



MEETING MINUTES

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

Date and time: 12PM, 23/04/2019

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

Present:

- Michelle Dovey (MD) – Chair
- Mark Cullinan (MC) – Trustee
- Jane Harris (JH) – Trustee
- Jacky Vince (JV) – Trustee
- Linda Wright (LW) – Trustee

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

- Sallie Bridgen (SB) – Dedicated Riverside Foundation Resource
- Kate Henderson (KH) – Head of Strategy and Planning
- Hugh Owen (HO) – Director of Strategy and Public Affairs
- Connie Perryman (CP) – Governance Officer
- Ellie Thomas (ET) – Planning and Business Development Officer – item 2.1 only
- Lisa Worrall (LWo) – Financial Accounting Team Leader

Min Ref:	Agenda Item	Action
815/19	<p><u>Apologies for Absence (Item 1.1) (VER.)</u></p> <p>Apologies for absence were received for Jo Kennefick.</p> <p>The Chair welcomed JH and JV to their first meeting.</p>	
816/19	<p><u>Declarations of Interest (Item 1.2) (VER.)</u></p> <p>MD declared an interest as a Board member of The Riverside Group Limited (TRGL).</p> <p>MC declared an interest as Chair of Impact Housing Association Limited (Impact).</p> <p>SB declared an interest in item 4.3, 'Extension of Dedicated Riverside Foundation Resource', as this report was to discuss her current role. It was AGREED that SB would leave the meeting during that item.</p>	

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817/19	<p><u>Minutes of the Previous Meeting ('Meeting Minutes') – 01/02/19 (Item 1.3)</u></p> <p>The minutes of the previous meeting on 1 February 2019 were APPROVED as an accurate record and signed.</p>	
818/19	<p><u>Written Resolution for the Appointment of Jane Harris and Jacky Vince – Passed 18 February 2019 (Item 1.4)</u></p> <p>The Trustees confirmed they had approved a written resolution to approve the appointment of JH and JV as Trustees and to resolve that the recruitment process undertaken to fill the position of Trustee had been objective, robust and merit-based.</p> <p>KH gave an update on the recruitment of the final Trustee. It was noted that efforts to recruit a young person from both the customer and staff base had not been successful. In response, KH planned to approach 'Young Advisors', an organisation of young people who work directly with leaders and decision makers to influence change from senior levels and cascade down through an organisation or service.</p> <p>LW expressed disappointment that the approach would mean that the opportunity was not being used to provide a learning curve to a young person. HO explained that Young Advisors representatives would have been trained for these roles but still need professional experience.</p>	
819/19	<p><u>Matters Arising (Item 1.5)</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 provided:</p> <p>Minute 795/18 – Review of Risk Register An update was included in item 4.1 'Business Plan 19/20', therefore the action could be closed.</p> <p>Minute 807/19 – Guest Slot – Money Advice, Helping Hands and Affordable Warmth KH had met with Michael Anderson, Regional Services Manager, and included proposals for new KPIs in item 4.1 'Business Plan 19/20'. KH explained Foundation would not be receiving a bid for Step Change as Riverside had decided to fund this internally.</p> <p>Minute 808/19 – Management and Operational Update KH advised she had an initial meeting planned for 7 May 2019 to evaluate the long term impact of the Ladders of Aspiration project and would provide an update as soon as possible, and prior to the next Foundation meeting.</p> <p>Minute 809/19 – Financial Update LWo provided the following update:</p> <ul style="list-style-type: none"> • The finance team were currently waiting for an update on Foundation's committed spend and would include this in the report for the next meeting on 16 July 2019. • Foundation had received £500,000 from Riverside which would be included in the figures in the report at the next meeting. • Emma Turner (ET), Head of Treasury, had not provided a narrative at the end of the report for this meeting but LWo was hopeful that this would be done for the 	<p style="text-align: right;">KH</p> <p style="text-align: right;">LWo</p> <p style="text-align: right;">LWo</p> <p style="text-align: right;">LWo</p>

