



**Meeting Minutes**

<b>Board/Committee:</b>	The Riverside Group Ltd Board (the "Board")		
<b>Date and time:</b>	6pm 16 March 2022		
<b>Location:</b>	Harrison Park, North Bransholme and Ings Estate, Hull		
<b>Present:</b>	• Terrie Alafat	(TA)	Chair
	• Pauline Davis	(PD)	Vice Chair
	• Caroline Corby	(CC)	Vice Chair
	• Goi Ashmore	(GA)	Board Member
	• Ingrid Fife	(IF)	Board Member
	• Olwen Lintott	(OL)	Board Member
	• Sandy Murray	(SM)	Board Member
	• Carol Matthews	(CMM)	Co-opted Board Member
	• Erfana Mahmood	(EM)	Board Member
	• Rommel Pereira	(RP)	Board Member
	• Sam Scott	(SS)	Co-opted Board Member
<b>In attendance:</b>	• Paula Simpson	(PS)	Tenant Observer
	• Cris McGuinness	(CAM)	Chief Financial Officer
	• Ian Gregg	(IG)	Executive Director Asset Services
	• John Glenton	(JG)	Executive Director Care and Support Services
	• Patrick New	(PN)	Executive Director Customer Service
	• Richard Hill	(RH)	CEO of One Housing Group
	• Sara Shanab	(SS)	Director of Governance and General Counsel
	• Anne-Marie Owens	(AMO)	Governance Manager (Secretary)
<b>Apologies:</b>	• Stewart Davenport	(SD)	Board Member

Min Ref:	Agenda Item	Action
30/22	<p><u>Apologies for Absence (Item 1.1)</u> <b>VERBAL</b></p> <ul style="list-style-type: none"> <li>• Apologies were noted from Stewart Davenport.</li> </ul>	
31/22	<p><u>Declarations of Interest (Item 1.2)</u> <b>VERBAL</b></p> <ul style="list-style-type: none"> <li>• None notified.</li> </ul>	
32/22	<p><u>HIVE Survey (Item 2)</u></p> <ul style="list-style-type: none"> <li>• The Chair advised that the purpose of the meeting was to discuss the outcomes of the Staff Survey as there had been insufficient time to fully consider the matter at the meeting on 14 February.</li> <li>• The Board received and noted the HIVE presentation slides and the Equality, Diversity and Inclusion Staff Pulse Check data.</li> <li>• JG introduced the HIVE presentation slides and noted that there was significant variance in satisfaction and engagement between teams (even those in the same Department) and this was likely driven in part by restructuring activity at the time of the survey and the data breach/Project Storm. He advised that the data was broken down by team to allow the business to drill down into issues at a team level and take the required action.</li> <li>• The Board noted the areas identified for improvement were: <ul style="list-style-type: none"> <li>○ Constant restructures</li> <li>○ Doing too much at once</li> <li>○ Disorganised and disjointed</li> <li>○ Lack of understanding behind the changes</li> <li>○ Lack of communication between teams</li> </ul> </li> <li>• Those areas in which Riverside were performing well were noted as: <ul style="list-style-type: none"> <li>○ Communication had improved</li> <li>○ More in the loop</li> <li>○ Colleagues have a voice</li> <li>○ Managed covid well</li> <li>○ Adapted well</li> <li>○ Committed to supporting marginalised customers</li> </ul> </li> <li>• PN described the actions which had been taken in response to the survey outcomes, in summary: <p><b>Collaboration</b> – It was noted that this was a key theme in both Our Riverside Way Everyday and the Management Development Programmes. There was a cross-functional cohort for both programmes and a “Team Communication and Collaboration” module for all leaders. Coaching for Collaboration was provided for senior leaders in 2021. In February 2022, 25 senior leaders were brought together at Speke Head Quarters to discuss collaboration and how to remove the barriers to effective, customer focused collaboration. This would be</p> </li> </ul>	

Min Ref:	Agenda Item	Action
	<p>followed up in Riverside Customer Matters with pledges made on how Riverside would drive and support collaboration.</p> <p>The Board noted that at the next leadership group meeting, in addition to a focus on collaboration, leaders would be asked to consider in groups 1) <b>Scale of Change</b> – how Riverside can prioritise and pause activity where required and 2) <b>Accountability</b> - are staff empowered to take accountability for their role and get on with the job.</p> <p><b>Learning and Development</b> – It was noted that there were programmes in place for new colleagues (Great Start) and for existing staff (Best You).</p> <p><b>EDI</b> – CAM advised that the survey indicated that staff felt respected and treated with dignity and that Riverside had a good focus on EDI matters. It was highlighted that disclosure of EDI data remained an issue and a campaign would be launched to improve disclosure led by the EDI Manager.</p> <p><b>Openness and Transparency</b> – JG noted that the feedback on this matter could be traced to recent business change and work was underway with the communications team to identify how messages could be more clearly shared. It was noted that the perception of a lack of transparency could also be attributed to Riverside having two main sets of staff terms and conditions (where Care &amp; Support staff contractually differ from other staff) and a perception that one was more advantageous than the other. JG noted that a project was under way to potentially harmonise terms and conditions for all Riverside staff.</p> <ul style="list-style-type: none"> <li>• PN summarised the people promises developed by the Asset Services function under Ian Gregg which focused on Engagement, Staff Development Promises and Creating a Smart, Safe and Sustainable working environment. It was noted that all Executive Team Members had developed similar promises.</li> <li>• The Board were advised that the issues identified through the survey varied greatly from team to team and therefore tailored People Plans had been developed.</li> <li>• The Board thanked the Executive Team for the update and especially the summary of actions taken in response. It asked that the following points be taken into account as part of the response: <ul style="list-style-type: none"> <li>○ How to smartly measure the impact of actions taken</li> <li>○ Communicating to staff the tangible actions taken</li> <li>○ Using stories of successful collaboration and staff development to communicate the staff benefits being realised.</li> <li>○ Identifying ways in which learning and development could be made more engaging</li> <li>○ Ensure ‘You Said, We Did’ is communicated to staff</li> <li>○ Support increased face to face engagement</li> <li>○ Consider validating with staff, the interpretation of responses</li> <li>○ Refocus on building resilience for change</li> </ul> </li> </ul>	

Min Ref:	Agenda Item	Action
	<ul style="list-style-type: none"> <li>○ Focus on the prioritisation and sequencing of activity, with a focus on the customer, to support staff and Executive wellbeing</li> <li>• CMM asked Board colleagues when engaging with staff, including at site visits, to promote the message that the HIVE survey results are important to the business by perhaps having a discussion on that team/department's feedback.</li> <li>• The Board noted and acknowledged that the challenging and changing environment would have an inevitable impact on how staff were feeling and each would have their own reality of that environment. CMM advised that more could have been done to promote organisational successes such as the COVID response and the focus on caring for staff during the pandemic however, the world of work was changing quicker than the business could respond so there was an element of catching up at play, and Riverside would continue to listen and learn from its staff.</li> </ul>	
33/22	<p><u>Date of Next Meeting – 1pm, 17 March 2022</u></p> <ul style="list-style-type: none"> <li>• The date of the next meeting was noted and there being no further business the Chair closed the meeting.</li> </ul>	