

Local Trust board meeting minutes, decisions and actions

9 December 2014 at 2pm

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

Discussion and decision	Action
<p>1. Present</p> <p>Trustees</p> <p>Kevin Sugrue (chair), Kathryn Kane, Ben Lee, Peter Mills, Andrew Robinson, Penny Shepherd, John Whitton, Jonathan Taylor, Shazad Sarwar, Alice Casey, Karen Riches, Daniel Goodwin</p> <p>Non-trustees</p> <p>Peter Thurston (Big Local Trust protector)</p> <p>Debbie Ladds, Rachel Rowney, Nicola Hutcheson, Jayne Humm and Wendy Joynes (minutes) (Local Trust)</p>	
<p>2. Apologies for absence</p> <p>Apologies were received from Alison Seabrooke because of illness. The board expressed their best wishes for Alison's speedy recovery.</p>	
<p>3. Conflicts of interest</p> <p>Andrew Robinson: director, CCLA (fund manager, Big Local Trust) and trustee, CDF (delivery partner, Big Local)</p> <p>Ben Lee: director, NANM (delivery partner, Big Local)</p> <p>Peter Mills, currently has a contract with UnLtd (delivery partner, Big Local)</p> <p>Peter Mills and Karen Riches both mentioned that they are working with other Big Lottery Fund trusts. Trustees thanked Peter and Karen for declaring this but agreed that they did not appear to represent a conflict of interest.</p> <p>Note: Ben Lee and Andrew Robinson left the meeting when delivery partner contracts were discussed under item 8.</p>	
<p>4. Minutes of last meeting and matters arising</p> <p>4.1 Minutes of previous meeting</p> <p>It was agreed that: the minutes of the meeting on 9 October 2014 be approved as an accurate record.</p>	

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<p>4.2 Matters arising</p> <p>There no outstanding matters arising.</p>	
<p>5. Big Local</p> <p>5.1 Strategic issue discussion: early years evaluation</p> <p>John thanked Jayne for her work on the early years evaluation, and Kevin commented that it was a well written report.</p> <p>In answer to questions raised:</p> <p>Kevin said that key aspects of the report, and any associated actions, will be discussed as part of the trustee away day in January 2015.</p> <p>Jayne is developing a strategy and an evaluation summary will be produced, as it was not planned to launch the full report. This should be ready by the end of January 2015.</p> <p>Jayne said there will also be a communications plan in place by end of January, and that trustee comments would be welcome. Karen said that she would be happy to be involved in this. Kevin suggested that all trustees put forward their thoughts now and asked Jayne if trustees could see the communications plan once something has been put together. Jayne advised that a draft would be available soon and would be circulated.</p> <p>Debbie commented that programme development and external communications was probably a six to nine month process and that Big Lottery Fund will be interested to see what we are going to do.</p> <p>Debbie also mentioned that she is looking to appoint a communications agency because there is going to be a need for more communications and that an agency brief will be out before Christmas with the hope that an agency is in place by mid-January.</p> <p>The board then noted the report.</p> <p>5.2 Evaluation framework / success measures / theory of change</p> <p>Kevin thanked Jayne and John for the work done. A few of the trustees had already fed into this when attending the early years evaluation session on 27 November 2014.</p> <p>In answer to questions raised:</p> <p>Jayne advised that there were more things to add to this subject and that when the options paper is available learning will be brought in. She also advised that this was a basis for discussion and that more work would be done between now and the trustee away day in January 2015.</p> <p>Alice suggested that trustees feed things in before the away day and Jayne advised that there is a more detailed paper than what had been circulated if trustees want to see it.</p> <p>It was suggested a list of milestones be added to show where we are getting to, for example progressive milestones for areas. But it was acknowledged</p>	<p>Jayne to do summary report.</p> <p>Jayne to circulate draft communications plan.</p> <p>Debbie to circulate brief on communications agency and timeline.</p>

