees also discussed in detail the EDI Action Plan priorities for 2018/19:</p> <ul data-bbox="261 1453 1398 1927" style="list-style-type: none"> <li data-bbox="261 1453 1398 1516">• HO advised Riverside were currently about half way through in delivering the Chartered Institute of Housing’s ‘Leading Diversity by 2020’ challenge. <li data-bbox="261 1516 1398 1652">• SJ stated that it was challenging to find a balance between skills and diversity, but ultimately, skills are pre-eminent when recruiting. AB commented it is more about training people to have the Board skill set, but acknowledged more could be done to train members. LW believed that a cultural shift was necessary. <li data-bbox="261 1652 1398 1755">• LB reported every Riverside staff group has an Executive Champion in recognition of the EDI commitment. Over 80 EDI Champions raise awareness within their team meetings, and over 150 Mental Health Champions have been trained. <li data-bbox="261 1755 1398 1858">• Diversity data must be improved, as there are gaps in relation to religious belief, sexual orientation and disability. HO remarked that a lot of the gaps were due to people not ticking the ‘prefer not to say’ box despite communication campaigns. <li data-bbox="261 1858 1398 1927">• There was general consensus among the Trustees that people are very reluctant to mark the disability box on an EDI form if they are not registered as disabled. Trustees 	

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	<p>highlighted that it was often mental health issues that are the hardest for people to admit to as they worry that they will be considered less able to do their job.</p> <ul style="list-style-type: none"> LB reported intersectionality was a new EDI issue, and is about different sets of characteristics that are all related e.g. being a gay black disabled woman. KH advised she had recently read a study on public spending cuts and their effect on Black, Asian and Minority Ethnic women, which would be circulated with the minutes to help increase understanding of intersectionality. <p>The Trustees extended their thanks to LB for an interesting and thought provoking presentation.</p>	KH/LJ
792/18	<p><u>Management and Operational Update (Item 3.1)</u></p> <p>CR summarised the report for the Trustees, which was NOTED, and advised that this would be in a new format in time for the next meeting.</p> <p>Trustees noted that all projects were slightly behind targets, with the exception of 2, and that this was in the main due to staffing issues and long-term sickness. SJ commented that where projects are behind target, reports need to clearly identify why, and if this is because of vacancies, the expenditure should reflect this. Trustees requested that future reports clearly correlate staff and activity. SJ advised that an average cost per person was fine, but the Foundation should only pay for people who have been working on a project.</p> <p>Money Advice Project CR reported that Money Advice was ahead of target by £121,619, and there would be a more detailed update on Step Change at the next meeting in January 2019. Trustees welcomed the further update to establish how many people had been referred to Step Change.</p> <p>Affordable Warmth Project CR advised that the Affordable Warmth project had made cash gains for the quarter of £126,585, thereby exceeding their target for the quarter by £19,442.</p> <p>Helping Hands Project CR reported that all aspects of the project were behind target, but that Michael Anderson (Regional Services Manager, South and Central) was confident that targets would be achieved by the end of the year.</p> <ul style="list-style-type: none"> Furniture packages – AB was concerned that quarter 2 had missed target by almost a third. Trustees requested that further clarification be given in the next report on uptake and average costs of the packs. Energy top-up vouchers – CR advised that although target for the quarter had been missed by c36.5%, this was due to the very hot summer in 2018, and the difference could be clawed back over the winter months. Employment support grants – this was only slightly behind target. <p>Intensive Intervention Project CR reported that this project was behind target due to vacancies across the regions, but that these had now been filled. As a result of these vacancies, there would be an underspend on the project, which they may apply to utilise, but the project leads understood the need to reapply for this. AB queried if a waiting list had been kept, and</p>	<p>RR</p> <p>CR</p> <p>CR</p> <p>KH/ET</p>

