

Minutes of the Rise Board meeting held on Tuesday 10th May 2022 at Royal Quays Business Centre and via Teams

PRESENT

Simon Gordon (SG)	Chair
Steven Bell (SB)	Trustee
Nic Erevik (NE)	Trustee
Debbie Henderson (DH)	Trustee & Senior Independent Trustee
Graeme Nash (GN)	Trustee
Adam Pilkington (APilk)	Trustee
Patrick Price (PP)	Trustee & Vice Chair
Anoop Puri (APuri)	Trustee
Clare Morley (CM)	Chief Executive Officer
David Marrin (DM)	Strategic Director (South of Tyne)
Kaye Scott (KSc)	Finance and Business Support Manager

APOLOGIES

Joanne Cairns (JC)	Trustee
Matthew Cormack (MC)	Trustee
Katy Storie (KS)	Trustee

Item	Discussion	Action
1.0	Welcome, Apologies and Declarations of Conflicts of Interest	
1.1	SG welcomed Trustees to the meeting. Apologies were received from JC, MC and KS.	
1.2	There were no new declarations of interest to note.	
2.0	Q4 Finance Report	
2.1	DM presented a report circulated prior to the meeting. Trustees noted the financial position for the end of Q4.	
2.2	The audit will take place during the week commencing 8 th August 2022.	
2.3	Overall comments from SG were very positive and he gave credit to the team for their work. CM added that this is potentially one of the last years that we will present such a surplus budget position due to the financial challenges that have previously been shared with the Board relating to the fixed Sport England investment and the rising cost of living etc.	
3.0	2022-2023 Budget	
3.1	DM presented a report circulated prior to the meeting.	
3.2	CM noted that the budget includes the provisional 3% cost of living increase to salaries to be agreed at today's meeting. SB asked how the figure of 3% has been agreed, CM responded that we made a comparison across the charity sector and the Active Partnership Network. It is higher than our usual rate of increase, however, with the unprecedented circumstances we are working in this is seen as an acceptable contribution to the cost-of-living increase. It was agreed to keep this under review and revisit at the 6-month mark in the year. NE also made the suggestion of considering a "one off" payment to help with energy increases later in the year, instead of a percentage increase that may set a precedent for future years. CM to keep under review, particularly with future energy caps likely to be changed.	CM

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<p>3.3</p> <p>3.4</p> <p>3.5</p>	<p>GN asked how our salaries as a whole benchmark across the sector. CM has carried out this work and we are middle to high in the sector. GN also noted that we need to be mindful of the current recruitment market with employers being willing to pay inflated salaries to get the right employee and this being an incentive for people to move on.</p> <p>SG commented that it is important that we listen to employees and carry out staff surveys to monitor wellbeing, but also, we need to realise that some things happening nationally/internationally are out of our control. This was agreed across the Board and also comments were made on how high turnover can be seen as a positive when employees are moving onto bigger opportunities and opening doors with other stakeholders (recognising the small size of the charity makes progression opportunities internally more difficult).</p> <p>Trustees approved the 2022-2023 budget.</p>
<p>4.0</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p> <p>4.6</p>	<p>Income Diversification & Sustainability</p> <p>CM presented a report circulated prior to the meeting and the following discussions took place.</p> <p>GN suggested bearing in mind that budgets in the market we are hoping to work in are being developed now for January 2023 and this is something we need to bear in mind when working in this sector. He agreed that return from corporates may therefore not be significant in year 1.</p> <p>APuri asked what the track record is of recruiting to new roles and securing long term, successful employment? CM confirmed that whilst we have never created a role like this before, we have recently created new roles i.e. Early Years Development Manager in a new sector and this has been successful. SB asked if we are confident with the job description and person specification. CM responded that we have researched through recruiters who normally advertise these types of roles and have benchmarked across the market. We are also working with Charity People on the recruitment of this role.</p> <p>APilk asked if we have considered positions where there is an incentive, connected to their salary, to bring income into the charity? SG stated this is something we could look at as the team grows and once we have established this area of work with a senior position such as the Business Development Director.</p> <p>A discussion took place regarding the grants and trusts role and if this can be outsourced. Outsourcing the role has been considered and CM thanked APuri for the contact he provided for this work however, it was felt, due to the nature of our work, that we needed someone who was embedded in the team to thoroughly understand our work.</p> <p>Discussion took place regarding the Grants and Trust role being full or part time and the Board considered that FT could be more attractive without</p>

