



MEETING MINUTES

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

Date and time: 1PM, 01/02/2019

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

Present:

- Susan Jee (SJ) – Chair
- Jo Kennefick (JK) – Trustee
- Anna Bishop (AB) – Trustee
- Mark Cullinan (MC) - Trustee for item 1 onwards

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

- Sallie Bridgen (SB) – Dedicated Riverside Foundation Resource
- Kate Henderson (KH) – Head of Strategy and Planning
- Lisa Worrall (LWo) – Financial Accounting Team Leader
- Helen Rees (HER) – Governance Supervisor
- Connie Perryman (CP) – Governance Officer
- Michelle Dovey (MD) – Observer for item 1 onwards
- Michael Anderson (MA) – Regional Services Manager (for item 0 to 2.1)

Min Ref:	Agenda Item	Action
801/19	<p><u>Trustee Board Appointments and Recruitment (Item 0)</u></p> <p>The Trustees considered the proposed appointments of Michelle Dovey as Chair, Mark Cullinan as Trustee and Anne-Marie Owens as Charity Contact and Company Secretary. After careful consideration, the Trustees APPROVED the recommendation made by Group Board:</p> <ul style="list-style-type: none"> • The amended approach to Trustee recruitment. • The appointment of Michelle Dovey as Chair with effect from 10 February 2019. • The appointment of Mark Cullinan as Trustee with effect from 17 January 2019. • The appointment of Anne-Marie Owens as Charity Contact and Company Secretary with effect from 17 January 2019. 	
802/19	<p><u>Apologies for Absence (Item 1.1) (VER.)</u></p> <p>Apologies for absence was received from Linda Wright.</p>	

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803/19	<p><u>Declaration of Interests (Item 1.2) (VER.)</u></p> <p>MC declared an interest as the Chair of Impact Housing Association Limited (Impact). JK requested further information about Impact, SJ explained that Impact was now a subsidiary of The Riverside Group Limited (TRGL).</p> <p>No other declarations of interest were made.</p>	
804/19	<p><u>Minutes of the Previous Meeting – 24/10/2018 (Item 1.3)</u></p> <p>The minutes of the previous meeting on 24 October 2018 were APPROVED as an accurate record and signed.</p>	
805/19	<p><u>Matters Arising (Item 1.4)</u></p> <p>The status of all Matters Arising from the previous meeting were REVIEWED 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 746/18 – Affordable Warmth KH advised that given Affordable Warmth are not in a position to put forward a bid in the near future, this should be closed.</p> <p>Minute 790/18 – Matters Arising KH advised that this action supersedes minute 746/18 and therefore should be closed.</p> <p>Minute 764/18 – Succession Planning KH advised that this action should be closed.</p> <p>Minute 794/18 – Update on Ladders of Aspiration Update provided in the Performance Report, this action can now be closed.</p> <p>Minute 795/18 – Review of Risk Register KH advised that this had been deferred to the next Foundation meeting in April 2019 when the Target Operating Model (TOM) will have been completed.</p>	
806/19	<p><u>Riverside Foundation Cycle of Business (Item 1.5)</u></p> <p>The Trustees NOTED the Cycle of Business. SB suggested it would be useful if the document was provided at every Riverside Foundation meeting going forward but that no cover sheet will be necessary for the Cycle of Business as it will be just for information. The Trustees agreed with this suggestion.</p>	CP
807/19	<p><u>Guest Slot - Money Advice, Helping Hands and Affordable Warmth (Poverty Relief) (Item 2.1) (VER. / PR.)</u></p> <p>The Trustees received a presentation from Michael Anderson (MA), Regional Services Manager for South and Central. MA presented the main issues regarding Helping Hands, summarising the benefits the service brings. He highlighted;</p>	