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	<p>Trustees noted that applicants have a training and development officer assigned to them who create development plans to fit the ability of the applicant. JK queried if the ages of the applicants were known. SB advised that this wasn't known as age was not requested on the application form. SB also clarified that with no age restriction on the development plans, the project could help anyone as long as their training gave them a reasonable prospect of employment.</p> <p>In response to a query from SJ, SB explained that all the applicants so far had been tenants. SJ stressed that the project needed to ensure that families of tenants also knew they could use the service. It was noted this would be emphasised in the next marketing communications.</p> <p>Trustees noted that the project was following the Theory of Change model so it could be understood what the project was trying to achieve, why it was trying to achieve it, and the impact on the wider community.</p> <p>SJ then requested both the application form and the criteria for the Ladders of Aspiration project be circulated.</p> <p>HO suggested that the training and development officers are asked to supply Foundation with the applicants' diversity data in time for the next meeting in January 2019, in order to give an overview of the people being helped and assist in shaping the pathway going forward. SB confirmed she would action this.</p>	<p>SB</p> <p>SB</p> <p>SB</p>
795/18	<p><u>Review of Risk Register (Item 5.1)</u></p> <p>The Trustees REVIEWED the risk register, and noted in particular that:</p> <ol style="list-style-type: none"> this was the annual update of the Foundation risk register; recommendations were shown in blue text; and 2 new risks had been added to the register – i) Underperformance of Funded Services and ii) Loss of or Reduction in TRGL Funding. <p>Trustees welcomed the idea of an updated organisation chart following the TOM changes that was due to be supplied in time for the next meeting in January 2019. SJ requested HO prepare an overview for the next meeting as to Riverside's current position, so Foundation can maintain oversight and perspective.</p> <p>Loss of or Reduction in TRGL Funding</p> <p>There was substantial debate over the introduction of this new risk in the register. The following points were highlighted during the discussion:</p> <ul style="list-style-type: none"> As Foundation did not currently receive any funding external to that provided by Riverside, there could come a point when Riverside decides to do the work of Foundation and it would not matter that the Foundation name was not associated to the project. SJ commented that there had been 3 previous occasions where opportunities for external or matched funding have been explored, but nothing has come to fruition. It would be a concern dedicating the time and effort into another attempt when it was unlikely that it would succeed. As a result, there was a need to be careful with resources as Foundation was a very small grant giving charity. It was a constant balancing act between funding projects 	<p>HO</p>

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	<p>and building infrastructure, as money spent on infrastructure could potentially mean a vulnerable person loses out.</p> <ul style="list-style-type: none"> • There was discussion as to taking appropriate risks for a charity and an acceptance that Foundation was not risk averse. Foundation gives the grants and monitors the impacts. There was concern that the donation was making Foundation more Riverside-oriented. • The main risk for Foundation was an over commitment of funds to projects, which is addressed in the Reserves Levels risk. • SJ observed if Foundation chose not to carry on, spend up their reserves, pay their bills and close down, it would not necessarily be a negative as the Charity has done what it set out to do. HO asked would you not want to continue for the beneficiaries if no one else can deliver the projects. • LW raised that there was a problem with consistency across the projects and that the question of social impact was not considered. Foundation could make a difference, but how else could this happen if Riverside were to no longer fund the Charity? • Funding was indeed a strategic risk because, without funding, there were only so many options open to the Charity to help alleviate poverty. However, the risk in its current format needed reviewing. <p>Following the discussion, it was AGREED that SB would:</p> <ul style="list-style-type: none"> ○ Reflect on the deliberations held around this risk; ○ Reconsider the format and wording of the risk; and ○ Adapt the report and bring the revised version to the meeting in January. 	SB
796/18	<p><u>Trustee Recruitment (Item 5.2) VERBAL ITEM</u></p> <p>This item was taken as part of Matters Arising (item 1.6). Trustees received and NOTED a verbal update from KH on recruitment.</p> <p>KH reported that the person specification for new Trustees had been produced. The Riverside Customer Voice Executive (RCVE) had been approached in relation to the appointment of a young person as a Trustee. KH clarified that a young person was classed as being under the age of 35. To date, 1 expression of interest had been received, and RCVE had until the end of the month to submit any more. If the candidates from RCVE were not suitable, expressions of interest would be invited from Riverside staff members.</p> <p>KH stated that one of the new Trustees would come from the Impact Housing Association (Impact) Board. As the Impact Board was currently transitional, expressions of interest would be sought from Impact Board members once this transition was complete.</p> <p>SJ clarified that the current recruitment process for the finance lead position on Group Board included serving as the position of Chair of Foundation. KH further advised she was hoping for another 2 Trustee appointments to be made by January 2019.</p>	
797/18	<p><u>Proposed Meeting Dates for 2019 (Item 5.3)</u></p> <p>The Trustees APPROVED the proposed meeting dates for 2019 as follows:</p> <ul style="list-style-type: none"> • 29 January 2019 at 12 noon • 23 April 2019 at 12 noon 	

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	<ul style="list-style-type: none"> • 3 July 2019 at 12 noon • 24 October 2019 at 12 noon 	
798/18	<p><u>Cycle of Business 2019 (Item 5.4) VERBAL ITEM</u></p> <p>This item was deferred until the next meeting in January 2019.</p>	SB/LJ
799/18	<p><u>Any Other Business (Item 6)</u></p> <p>Jennifer Hoyle JH confirmed this was her last Foundation meeting as she was leaving Riverside. SJ acknowledged JH's contribution to Foundation and extended many thanks for her service on behalf of the Trustees.</p> <p>Rebecca Rew RR confirmed she would still be attending Foundation meetings for the time being and had held a full handover with LWo so that LWo could attend in her place if necessary.</p>	
800/18	<p><u>Date and Time of Next Meeting (Item 7)</u></p> <p>It was agreed that the next meeting would be held at 12 noon at Riverside's Head Office, 2 Estuary Boulevard, Estuary Commerce Park, Speke, Liverpool, L24 8RF on 29 January 2019.</p>	

Signed.....

Date.....