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<p>that milestones is not an evaluation task.</p> <p>The board then noted the report.</p> <p>5.3 Strategic meeting with the Big Lottery Fund about Big Local (verbal report)</p> <p>Kevin provided a short verbal report on the six monthly strategic meeting with Big Lottery Fund, in early December 2014. He said it had been a constructive meeting.</p> <p>In answer to questions raised:</p> <p>Big Lottery Fund wants to hear the themes and stories that are coming out of Big Local, as well as progress against the four Big Local outcomes. They are also very keen to hear what lessons we are learning. They are interested in economic and social outcomes, and are keen to see effective communication / high profile news about what is going on.</p> <p>Debbie confirmed there are clear communications routes with the Big Lottery Fund, and we would continue to feed them stories and data as we receive it.</p> <p>5.4 Research and learning</p> <p>In answer to a question raised, Jayne confirmed that interviews for the longitudinal research would be taking place the following day, on 10 December 2014.</p> <p>The board then noted the report.</p> <p>5.5 Programme delivery and development</p> <p>Rachel informed the trustees that there was a new section in the report on programme development.</p> <p>In answer to questions raised:</p> <p>Rachel advised that complaints had not been reported on this time as there was nothing significant to report. She added that there had been one complaint, which was rejected because it was anonymous. She also advised that complaints will be reported on at the next meeting.</p> <p>The new complaints procedure is now in place; Kevin thanked Daniel for his input on this.</p> <p>Rachel explained that the need for at least eight people to be on a partnership came from the way the programme was originally set up.</p> <p>The issue of burnout in partnerships is mentioned in Debbie's report, and initial thoughts on this subject will be discussed during the away day in January 2015. Rachel also advised that the issue of burnout is touched upon in the training programme for people in Big Local areas, in 2015.</p> <p>The board then noted the report.</p>	<p>Rachel to add complaints to report for next meeting.</p>

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<p>6. Investment</p> <p>6.1 Minutes from the investment sub-committee held on 13 November 2014</p> <p>The board received and noted the minutes.</p> <p>6.2 Change of custodian</p> <p>Penny advised that the change of custodian had been discussed by the investment sub-committee and the following recommendations made.</p> <ul style="list-style-type: none"> i. change the custodian to HSBC and have a direct relationship with them ii. update the CCLA management agreement to reflect this change and others that have already been agreed by the board <p>The board then agreed points i and ii above.</p> <p>Additionally, the board agreed to incorporate an annual review of the custodian into the investment sub-committee work plan from June 2016.</p> <p>6.3 Ethical and responsible investment review</p> <p>Penny advised that the investment sub-committee recommend that the board agree:</p> <ul style="list-style-type: none"> i. that they are satisfied with the implementation of the Big Local Trusts ethical and responsible investment strategy over the last year ii. that there is no change to Big Local Trust's ethical investment strategy and stewardship approach iii. to review Big Local Trust's ethical investment strategy and stewardship code statement, the implementation of its ethical investment strategy and stewardship approach, and CCLA's responsible investment approach, in a year's time. This review should include consideration of progress in achieving the plans outlined. <p>The board then agreed points i to iii above.</p>	<p>Nicola to incorporate an annual review of the custodian into the investment sub-committee work plan from June 2016.</p>
<p>7. Finance and audit</p> <p>7.1 Finance report and reforecast budget to year end</p> <p>The board received the finance report and reforecast budget to year-end.</p> <p>Kevin advised that there had not been a finance and audit sub-committee meeting in advance of the board meeting (as these are now happening on a six-monthly rather than a quarterly basis).</p> <p>In answer to questions raised:</p> <p>Debbie said that there is £20k in the budget for communications over the next three months. Karen offered to advise on the communications agency tender and fees.</p> <p>With regard to the large increase in spend on plans, Rachel advised that this was partly because the average amount of plan funding being requested by</p>	

