



## MEETING MINUTES

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

**Date and time:** 10AM, 18/02/2020

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

**Present:**

- Mark Cullinan (MC) – Trustee - Chair
- Linda Wright (LW) – Trustee
- Sarah Paton (SP) – Trustee (from Item 1 onwards)

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

- Sallie Bridgen (SB) – Dedicated Riverside Foundation Resource
- Graeme Cooper (GC) – Governance Officer - Secretary
- Gail Jenson (GJ) – Regional Services Manager
- Hugh Owen (HO) – Director of Strategy and Public Affairs

Min Ref:	Agenda Item	Action
863/20	<u>Appointment of meeting Chair (Item 0.1) (VER.)</u> Mark Cullinan was nominated by LW and elected unopposed.	
864/20	<u>Appointment of Trustee (Item 0.2)</u> The Board received a report on trustee changes since the last meeting. There was a discussion around trustee recruitment with the recruitment of new Group Board members seen to be a first step with approaches via Riverside Voice as a second. The Board <b>NOTED</b> that Jane Harris, Michelle Dovey and Jacky Vince have resigned as Trustees. The Board <b>APPROVED</b> the appointment of Sarah Paton as a Trustee for an initial term of 6 months, effective immediately. SP joined the meeting	GC
865/20	<u>Apologies for Absence (Item 1.1) (VER.)</u> There were no apologies for absence.	
866/20	<u>Declarations of Interest (Item 1.2) (VER.)</u> MC declared an interest as Chair of Impact Housing Association	
867/20	<u>Minutes of the Previous Meeting – 22/10/19 (Item 1.3)</u> The minutes of the previous meeting on 22 October 2019 were <b>APPROVED</b> as an accurate record and signed by the Chair.	

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868/20	<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 Board <b>NOTED</b> the following;</p> <ul style="list-style-type: none"> <li>• <b>Minute 722/17</b> – Whole Board Appraisal Results Summary - Oct 2017 &amp; April 18 A whole Board appraisal will be conducted following the appointment of new trustees.</li> <li>• <b>Minute 852/19</b> – Treasury and Investment Update Confirmation on funding as part of TRGL's corporate plan postponed; Carol Matthews, Group Chief Executive, to be invited to attend the next meeting.</li> </ul>	
869/20	<p><u>Riverside Foundation Programme of Work 2019 (Item 1.5)</u></p> <p>The Board <b>NOTED</b> the programme of work and the following matters were discussed:</p> <ul style="list-style-type: none"> <li>• The Group Investment Strategy is being reviewed. Amendments to the investment policy and management cash holdings are to align with TRGL business and both will be brought to the next meeting.</li> </ul>	
870/20	<p><u>Employment &amp; Training – Ladders of Aspiration Gail Jenson (Item 2.1) (PR.)</u></p> <p>The Board <b>NOTED</b> the presentation and the following key points were raised for discussion:</p> <ul style="list-style-type: none"> <li>• There is variation in how the project is delivered reflecting variations across regions. However, there is consistency in referrals from across the regions and the overall targets are aligned.</li> <li>• The service works closely with Regional Teams to support the delivery of Neighbourhood Plans, for example through localised 'door knocking' exercises. The Neighbourhood Plans use external and internal demographic data to inform priorities. There is potential to enhance this alignment and targeted approach to have a wider impact on neighbourhoods.</li> <li>• The Board noted the impact of in-work poverty and that there are a distinct set of measures around sustainability of employment and upskilling those in lower-paid work or on zero hours contracts. The Board requested that the importance of sustainable employment (as opposed to simple job starts) are added into the review.</li> <li>• Ladders of Aspiration has been a successful project; customers are keen on the programme with 98% completion and feedback is overwhelmingly positive. It was noted that in the reportable figures those who go on to further independent training would count as a failure in the 'employed after 6 months' measure. The Board requested that further training be tracked as an outcome.</li> <li>• Embedding social value with contractors and involving communities has been promoted; a development in Langley used Ladders of Aspiration to train tenants who have then gone on to undertake work experience in preparation for apprenticeships and job opportunities with Cruden.</li> </ul> <p>The Board thanked GJ for her presentation, and her work in improving the service.</p>	<p style="text-align: right;">SB</p> <p style="text-align: right;">SB</p>

