

# Local Trust board meeting minutes, decisions and actions

26 September 2012

Unit 5, Angel Gate, 320-326 City Road, London, EC1V 2P

Discussion and decision	Action
<p><b>1 Present</b></p> <p><b>Trustees</b></p> <p>Mick Hamilton (Chair), Cliff Prior, Andrew Robinson, Alison Seabrooke, Kevin Sugrue (items 1-6)</p> <p><b>Non-trustees</b></p> <p>Peter Thurston (Big Local Trust protector)</p> <p>Debbie Ladds, Mark Breen, Simrit Sandhu (Local Trust)</p> <p>Michael Quicke (CCLA, items 1-6)</p> <p>Graham Finegold (Tank Consulting, items 1-7)</p> <p>Maria Adebawale (Capacity Global, item 8)</p>	
<p><b>2 Apologies for absence</b></p> <p><b>Trustees</b></p> <p>Ben Lee</p> <p><b>Non-trustees</b></p> <p>Ambreen Shah (Big Lottery Fund)</p>	
<p><b>3 Conflicts of interest</b></p> <p>Alison Seabrooke: chief executive CDF, delivery partner for Big Local</p> <p>Andrew Robinson: director, CCLA fund manager for Big Local Trust and trustee CDF, delivery partner for Big Local</p> <p>Mick Hamilton: trustee CDF, delivery partner for Big Local</p> <p>Cliff Prior: chief executive UnLtd, funding and delivery partner for Big Local</p>	
<p><b>4 Minutes of last meeting and matters arising</b></p> <p>The board agreed minutes of the meeting on 4 July 2012 as an accurate record. The board noted progress on matters arising not covered by this agenda and agreed that the style of future minutes</p>	<p>Debbie and Mark to revise board minutes style.</p>

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<p>would be shorter, including bullet point style for information to inform decisions, decisions and actions.</p>	
<p><b>5 Big Local</b></p> <p><b>5.1 Update</b></p> <p>The board received an update on Big Local and commended the excellent report and progress that is being made. It was agreed that relevant reports will be shared with the board on an on-going basis and not with board papers. The board agreed to consider establishing an operations sub-committee next year once new trustees were on the board.</p> <p>The board noted the wave 3 announcements of the next 50 Big Local areas and event at the House of Commons is planned with BIG for 10 December.</p>	<p>Debbie to share relevant Big Local reports with the board on an on-going basis.</p> <p>Board consider an operations sub-committee in 2013.</p> <p>Board to note 10 December announcements and event.</p>
<p><b>5.2 Theory of change</b></p> <p>The board considered the draft theory of change documentation and asked that ‘people / individuals’ are captured as well as ‘community’ because Big Local is about individual as well as collective action. The board also asked for thought to be given to how we identify and measure success – at an England wide and local level.</p>	<p>Debbie to ensure theory of change captures individual and collective action and also to identify how we identify and measure success.</p>
<p><b>5.3 NIHR School for Public Health Research</b></p> <p>The board welcomed with interest the proposal from the NIHR School for Public Health Research about their proposal for a collaborative evaluation of Big Local. The proposal focuses on evaluation of communities being given greater control over decisions that impact on their lives including: how community needs/problems are defined; how these needs/problems are met; how available resources should be used; and who should be involved in meeting need/addressing problems including the role of community members themselves. The board supported continued discussions with the NIHR School for Public Health and with BIG on this proposal.</p>	<p>Debbie to continue discussions with the NIHR School for Public Health Research and BIG.</p>
<p><b>6 Financial update</b></p> <p><b>6.1 Current budget</b></p> <p>The board received an update and agreed the reforecast 2012/13 budget, requesting that the next report shows spend against the original, updated and reforecast budget to year end – with sub heading totals and explanations for major variances rather than</p>	<p>Simrit to provide budget in agreed format at next meeting.</p>

