

## Local Trust board meeting minutes, decisions and actions

25 September 2013

Local Trust, Unit D, 15-18 White Lion Street, London, N1 9PG

| Discussion and decision   | Action |
|---|--------|
| <p><b>1. Present</b></p> <p><b>Trustees</b></p> <p>Kevin Sugrue (chair), Kathryn Kane, Ben Lee, Peter Mills, Cliff Prior, Andrew Robinson, Alison Seabrooke, Penny Shepherd, Jonathan Taylor, John Whitton</p> <p><b>Non-trustees</b></p> <p>Peter Thurston (Big Local Trust protector)</p> <p>Debbie Ladds, Rachel Rowney, Mark Breen (Local Trust)</p> <p>Graham Finegold (Tank Consulting)</p> |        |
| <p><b>2. Apologies for absence</b></p> <p>No apologies.</p>   |        |
| <p><b>3. Conflicts of interest</b></p> <p>Cliff Prior: chief executive, UnLtd (funding and delivery partner, Big Local)</p> <p>Andrew Robinson: director, CCLA (fund manager, Big Local Trust) and trustee, CDF (delivery partner, Big Local)</p> <p>Alison Seabrooke: chief executive, CDF (delivery partner, Big Local)</p> <p>Ben Lee: director, NANM (delivery partner, Big Local)</p>        |        |
| <p><b>4. Minutes of last meeting and matters arising</b></p> <p><b>Agreed that:</b> The minutes of the meeting on 10 July be approved as an accurate record.</p> <p>The board noted progress on matters arising.</p>  |        |

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| <p><b>Agreed that:</b></p> <ul style="list-style-type: none"> <li>(i) The future direction of Local Trust and the board, including future trustee appointments will be discussed at the trustee away day in January 2014.</li> <li>(ii) A letter of thanks be sent to Michael Hamilton for his input as previous chair of Local Trust.</li> </ul>   | <p>Kevin to send letter of thanks.</p>  |
| <p><b>5. Governance / Local Trust board</b></p> <p>5.1 Trustees asked if Debbie was satisfied that the recommendations would provide her with the support that she needs to carry out her role. Debbie said that she is satisfied and recognised that things will continue to develop over time.</p> <p><b>Agreed that:</b></p> <ul style="list-style-type: none"> <li>(i) A permanent chair be appointed and that the period of office for the chair is three years, with a possibility of a further term.</li> <li>(ii) A vice chair be appointed, the remit and who this might be is to be considered after the away day.</li> <li>(iii) A system of 'lead trustee' be adopted to support the work of Local Trust.</li> <li>(iv) In an instance of a potential board report about a delivery partner's performance and where a trustee(s) thereby becomes conflicted, the chief executive is supported by the chair in informal discussions with the trustee concerned.</li> <li>(v) The statement outlining the culture of the board as set out in the appendix be adopted.</li> </ul> <p>5.2 Debbie took the chair for this item. She advised that she had received six nominations for the position of chair, all for Kevin Sugrue. Alison proposed Kevin Sugrue as permanent chair, seconded by Cliff Prior and supported by other trustees.</p> <p><b>Agreed that:</b> Kevin Sugrue be appointed as chair of Local Trust.</p> | <p>Board to consider vice chair role and appointment after the January 2014 away day.</p> |
| <p><b>6. Big Local update</b></p> <p>6.1 The board received the delivery report. Rachel highlighted section two - the summary of the last quarter.</p> <p><b>Agreed that:</b></p> <ul style="list-style-type: none"> <li>(i) The complaints section shows how the programme is developing over time, representing the unique approach that Big Local represents.</li> <li>(ii) An analysis of trends in complaints should be produced for a future delivery report.</li> </ul>  | <p>Rachel to provide analysis of complaints over time in a future delivery report.</p>    |