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	<p>being significantly more costly. CM suggested we go out to advert for a full-time position and state that part time working may be considered. GN confirmed he is happy with giving CM the flexibility to make the decision on a full time or part time position depending on the interest we receive in the role. It's a very exciting time for the charity.</p>	
4.7	<p>The recommendations were agreed by the Board and SG encouraged Trustees to be available to the new Business Development Director in terms of their own areas of expertise.</p>	
5.0	<p>Investment 2022-2023</p>	
5.1	<p>DM presented a report circulated prior to the meeting.</p>	
5.2	<p>NE suggested we consider that interest rates are increasing. Do we want to tie money away for 12 months and when do we want to do it?</p>	
5.3	<p>We also need to consider reputation; for example, why would we invest in an unknown bank, just to secure more return, particularly when the returns are still relatively low. We need to balance risk, reputation and return when considering investment options. CM also added that we need to consider the work required to open numerous accounts.</p>	
5.4	<p>Discussion took place regarding the investment criteria and it was agreed to continue to invest in institutions within the top 10 building societies on total asset size or those that are members of the Cheque and Credit Clearing Company (UK Clearers), and those authorised by the FSCS in the UK.</p>	
5.5	<p>However, it was agreed to give flexibility on the criteria around the base rate and for the wording to be changed to take into account the current base rate at the time of investment and to secure the best interest rate possible (so does not need to be 0.25% over base rate on shorter term investments).</p>	
5.6	<p>Staff team to consider shorter term, or variable rate, options considering the current market and the virtual certainty of interest rates increasing over the next 12 months.</p>	
5.7	<p>SG noted that he would be happy to go for more risk if the return was greater. The Board delegated authority to the team and the Audit Committee to secure suitable investments.</p>	<p>CM/DM</p>
6.0	<p>Q4 CEO Update</p>	
6.1	<p>CM presented a report circulated prior to the meeting.</p>	
6.2	<p>The Trustees noted the content of the report.</p>	
7.0	<p>Q4 Performance Report</p>	
7.1	<p>DM presented the report circulated prior to the meeting. The Trustees noted the performance data.</p>	

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7.2	SG asked if in staff turnover KPI we are able to present the figures as a rolling target. APilk would prefer using an industry standard format/formula. DM confirmed that the staff turnover rate used is the industry standard and the Board agreed to continue using that but acknowledged its deficiencies.	
7.3	SB stated that the figure on staffing turnover is worrying without knowing the reason for the figure. Having the figure highlighted in red on the balanced scorecard opens up discussion to explain the reason. GN agreed, that the discussion is more important at times than the figure, however, it is important as a Board that we don't become complacent on this figure if the discussions are the same at each meeting.	
8.0	Proposal for 2022-2023 Performance Report	
8.1	DM and CM presented the report circulated prior to the meeting. The following discussions took place regarding the proposed changes to performance reporting.	
8.2	GN asked if Sport England collates the performance reporting and provides a benchmark, or shares the learning? CM confirmed that they will be doing this, however, they haven't yet developed the process for sharing the learning from system partners.	
8.3	Trustees agreed the format of future performance reports.	
9.0	Policy Updates	
9.1	<u>Health & Safety Statement & Policy</u> The Board approved the adoption of the updated Health & Safety Policy and Statement. (Proposed by PP and seconded by APilk).	
9.2	PP welcomed the Equality Impact Assessment on the policy.	
9.3	<u>Environmental & Sustainability Policy</u> The Board approved the updated Environmental & Sustainability Policy. (Proposed by PP and seconded by APilk).	
9.3	Discussion around the mileage rates at the moment took place. Currently we use the HMRC rate and this will be monitored for any possible increase.	
10.0	Risk Register & Opportunities Register	
10.1	CM presented the report circulated prior to the meeting. Trustees noted the contents of the report, and the following queries were raised:	
10.2	Linking back to the earlier discussion around income diversification and sustainability, SG suggested that once the roles are in place and settled, we look at how much work is involved in securing more funding from new sources; what work does it take to generate the income? CM noted this and will action once the roles are in place and up to speed (likely to be 2023).	CM
11.0	Safeguarding & Data Protection Update	

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11.1	CM presented the report circulated prior to the meeting. The Board noted the contents of the report.	
12.0	Previous Minutes	
12.1	<u>Board Minutes & Matters Arising</u> The minutes of the previous Board meeting were agreed to be a true record. All actions were completed prior to this meeting.	
12.2	PP was nominated to organise the next Board Christmas gathering, to hopefully take place in December (rather than May!)	PP
12.3	<u>Draft Audit Committee Minutes</u> The draft minutes from the Audit Committee held on 21 st April 2022 were circulated prior the meeting. These are still to be approved by the Audit Committee but were shared for information given that they relate to some of the topics in the main Board agenda today.	
13.0	Any Other Business	
13.1	APuri requested a copy of the two Safeguarding Policies. DM to forward these.	DM

Date and time of the next meeting – 13th September 2022, 10:00am – 12:00noon (1st Floor, Royal Quays Business Centre, Coble Dean, North Shields, NE 29 6DE)

Action Record

Item	Action	Responsibility
3.2	Review the cost of living contribution and other suggestions around supporting rising costs in October 2022.	CM
5.7	Secure investment of cash reserves at the highest interest rate possible within the investment policy parameters.	CM/DM
10.2	Review the work taken to generate the income once the new income diversification and sustainability roles are in place and settled (likely to be 2023)	CM
12.2	Organise the Board's Christmas gathering	PP
13.1	Forward Safeguarding policies to APuri	DM