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<p>areas has been larger than originally anticipated. However, if a monitoring report showed that an area had not spent the money funded, then they do not get the next drawdown at that point.</p> <p>In response to a discussion about the effect that constructive obligations have on Big Local Trust's management accounts, Nicola said that she was happy to present financial information about actuals against both budget and cashflow, so that the trustees can clearly see and understand how funding is being spent.</p> <p>Kevin suggested that at some point in the future, the board should consider how to ensure that the endowment is fully spent by the end of the programme.</p> <p>Nicola will review the budget for 2015-16, the cashflow for 2015-17, and the 15-year budget, in the new year. The board can, with Nicola's advice, adjust proposed future expenditure taking into account experiences this year.</p> <p>Social investment is a topic worthy of strategic discussion; although there is interest in the idea of social investment, it has proved difficult to get any loan agreements in place. Kevin suggested that this would be worth putting on a future board agenda, including suggestions around how we may better progress social investment.</p> <p>The board then agreed the finance report and reforecast budget to year-end.</p>	<p>Nicola to review the budget for 2015-16, the cashflow for 2015-17, and the 15-year budget, in the new year.</p>
<p>8. Chief executive report</p> <p>In answer to questions raised the following was noted and/or agreed:</p> <p>A facilitator has been agreed for the board away day on 15 and 16 January 2015.</p> <p>In relation to Communications, PR and profile for Local Trust/Big Local Andrew will offer suggestions of key people for Debbie to connect with.</p> <p>We will return to the discussion about links with the private sector in 2015.</p> <p>Ben Lee and Andrew Robinson left the meeting.</p> <p>Contracts with CDF/IVAR end on 31 March 2015, and Debbie advised that this area of work is being reviewed as part of the evaluation framework discussed in item 5.2 above. The NAMN contract ends in August 2015, and again it is unlikely that the contract will be extended as the needs of the programme have changed. Debbie also explained that training partners will be introduced to areas shortly.</p> <p>The board then noted the report.</p> <p>8.1 Board terms of reference and 2015 work plan</p> <p>Kevin advised that this was for review, and that there had been no changes to the terms of reference. The word strategy needs to be removed from the work plan under the topic of performance review to read 'annual review of ethical and responsible investment and stewardship statement'.</p>	<p>Andrew to offer suggestions of key people for Debbie to connect with.</p> <p>Discuss links with the private sector in 2015.</p> <p>Amend work plan to read 'annual review of ethical and responsible investment and</p>

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<p>The board then agreed the terms of reference.</p> <p>The board then agreed the 2015 work plan with the word strategy removed from the topic of performance review related to ethical and responsible investment.</p> <p>8.2 Trustees connecting with areas</p> <p>Debbie advised that this report was the outcome of the discussion at the previous meeting.</p> <p>Debbie and Kevin emphasised that armed with this information, it is now with trustees to follow up on whichever option suits them best as individuals, in terms of getting first hand experience of Big Local communities and areas.</p> <p>In answer to questions raised:</p> <p>If trustees are to visit areas an introduction from a member of Local Trust staff would be given as would guidance on the area's progress to help trustees understand the area.</p> <p>Local Trust can ask areas and reps for events and meetings to visit.</p> <p>The board then noted the report.</p>	<p>stewardship statement'.</p> <p>Update guidance to refer to staff introducing trustees to areas and brief trustees in advance of a visit.</p> <p>Ask areas and reps for events and meetings to visit.</p>										
<p>9. Any other business</p> <p>Alice asked about the use of Dropbox for sharing information with trustees; Debbie advised that going forward board documents would be available on Dropbox if trustees wanted to access them in this way.</p> <p>There was no other urgent business and the meeting closed at 4.45pm.</p>	<p>Set up Dropbox for trustees and staff.</p>										
<p>Dates of future meetings</p> <p>Full board meetings 2-5pm</p> <table> <tr> <td>19 March 2015</td> <td>18 June 2015</td> </tr> <tr> <td>15 October 2015 (including AGM)</td> <td>10 December 2015</td> </tr> </table> <p>Finance and audit sub-committee 2-5pm</p> <table> <tr> <td>26 February 2015</td> <td>9 September 2015</td> </tr> </table> <p>Investment sub-committee 2-4pm</p> <table> <tr> <td>20 February 2015</td> <td>5 June 2015</td> </tr> <tr> <td>4 September 2015</td> <td>13 November 2015</td> </tr> </table> <p>Trustee away days</p> <p>from 12 noon 15 January 2015 to 2pm on 16 January 2015</p>	19 March 2015	18 June 2015	15 October 2015 (including AGM)	10 December 2015	26 February 2015	9 September 2015	20 February 2015	5 June 2015	4 September 2015	13 November 2015	
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Kevin Sugden

Chair

19/05/2015