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| <p><b>6.2</b> The board received a paper setting out how Big Local will develop based on the experiences and aspirations of Big Local areas.</p> <p><b>Agreed that:</b> The proposal to develop 'listening posts' to obtain an authentic idea of how Big Local is being experienced at a point in time be supported as set out in the paper.</p> <p><b>6.3</b> The board were asked to discuss and agree the strategic learning plan.</p> <p><b>Agreed that:</b></p> <ul style="list-style-type: none"> <li>(i) The scope of the first evaluation should be identified and aligned to other research and evaluation being carried out for Big Local.</li> <li>(ii) Subject to (i) above, the proposals set out in the strategic learning plan be approved and considered further as the plan is delivered.</li> </ul> <p><b>6.4</b> The board were asked to discuss and agree the revised approach to the review of Big Local delivery.</p> <p>Alison, Cliff, Ben and Andrew left the room due to conflicts of interest. The chair and non-conflicted trustees discussed the approach.</p> <p><b>Agreed that:</b> the revised approach as set out in the report be approved. Kevin pointed out that the decision about delivery of contracts belongs to the chief executive, following consultation with non-conflicted trustees.</p> <p>Alison, Cliff, Ben and Andrew returned to the meeting.</p> | <p>Rachel to develop the listening posts idea later this year.</p> <p>Sarah to scope the first evaluation and identify how it aligns with other research and evaluation being carried out for Big Local.</p> <p>Debbie to progress with the review of delivery.</p> |
| <p><b>7. Financial, audit and investment</b></p> <p>The chair indicated that we might find in future that the finance and audit sub-committee is better placed as a task group rather than a standing sub-committee; and this can be reviewed in future.</p> <p><b>7.1</b> The board received the finance and audit sub-committee minutes and considered the recommendations:</p> <p><b>Agreed that:</b></p> <ul style="list-style-type: none"> <li>(i) The revised terms of reference be approved.</li> <li>(ii) The board should in future receive papers that relate to recommendations from the sub-committees.</li> <li>(iii) The format of future budget monitoring reports from the finance manager as proposed be adopted.</li> <li>(iv) The revised finance manual be adopted on the basis that point 6.2 is amended and trustees / co-optees' expense policy is included.</li> </ul>  | <p>The board receive papers related to recommendations from sub-committees.</p> <p>Nicola to use new format for future finance reports.</p> <p>Debbie to make appropriate amends to</p>   |

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| (v) The budget update be noted.  | the finance manual.   |
| <p><b>7.2</b> The board received the investment sub-committee minutes and considered the recommendations.</p> <p><b>Agreed that:</b></p> <ul style="list-style-type: none"> <li>(i) The revised terms of reference be approved.</li> <li>(ii) The investment strategy from CCLA is noted, and agreed that the period of the strategy and when it will be reviewed is made clearer because our asset allocation strategy also changes over time as funding is spent.</li> <li>(iii) Ben Lee is appointed as a new member of the investment sub-committee.</li> </ul> <p>The board were provided with the recruitment pack for co-option to investment sub-committee.</p>  | <p>Debbie to work with CCLA to finalise investment strategy and provide an indication that it changes over time. Mark to upload the strategy to the website once finalised.</p> |
| <p><b>8. Staffing</b></p> <p>Mark and Rachel left the room, while the board received the papers on staffing.</p> <p><b>8.1</b> Performance management, supervision and appraisal.</p> <p><b>Agreed that:</b> The process is noted.</p> <p><b>8.2</b> In year staff work plan.</p> <p><b>Agreed that:</b> the work plan is approved.</p> <p><b>8.3</b> Pay policy for staff.</p> <p>Graham explained his research on pay and reward and the board asked Debbie for her views. The chief executive then left the room.</p> <p><b>Agreed that:</b> Given the success of the first 18 months of Big Local and Local Trust a 'hybrid' pay policy for staff this year is approved.</p> <p>The board discussed the future pay policy and how individual performance related pay could be implemented.</p> <p><b>Agreed that:</b></p> <ul style="list-style-type: none"> <li>(i) Cost of living pay rises are reviewed annually and a 'hybrid' pay policy is implemented using incremental scales and based on individual performance.</li> <li>(ii) In future years the responsibility of ensuring affordability be referred to the finance and audit sub-committee.</li> <li>(iii) This policy be assessed for equality impact.</li> <li>(iv) The recommendations for temporary allowances and market testing of salaries for the future be adopted.</li> </ul> <p>Debbie returned to the meeting.</p> | <p>Debbie to work with Graham on the proposed 'hybrid' pay policy to implement from April 2015.</p>   |

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| <p><b>8.4 Training and development policy for staff</b><br/> <b>Agreed that:</b> the policy be adopted.</p> <p><b>8.5 Overview report from the chief executive, including governance matters not covered elsewhere on the agenda</b><br/> <b>Agreed that:</b> the overview report be noted.</p>  |        |
| <p><b>9. Any other business</b></p> <p>The board shared ideas for their away day in January which will enable them to have more detailed discussions about Big Local governance.</p>   |        |
| <p><b>10. Dates of future meetings</b></p> <p><b>Full board meetings, 2-5pm at Local Trust's offices - 11 December 2013, 19 March 2014</b></p> <p><b>Trustee away day - Thursday 30 January 2014 and Friday 31 January 2014. Start at 3pm on day one and finish at 1pm on day two. This will be held at CCLA there will be a dinner and an overnight stay at Premier Inn Blackfriars (Fleet Street).</b></p> <p><b>Finance and audit sub-committee, 2-4pm at Local Trust's offices - 5 November 2013, 4 February 2014, 6 May 2014</b></p> <p><b>Investment sub-committee, 2-4pm at Local Trust's offices - 14 November 2013, 17 February 2014, 15 May 2014</b></p> |        |

*Kevin Lague*

11/12/2013