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	<p>report to the next meeting on 16 July 2019. ET had informed LWo that an external Financial Advisor could be appointed if the Trustees felt necessary, the Board agreed that would not be necessary and a narrative by ET would be sufficient.</p> <p>Minute 810/19 – Small Bids Process KH advised she had received the research from consultants regarding shared ownership issues and the huge costs associated with owning your own home, and following further work, a report would be circulated in advance of the next meeting on 16 July 2019.</p>	KH
820/19	<p><u>Riverside Foundation Programme of Work 2019 (Item 1.6)</u></p> <p>The Board NOTED the Riverside Foundation Programme of Work 2019.</p>	
821/19	<p><u>Presentation on Riverside Foundation (Item 1.7) (PR.)</u></p> <p>The Trustees NOTED a presentation from KH on the history and current status of Riverside Foundation.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"> • Riverside Foundation was incorporated in 1983 and its main duty was to fund projects in Riverside’s main areas of operation with funding drawn from Riverside’s projects. • The minimum requirement of number of Trustees was 5 and the maximum 15. Once the current recruitment of the young person was completed, that would conclude recruitment for now. • There was no legal relationship between TRGL and Foundation. KH reminded all Trustees that they should make decisions based on Foundation objects - <i>“To promote any charitable purpose within and around the area where the charity The Riverside Group Limited... has provided housing accommodation... and in particular charitable purposes... with the object of improving the conditions of life for the inhabitants of the area of benefit”</i> • KH reminded Trustees that the main commitments were the projects already funded by Foundation; Employment and Training, Money Advice, Affordable Warmth, Helping Hands, Intensive Intervention, Ladders of Aspiration and Dedicated Resource. <p>The Board queried if Foundation was optimising opportunities for fundraising. HO clarified that the initial strategy to raise money for Foundation had been unsuccessful largely due to its relationship with Riverside, which like most Housing Associations ran at a surplus to reduce borrowing requirements. This directly impacted on Foundation’s attractiveness to donors etc. However the Board could consider this in the forthcoming Business Planning process. KH also highlighted potential future fundraising opportunities through our Procurement processes.</p> <p>The Board queried if the projects were already funded elsewhere and Foundation provided additional support. KH explained that most of the projects (apart from Intensive Intervention) included an element of Riverside funding and an additional element of Foundation funding.</p> <p>KH highlighted areas of potential risk and explained that these were low and well managed:</p>	

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	<ul style="list-style-type: none"> • The Foundation has no employees or premises • HO has a Communications team that could manage adverse publicity. • Projects Leads were in place to manage the performance of projects. • The Trustee recruitment process had mitigated any potential risk of the meetings being dominated by one or two individuals. <p>The Board acknowledged its commitment to funding core projects and reflected on the implications this had on funding more high risk projects such as Gate Buddies, which had been a worthwhile project, but had not succeeded as a long term initiative. The Board discussed lessons learnt from Gate Buddies and noted that a number of factors had driven the project failure. These included (i) lack of resources required for a project of this type, (ii) weak project management, (iii) long term sickness within the project team, and (iv) the setting of unrealistic and unachievable targets at the outset. All of these lessons would be applied to future projects.</p> <p>The Board noted there was another independent charity organisation associated with Riverside, Church Homeless Trust, which raised funds through churches to support homeless people.</p> <p>The Board thanked KH for a helpful presentation and noted that it would be circulated following the meeting.</p>	CP
822/19	<p><u>Intensive Intervention – Ellie Thomas (Item 2.1) (PR.)</u></p> <p>The Trustees NOTED a presentation from Ellie Thomas (ET), Planning and Business Development Officer, on Intensive Intervention.</p> <p>The Board noted the following main points:</p> <ul style="list-style-type: none"> • The service had faced significant challenges in 2017/18 due to resourcing services and the Target Operating Model (TOM). As of May 2019 there would be a full complement of 6 Project Officers (POs). • At the end of 2017/18 they had exceeded the target for customer support by 38. • At the end of 2018/19 they were under target by 24 however staffing issues and resource complications had now been resolved. • In 2018/19, the turnover for tenancies for the age group 16-24 was the lowest at 0.47%, the age group 25-34 was 2.15% and the age group 35-54 was 2.87%. The project review indicated that the most vulnerable to lose their tenancy were those in a first time tenancy regardless of age, suggesting the service may be more effectively targeted towards this group. <p>There was significant discussion of the causes of high staff turnover and it was noted that the Riverside Transformation Programme had affected substantial changes in roles across the business. ET assured the Board that the majority of staff were on permanent contracts with standard terms and conditions.</p> <p>ET described the role of Intensive Intervention and the process for customer referral. The Board noted the challenges faced in raising awareness of the service with housing officers and with customers directly, to enable earlier intervention. All efforts were being made to meet this challenge however there were capacity limitations in the service.</p>	