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	<ul style="list-style-type: none"> The different means of distributing the resources, such as Love2Shop vouchers and Home Kind were very administration heavy and Home Kind did not provide good value for money. Regional services propose a new method, using quick credit vouchers available from PayPoint as a smarter way to distribute resources, as these can be redeemed for cash or an energy top up. Firm proposals for this will be brought to the April 2019 meeting. The 3 Key Performance Indicators (KPIs) are inhibiting performance and it would be more beneficial to agree new KPIs. SJ explained that the KPIs were there to demonstrate how the help was provided, but overall the Trustees agreed that the number of people receiving help is what matters. SB and KH would work with MA to do this and put some reporting in place for the next meeting on 23 April 2019. <p>MA presented the main issues regarding Step Change (SC), highlighting in particular that;</p> <ul style="list-style-type: none"> Money advisers carried out an assessment on the money advice section of the Riverside website and found that in 2018 there were 1,606 total visits for debt advice, with 416 unique visits. Riverside is not licensed to provide debt advice so required a relationship with a debt advice service, this was currently with a charity called SC who got their money from the financial sector, but the relationship had recently dwindled. Low referral rates of clients referred directly by Riverside to SC and also low numbers visiting the SC website. The data regarding the number of clients who are also tenants/residents of Riverside was not currently captured but they are looking to introduce this as part of transformation. Riverside currently have a non-managed relationship with SC, but SC were going through a transformation and have offered a new type of relationship called a 'Proactively Managed Relationship' which would greatly improve the service. The impact of Universal Credit and how it can utilise customers to assist. <p>JK queried if the offer of a new relationship had stemmed from Riverside not being happy with the current relationship. MA confirmed that it is coincidental that both Riverside and SC were going through a transformation at the same time. MA informed the Trustees that SC would charge ██████ for the Proactively Managed Relationship but due to the high cost, he asked Trustees if they would be willing to fund a smaller scale 12-month pilot, pointing out that;</p> <ul style="list-style-type: none"> Regional Services need a service like SC but it was not clear what impact it was currently having on customers. The pilot would be about negotiation to provide a stronger relationship with SC. <p>MC queried if there was an alternative to SC, MA explained that SC had a good reputation and Riverside needed to be certain of the credentials of people they work with and attach their name to.</p> <p>MC queried why SC required money for working with us, MA explained that as they are a charity it is how they obtain money.</p> <p>KH reminded Trustees that they had agreed they would fund a pilot for Affordable Warmth and this pilot request falls under that income maximisation agreement. KH</p>	<p>MA</p> <p>MA/KH/ SB</p>

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	<p>advised they would need to be very clear in dealing with SC that any money given would be a donation and not a commission.</p> <p>MA and KH agreed to put together a report to give the Trustees confidence in the proposed pilot. KH advised that she would discuss ideas with MA as Riverside was looking for a new corporate charity in April 2019.</p> <p>Trustees agreed, in principle, they were supportive of the pilot, but required a further report on the business case and the value for money.</p> <p>MA presented a case study, highlighting in particular that;</p> <ul style="list-style-type: none"> • Impact of Money Advice help - a money advice cash gain of £5249.60 • Impact of the Affordable Warmth advice - an overall cash gain of £4739.30 • MA summarised that by changing lives in a financial way, there was a cumulative effect of transforming lives and revitalising neighbourhoods. <p>The Trustees were pleased that people benefited from the service and that this helped to create sustainable tenancies. The Trustees extended their thanks to MA for the presentation.</p>	MA/KH
808/19	<p><u>Management and Operational Update (Item 3.1)</u></p> <p>SB summarised the report for the Trustees, which was NOTED, in particular the new layout of the report. The Trustees gave positive feedback, commenting in particular that they liked the new dashboard feature.</p> <p>Ladders of Aspiration (LoA) SJ enquired about the appetite for LoA, and SB explained that it had exceeded expectations, highlighting in particular that;</p> <ul style="list-style-type: none"> • There was a mix of professional and practical courses available. • There was a mix of ages and the types of courses that people want to do. <p>SB explained that it was too early to track the impact at this stage, as not everyone had completed the training yet, but that no one had dropped out of the training or failed and that this was positive.</p> <p>SB also explained that while LoA was available for customers of Irvine Housing Association Limited (Irvine), due to their different structure, it required a slightly different process. Gail Jenson, Regional Services Manager, had met with colleagues at Irvine, explained the project and agreed the process, but to date, they had not received any applications.</p> <p>KH advised that they will be conducting research to evaluate the long term impact of the project, including wider social and business impacts. This was at early stages, and Trustees would be kept informed on progress.</p> <p>KH reported her observations of the project, particularly that;</p> <ul style="list-style-type: none"> • It was good to have a variety of training opportunities available, including the Prince 2 qualification. 	KH

