

# **THE CORNERSTONES FOUNDATION**

## **REPORT OF THE TRUSTEES FOR THE PERIOD 12 SEPTEMBER 2017 TO 31 MARCH 2018**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the period 12 September 2017 to 31 March 2018. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

### **Report of the Trustees for the period ending 31 March 2018**

1. The trustees of the charity present their annual report and accounts for the period ending 31 March 2018 to ensure compliance in accordance with the Charities Act 2011.

### **2. Our Aims**

2.1. With a specific focus on children and young people who have experience of the social care system by the provision of support, resources, assistance (financial or otherwise), grants, programmes and other activities. Specific interventions will be customized in order to respond to the range of complex/non-complex needs of each child. Such interventions will seek to: -

- Advance education;
- Improve prospects for employment;
- Promote the social inclusion among such children who are excluded from society, or parts of society, due to their social or economic position;
- Develop the child's capacity and skills in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.

The mechanism by which the charity will ensure its aims are delivered will comprise: -

- The Young People's Award, a reward and recognition scheme, which will be provided on a continuous basis to an identified cohort of looked after children, aged 7-11;
- The World of Work programme, established in conjunction with an extensive range of businesses and organisations. This programme will initiate, as early as possible, dialogue to begin to identify potential career pathways for children and young people so that they can be matched to apprenticeships, work placements, mentoring etc.

### **3. Our Objectives**

3.1. The charity will produce a business plan which sets out the strategy and framework against which it will seek to deliver its aims.

3.2. The charity will develop a comprehensive service specification for commissioned services which it will seek to source from specialist providers in order to meet the complex needs of the looked after children and young people and to deliver effective interventions that will enable positive outcomes.

3.3. The charity will develop a marketing and communications plan, including an online presence utilizing social media, where appropriate, and to formally launch the charity in late Autumn 2018.

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3.4. The charity will establish and develop links and relationships with a wide range of businesses, public and private sector, that will work in partnership with the charity to support its World of Work programme in particular.

3.5. The charity will establish strong relationships with local influential leaders in order to establish a well-connected and effective network of 'Friends' that will work closely with the charity to support and promote its aims.

3.6. The charity will develop a fundraising strategy in order to ensure it can fund its operational service delivery model as well as fund the commissioned services and to ensure ongoing and continued financial resilience and robustness for the charity year-on-year.

3.7. The charity will further enhance the reach and richness of the Board of Trustees by seeking to secure additional trustees, and to establish an 'advisory' panel to the Board comprising a small number of care leavers (young people who, at some stage in their lives, have passed through the 'care system').

#### **4. Review of Activities/Achievements**

4.1. The charity has successfully established strong links with the Looked After Children's Education Services (LACES) which operates as part of School Improvement Liverpool. The LACES team is responsible for the improvement in educational outcomes of children in care and, through an agreed referral process, cohort groups of children and young people will be identified by LACES to progress through the Young People's Award scheme and also the World of Work programme. This offers alternative and innovative early intervention and targeted support to help narrow the attainment gap with their peers and to maximise positive educational and career-based outcomes for affected children and young people. A referral process has been agreed between LACES and the charity, and a data sharing agreement is in development.

The aims of the charity will complement the LACES services, providing an alternative approach which is a unique aspect to the charity's service delivery model.

4.2. A draft service specification to procure the specialist commissioned services required to support the charity's aims and objectives has been developed to facilitate the operational service delivery model and to deliver the service, (i.e. Young People's Award scheme and World of Work programme). A number of local specialist providers have been identified.

4.3. The charity is in the process of developing a marketing and communications plan which will form part of the overall business plan for the charity. A formal launch event is planned for November 2018 to which around 200 representatives from local businesses, various public/private organisations and politicians/councillors will be invited. The objectives of this event is to secure practical and financial support for the charity and its programmes. A website is in development and the charity is working with a prominent marketing agency to provide advice in the development of its marketing plan, how the charity will be promoted and how social media might be used to help raise the profile of the charity and its aims.

4.4. The charity has already formed strong links with a range of business leaders from across the public and private sector, and it will continue to expand the range of businesses and organisations with which it will establish and develop strong relationships, to work in partnership with the charity in order to secure CSR support and to support its World of Work programme in particular.

4.5. The charity is also establishing strong relationships with local 'movers, shakers and influential leaders' in order to form and nurture a well-connected and effective network of 'Friends' that will work closely with the charity to support and promote its aims.

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4.6. The charity will develop a fundraising strategy in order to ensure it can fund the start-up of the commissioned services and subsequently an ongoing funding stream to ensure financial resilience and robustness for the charity year-on-year.