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	<p>The Board queried the different routes to becoming a tenant and noted:</p> <ul style="list-style-type: none"> • Choice-based route whereby a potential tenant would complete an online application including questions about personal circumstances. When a property became available, the Housing Officer could select someone from the choice-based portal based on priority of needs. • Local Authorities could nominate people. • Properties could be advertised on Right Move. <p>The Board noted that 'intensive' was the key word for this project as TRGL had a rate of 0.7% evictions per annum, equating to approximately 200-250 properties, and this service prevented a proportion of that. Customers generally had a range of complex issues and the POs would build positive working relationships with them.</p> <p>The Board thanked ET for the presentation and noted that it would be circulated after the meeting.</p>	CP
823/19	<p><u>Management and Operational Update (Item 3.1)</u></p> <p>The Board NOTED the following updates in the report:</p> <p>Ladders of Aspiration (LoA) LoA had exceeded targets, however, the figure for those who had gained employment within 6 months could not yet be established as the project had not been running for a long enough period of time. Three people had commenced employment which was promising.</p> <p>Intensive Intervention The Board noted that ET was working to establish a clear record of what interventions had been put in place during support and what impacts they had had.</p> <p>The Board discussed if the end of TOM would improve staff retention for the project. Staffing levels had stabilised in the last quarter, and all managers have 'People Plans' to manage staff retention and business continuity. The Board considered if there should be an incentive for long term commitment to the job role as that would be cheaper than repeating the recruitment process for replacements. HO informed the Board that there were organisation wide Terms and Conditions which we cannot override.</p> <p>The Board also agreed to consider for the next Business Plan whether placing Intensive Intervention on the same timescale for Foundation funding as the other core projects may offer a greater sense of security for staff.</p> <p>Equality and Diversity The Board noted that Lyn Bowker, Equality and Diversity Manager, would be invited to attend the next meeting on 16 July 2019 to provide an update on how Riverside manages Equality and Diversity. SB would also liaise with Riverside colleagues to understand how we could track EDI information for Foundation funded projects. The Board agreed to consider how to promote Equality, Diversity and Inclusion through business planning and the reapplication process.</p>	SB

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824/19	<p><u>Financial Update (Item 3.2)</u></p> <p>The Board NOTED the following main points:</p> <p>Statement of Financial Position</p> <ul style="list-style-type: none"> • £1,623,804 reserves at the end of the financial year. £150,000 was to be available at all times. • £1,696,245 worth of investment at Blackrock. • Creditors falling due within 1 year stood at £642,467 including just under £5k for a late invoice from last year, £434k for the 3 core projects and £178k for Intensive Intervention, not including the new staff member. The figure did not include £18k for the Dedicated Resource role or £25k for Helping Hands. • Emma Turner, Head of Treasury, should review the cash at bank and decide if this should be invested at Blackrock. <p>Statement of Financial Activity</p> <ul style="list-style-type: none"> • £60k in grants for Citizens' Supermarket and Ladders of Aspiration last year. • £194,181 transfer from creditors from underspend last year. <p>The Chair requested a different format for the Financial Update with a live figure for reserves to keep track of spending, including agreed spend as compared to how much had been spent. LWo agreed to include this with the Financial Update going forward.</p>	<p>LWo/ ET</p> <p>LWo</p>
825/19	<p><u>Business Plan 19/20 (Item 4.1)</u></p> <p>The Board NOTED the recommended changes to the KPIs of funded projects:</p> <p>Employment and Training</p> <p>The recommended KPI increased the targets for customers assisted to 500, including 250 job starts and 250 training courses or volunteering, with the aim to improve job prospects. The Board agreed to pilot the new approach for this year, but requested that SB consult with Gail Jenson, Regional Services Manager, on whether the target should be increased to 500, bearing in mind the intention to reach those further from the job market who may require a higher level of support. They also requested that minimum quality standards be set for the training and volunteering outcomes.</p> <p>Helping Hands</p> <p>The recommended KPI target of assisting 342 customers via furniture packages, energy top ups and employment support grants would remain, however, Project Officers could distribute the funds in a way more responsive to the customers' needs.</p> <p>Intensive Intervention</p> <p>The Board considered the recommendations to KPIs for 2019/20 requested by ET during the presentation on Intensive Intervention (item 2.1):</p> <ol style="list-style-type: none"> The targets for the 4 PO's in Liverpool City Region and North would increase to complete 25 customers and sustain 21 customers rather than complete and sustain 21. The 2 POs in South & Central would retain existing targets of completing 21 and now have a target to sustain 18 customers as they spent more time travelling 	<p>SB</p>