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	<ul style="list-style-type: none"> The project had prompted discussions with Riverside about the work experience that they currently offer to employees. <p>SB advised that she had spoken to Maxine Cousens, Director of People and Culture, about linking the project to apprenticeships which would now be explored further. The Trustees were satisfied with the update.</p>	
809/19	<p><u>Financial Update (Item 3.2)</u></p> <p>LWo summarised the report, which was NOTED by the Trustees, and established that;</p> <ul style="list-style-type: none"> Cash owed to Riverside had now been transferred. There was ██████████ available to spend on committed projects in 2019/2020. LWo pointed out that there is a minor error on page 32, the date should read 2019/2020 not 2018/2019. The figures do not include the committed spend for 2020/2021. This will be added in future reports so that the Trustees can identify available funds. Creditors due within 1 year needed to be updated. <p>SJ requested that LWo prepare a report on how much money Riverside Foundation has left. LWo explained that she had spoken with Rebecca Rew and confirmed they were waiting for a commitment date that could be given to the Trustees.</p> <p>SJ suggested it would be useful for Emma Turner (ET) to provide a narrative at the end of the report to ensure it is clear that the Trustees are receiving what was forecasted.</p> <p>SJ reminded the Trustees of the following points;</p> <ul style="list-style-type: none"> Cash should not be committed until Riverside Foundation had received it. Commitment to mainly larger projects that will last a long period of time and there should be a separate fund for smaller projects. The minimum reserve of £150,000 as set out in the reserves policy should be reviewed in December 2019. 	<p>LWo</p> <p>LWo</p> <p>ET</p>
810/19	<p><u>Small Bids Process (Item 4.1)</u></p> <p>SB summarised the small bids application process for the Trustees, highlighting in particular;</p> <ul style="list-style-type: none"> The bulk of funding was committed to large projects, but there was a smaller fund to spend on smaller, community-based projects. The small bids process proposed gives assurance that proposals fit with the Foundation priorities and that impact can be measured and monitored Kate and Sallie will be meeting with Regional Teams to ensure they understand the process and the kind of bids the Trustees are likely to approve. <p>JK questioned if the Trustees would ever reach the stage when they were able to take applications from outside of the organisation. JK and SJ explained the Trustees previously provided small grants to local elderly people for home improvements, specifically owner occupiers who could not afford the upkeep of their homes, and the money was raised from the public but the interest made would be used for grants. JK stressed that it was close to her heart as it was charitable and helped the elderly.</p>	

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	<p>The Trustees discussed the possibility and SB highlighted that the small bids did have to have a strategic fit with Riverside, but did not have to be solely for customers. KH expressed concern that the limited funds might not enable individual grants. SJ resolved that there was nothing in the charitable objectives to prohibit this, as long as the grants are provided in an area that Riverside operates. SJ explained that it could be argued that providing a grant for home improvements to an owner occupier, who could not maintain their home, could benefit the wider community if it prevents the home from becoming an eyesore and affecting neighbouring communities.</p> <p>JK implored the Trustees to bear in mind the history of Riverside Foundation when providing grants. The Trustees discussed how some home owners may not understand the huge costs associated with owning a home when they sign up to it and MC highlighted this could also be the case with shared-ownership tenants. Research already carried into Shared Ownership issues would be shared with the Trustees.</p> <p>The Trustees APPROVED the small bids application process.</p>	KH/SB
811/19	<p><u>Internal Audit Assessment of Processes (Item 5.1)</u></p> <p>The Trustees NOTED the report and scope of the internal audit. SB confirmed that this audit would go ahead in April 2019, would include Gate Buddies and that any lessons learnt would be useful for future projects.</p>	
812/19	<p><u>Governance Best Practice – Directors’ Duties (Item 5.2)</u></p> <p>The Trustees NOTED the report. HER advised that this was an annual reminder item for the Trustees of their duties.</p>	
813/19	<p><u>Any Other Business (Item 7) (VER.)</u></p> <p>Susan Jee Retirement SJ said goodbye and expressed her thanks to all as this was her last meeting having reached her 9 years’ service within Riverside on 9 February 2019. JK gave a short speech highlighting that SJ had been a wonderful Chair and had kept Riverside Foundation functioning effectively.</p> <p>Anna Bishop Resignation AB announced that she would be leaving Riverside at the end of April therefore the next Riverside Foundation meeting in April 2019 would be her last. The Trustees congratulated Anna on her new venture and wished her well.</p>	
814/19	<p><u>Date of Next Meeting (Item 8)</u></p> <p>It was agreed that the next meeting will be held at 12 noon at Riverside Head Office, 2 Estuary Boulevard, Estuary Commerce Park, Liverpool, L24 8RF on 23rd April 2019.</p>	

Signed.....

Date.....