4.7. To further enhance the depth and richness of the Board of Trustees by seeking to secure additional trustees, and to establish an 'advisory' panel to the Board comprising a small number of care leavers (young people who, at some stage in their lives, have passed through the 'care system').

#### **5. Our Future Plans**

5.1. The immediate focus of the charity is to: -

- Host a formal launch event, in the form of a business lunch, on 16 November 2018. The aim of this event is to (1) raise the profile of the charity, its aims and objectives; (2) launch the charity's Deed of Partnership whereby it will secure, in a very tangible and demonstrable way, a wide range of business partners/organisations that are able to commit to support the World of Work programme with actual and tangible resources such as apprenticeships, work placements, etc.; (3) to seek financial support so that the charity is able to commission the specialist services it requires so that by early 2019, the charity will be fully operational.

- Finalise its business plan and marketing, communications and fundraising strategy.

- Secure a small, core, team of resources to manage and oversee the charity's operating model and to service the Board of Trustees.

5.2. Once the charity is fully operational, the intention is that it will gather a momentum of its own as a result of the positive outcomes, experiences and life stories of the children and young people for whom the charity is designed to serve.

#### **6. Our Finances**

6.1. This report covers the period 12 September 2017 to 31 March 2018.

#### **7. Governance and Management**

7.1. The charity has formal and robust governance arrangements.

7.2. Meetings of the Board of Trustees are held monthly. Formal arrangements exist so that every meeting is structured and an agenda is provided to all members of the Board in advance. All meetings are formally recorded and minuted, and briefing notes that focus on specific actions, issues or challenges are produced and shared with all members of the Board for consideration and to inform decision-making where relevant.

7.3. The administration of the Board is provided by an experienced ex-local government manager, who provides a range of administrative and secretarial support currently on a voluntary basis until such time as the charity is adequately funded, at which time a permanent resource will be recruited to provide these services.

7.4. Accountancy advice is currently provided by Rushtons on an interim basis, and this is personally funded by the Chair of the charity until such time as adequate funding is secured at which point such services will be commissioned and funded on a long-term basis by the charity.

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7.5. Any potential liability of the Trustees up to an aggregate of £2 million is underwritten by an insurance policy brokered by TLO Risk Services Ltd, and the premium is funded by the charity.

#### **8. Our Trustees**

8.1. The charity is fortunate in that it is supported by six excellent Trustees: -

Iain Goldrein QC, who also provides excellent chairmanship to the Board;  
Hans Broekman, Principal of Liverpool College  
Paul Flanagan, Director of The Flanagan Group  
Marcus Magee, General Manager, Hilton Liverpool  
Steve Reddy, Director of Children's Services, Liverpool City Council  
Rebecca Ross-Williams, Engagement Director, Everyman and Playhouse Theatres, Liverpool

8.2. Each one of the Trustees plays an active role in supporting, developing and promoting the charity. Each is passionate about what the charity is seeking to achieve. They each demonstrate a high degree of knowledge about the issues affecting many children and young people who have experienced, at one time or another, the care system. This is either in the field of education, the judicial system, in the context of engaging with vulnerable children and young people, or with experience and responsibility for providing statutory children's services.

8.3. This is a strong, knowledgeable and empathetic group of people who care passionately and want to contribute to improving, or at least making a significant difference, the life journey and outcomes for 'looked after' children and young people. They are well-connected and their combined efforts have taken what was the germ of an idea to a developed programme of services, support and advocacy that is supported by an effective operating model. All that is required now is to secure significant financial support on an ongoing basis so that the charity can begin to deliver the services it so deeply believes in.

#### **9. Our Advisers**

9.1. The charity's Board of Trustees is also currently supported by 2 excellent advisers who attend regular the Cornerstones Foundation Board meetings: -

Commodore Philip Waterhouse, Naval Regional Commander Northern England and Isle of Man  
Gail Porter, Programme Director, Families Programme, Liverpool City Council

9.2. These are well-connected and vastly experienced individuals, who each bring an energy and enthusiasm to the Board, advising and supporting the charity both in sharing their knowledge and also in providing practical insights and assistance to the charity.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

### **REFERENCE AND ADMINISTRATIVE DETAILS**

#### **Registered Company number**

CE008774 (England and Wales)

#### **Registered Charity number**

1169145

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FOR THE PERIOD 12 SEPTEMBER 2017 TO 31 MARCH 2018**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered office**

118 Aintree Lane  
Liverpool  
Merseyside  
L10 2JW

**Trustees**

I S Goldrein  
J B Van Mourik Broekman  
P P Flanagan  
M Magee  
S Reddy  
Mrs R J Ross-Williams

Approved by order of the board of trustees on 17 October 2018 and signed on its behalf by:

I S Goldrein - Trustee