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	<p>between areas due to a spread out customer base. Overall the targets would therefore be:</p> <ul style="list-style-type: none"> • 142 customers completed • 120 customers sustained <p>b. Remove the age restriction for access to the service in line with current challenges the customers faced.</p> <p>c. Continue to accept referrals directly from Move On process, this resulted in successful tenancies and demonstrated a positive relationship between TRGL and the service.</p> <p>The Board agreed to consider the guiding principles for the Business Plan (including if possible the funding priorities) in the next meeting on 16 July 2019.</p> <p>The Board noted the commitments in the final year of the Business Plan and APPROVED the recommended revisions to the KPIs.</p>	
826/19	<p><u>Ladders of Aspiration – Draw Down of Further Funding (Item 4.2)</u></p> <p>The Board noted the following main points:</p> <p>Following the July 2018 Trustees meeting, the Board approved the Ladders of Aspiration project with a £100,000 allocation; £50,000 to be allocated immediately, and the remaining £50,000 to be allocated in 6 months' time if the project had delivered its outcomes.</p> <p>The project began in October 2018, and had met or exceeded all outcome targets to date, with 62 applicants participating in a range of courses.</p> <p>The employment target was for 75% to be in employment 6 months after completing their training but had not yet been tested as the project had only been running for 6 months, but 3 people had already found employment.</p> <p>The Board gave positive feedback about the project, highlighting its success. The Board APPROVED the draw down of further funding.</p>	
827/19	<p><u>Extension of Dedicated Riverside Foundation Resource (Item 4.3)</u></p> <p>SB left the room for this item. The Board noted the following main points:</p> <ul style="list-style-type: none"> • The Dedicated Resource role was employed on a consultancy basis as that provided more security for Foundation than a Riverside employee. • A 12 month extension was being requested due to the new Business Plan expected next year that could explore staffing resources. • The role was instrumental to all of the projects and cost £18k a year which equated to a 1% overhead and was good value for money. <p>The Board agreed that SB was doing an excellent job representing the Dedicated Resource role.</p> <p>The Board APPROVED the extension to the Dedicated Riverside Foundation Resource for 12 months.</p>	

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828/19	<p data-bbox="261 264 732 296"><u>Any Other Business (Item 5) (VER.)</u></p> <p data-bbox="261 327 451 359">Jo Kennefick</p> <p data-bbox="261 365 1398 527">The Chair acknowledged that this meeting would have been Jo Kennefick's last meeting as she was retiring, with effect from 30 April 2019, after 20 years' service to Riverside's governance community. The Chair explained that Jo's contribution had been amazing and she had demonstrated a strong commitment to TRGL and Foundation. The Chair expressed thanks to Jo on behalf of the Trustees.</p> <p data-bbox="261 564 1398 632">HO described Jo as wonderful, having carried out many roles across Riverside over her twenty years of service, and always putting customers at the heart of everything she did.</p> <p data-bbox="261 663 443 695">Anna Bishop</p> <p data-bbox="261 701 1398 768">The Chair confirmed that the previous meeting on 1 February 2019 had been Anna's last as she had now left Riverside with effect from 22 March 2019.</p>	
829/19	<p data-bbox="261 804 646 835"><u>Date of Next Meeting (Item 6)</u></p> <p data-bbox="261 867 1398 968">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 16 July 2019.</p>	

Signed.....

Date.....