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871/20	<p><u>Approval of Ladders of Aspiration Evaluation (Item 4.1 – Moved Item)</u></p> <p>The Board <b>NOTED</b> the Ladders of Aspiration Evaluation report and the following points were raised;</p> <ul style="list-style-type: none"> <li>• The evaluation has demonstrated that Ladders of Aspiration successfully increases the likelihood of people gaining sustainable employment.</li> <li>• The recommendation was to continue funding of Ladders of Aspiration, with a possibility of recommendations on targeting being added in the future.</li> <li>• Members asked if the revised funding position was sufficient for the programme's ambitions. It was explained that the previous spend was £65k over an 18 month period and that £40k in 12 months was similar to the current rate of spend.</li> </ul> <p>The Board <b>APPROVED</b> the recommendations.</p>	
872/20	<p><u>Management and Operational Update (Item 3.1)</u></p> <p>The Board <b>NOTED</b> the update and the following points were raised:</p> <p><b>Intensive Intervention</b></p> <ul style="list-style-type: none"> <li>• It was noted that a large number of public services were involved in one of the case studies presented to the Board. There was a discussion on what learning could be taken from complex cases involving the public sector. The Board noted that there was less capacity in social care and more cases fail to meet their threshold; resulting in greater cost to the system as a whole.</li> <li>• HO has been invited to address the Ministry of Housing, Communities and Local Government, the gaps that Riverside is filling can be fed back to inform the civil service of the consequences of the reduction of capacity in local government.</li> </ul> <p>Helping Hands and Affordable Warmth programmes are both progressing well.</p> <p><b>Recruitment of a Young Trustee</b></p> <ul style="list-style-type: none"> <li>• The Board were informed that three apprentices were keen to attend a Board meeting; there would be an initial session with SB and a follow-up session afterwards. It was hoped this could lead to a young person applying for a trustee role in the future.</li> </ul> <p><b>Thanet Community Games</b></p> <ul style="list-style-type: none"> <li>• The partners have met and begun recruiting schools.</li> </ul> <p><b>Ladders of Aspiration (LoA)</b></p> <ul style="list-style-type: none"> <li>• Budget underspend of £15k <b>APPROVED</b> to be carried over to 2020/21.</li> </ul>	<p>HO</p> <p>SB/GC</p>
873/20	<p><u>Financial Update (Item 3.2)</u></p> <p>The Board <b>NOTED</b> the update and requested that Rebecca MacGregor and Lisa Worrall send a note of matters they would have raised.</p>	GC

Min Ref:	Agenda Item	Action
874/20	<p><u>Proposed Reserves Policy (Item 4.2)</u></p> <p>The Board reviewed the report and the following matters were discussed:</p> <ul style="list-style-type: none"> <li>The Board noted that holding a large reserve restricts flexibility in long-term planning and there is little risk to be mitigated by holding reserves as the Foundation employs no staff and conducts its activity by making grants based on funds held. The proposed reserves level reflects the cost of winding up the charity if required.</li> <li>There was a significant discussion around the investment income provided by the reserves, the consideration of the long-term future of the charity and ongoing funding from TRGL. Ongoing funding is tied to both the TRGL business plan &amp; the Foundation business plan. A business plan for Year 2 with assurances for Year 3 are to be brought to the July meeting.</li> <li>The Board requests that the Group Chief Executive attend the next meeting to discuss business planning and future funding expectations.</li> </ul> <p>The Board reviewed the Reserves policy and <b>APPROVED</b> the policy with a new reserve level of £30k.</p>	<p>SB</p> <p>GC</p>
875/20	<p><u>Business Planning 2020/21 (Item 4.3)</u></p> <p>The Board discussed the report and it was noted that the targets for the next year will be revisited once the evaluation is complete and a wider discussion with the Group Chief Executive has occurred.</p> <p>The Board <b>APPROVED</b> the 2020/21 budget and the allocation of funding within 2020/21.</p>	<p>SB</p>
876/20	<p><u>Research to Inform Business Planning 2021-23 (Item 4.4)</u></p> <p>The Board reviewed the Riverside Review Scope for Income Maximisation Services and the following points were discussed;</p> <ul style="list-style-type: none"> <li>There was a discussion on the most effective way to deliver services for beneficiaries, including use of professional services outside Riverside to provide expertise which might otherwise be missed.</li> <li>The research will seek assurance that best practice in the sector is being adhered to and is appropriate for the activity.</li> <li>Trustees asked whether any information on how other large organisations' foundations operate, in respect of funding and relationship with the parent, and how the Foundation compares. It was agreed that a previously commissioned research piece would be circulated and an update provided for the next meeting.</li> </ul> <p>The Board <b>APPROVED</b> the allocation of [REDACTED] for independent research, based on the Draft Research Brief included in Appendix 2.</p>	<p>SB</p>
877/20	<p><u>Any Other Business (Item 6) (VER.)</u></p> <p><b>Meeting Dates</b></p> <p>It was noted that the meeting dates for the remainder of the year were set to suit the previous Chair. It was <b>AGREED</b> that meeting dates be revised with timings to take account of the production of the quarterly reports. Additional flexibility will be required for the next meeting to allow the Group Chief Executive to attend.</p>	<p>GC</p>

Min Ref:	Agenda Item	Action
878/20	<u>Date of Next Meeting (Item 7)</u> The date of the next meeting to be confirmed.	

Signed.....

Date.....