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detail.	
<p><b>6.2 Fund management and investment</b></p> <p>The board received a report from Michael Quicke (CCLA) on the investment of the funds. The board were reassured to hear the approach being taken by CCLA as it matches the needs of the programme and our investment policy and CCLA are using a careful approach to equity, bonds and cash investment. The board considered and agreed to widen the permissible range of investments to include BBB rated bonds given the current economic climate. Michael offered to arrange a meeting between the board, the protector and his staff who are managing our investment to further discuss the detail of the approach being taken.</p> <p>The board agreed that Debbie and Simrit can agree with CCLA the frequency and amount of funding transferred from CCLA to our account at the Co-op based on our cash flow requirements and plan to minimise the cash held at the Co-op (given it is best to have the funding with fund managers).</p> <p><b>6.3 ‘Stretching’ a 10 year budget to 15 years</b></p> <p>Recognising the conflicts of various trustees, the board had a high level discussion about v2 of the stretched budget to 15 years. In addition to the principles outlined in the paper, key points from the board included:</p> <ul style="list-style-type: none"> <li>• changes to budgets change the shape of Big Local so we need to focus first on the principles of Big Local</li> <li>• value and retain the contribution of partners where those services continue to be required</li> <li>• need to share with BIG and discuss potential solutions</li> <li>• need value for money and to be doing the right things for the programme</li> <li>• see this within the wider context of other opportunities / work for Local Trust</li> <li>• inflation on some items could be removed</li> <li>• consider how we review delivery over time, not this autumn as too early.</li> </ul> <p>The board agreed Debbie lead a process with partners, trustees and staff to work in collaboration over coming months to identify options going forward, including a budget for the next financial year and any fundraising or alternative approaches needed.</p> <p>In terms of commitments to Big Local areas the board agreed that in addition to their spend from their £1m; for the next three years</p>	<p>Debbie and Michael to arrange a meeting between the board, protector and CCLA staff.</p> <p>Debbie, Simrit and CCLA to agree a workable solution to cash transfers based on our cash flow forecast.</p> <p>Debbie lead a process with partners, trustees and staff over coming months.</p> <p>Debbie to share with</p>

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<p>Big Local areas that have agreed a plan receive:</p> <ul style="list-style-type: none"> <li>• a contribution towards partnership running costs or grant administration (5% of the total spend)</li> <li>• an administration fee for loan giving based on what is in the budget</li> <li>• access to a 'menu of support' (£2,250 per annum per area).</li> </ul>	<p>areas, reps and partners.</p>
<p><b>6.4 'Interest' allocation to Big Local areas</b></p> <p>Michael and Debbie presented a paper setting out a proposal for Local Trust policy on the allocation of 'interest' (investment returns) to Big Local areas which the board discussed and approved. The policy is attached as appendix 1 and includes reasons for this approach.</p>	<p>Debbie to use agreed policy on the allocation of 'interest' (investment returns) to Big Local areas.</p>
<p><b>7 Governance</b></p> <p><b>7.1 Trustee recruitment</b></p> <p>Following the recruitment process and interviews Graham asked the board to ratify their decision about who to invite to be co-opted trustees/directors of Local Trust and then to be appointed as trustees at the AGM in line with the governance documents.</p> <p>Graham recapped that adverts were placed in national media, online and circulated across a wide range of networks. 37 applications were received. A long list of 17 was decided which met the skills gaps identified via the skills audit of current board members and Tank Consulting interviewed all these applicants. From these interviews a report was written and circulated to board members. A final shortlist of eight was drawn up for a maximum of six places. All shortlisted applicants were invited to a lunch session with trustees and staff and seven applicants attended. While it was kept relatively informal each trustee and staff member met each applicant individually.</p> <p>The board discussed the shortlisted applicants, their interviews and the skills required amongst the board and the need for the board to appoint independent trustees to balance the founding trustees who were nominated by organisations in the consortium. The board agreed that this was particularly important for the next 12 months and one candidate would be informed of the need for this and therefore would not yet be invited to join the board.</p> <p>The board then informed Graham of their decision as to who they would like to join the board and be invited to attend and then be co-opted at the next meeting on 19 December 2012. The board also agreed to Mick and Debbie meeting a shortlisted applicant who could not attend the previous interview date and for Debbie to start</p>	<p>Graham to inform trustee applicants of the board's decision.</p> <p>Mick and Debbie to meet the other shortlisted applicant.</p> <p>Debbie to begin the induction process for the</p>

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<p>the induction process.</p> <p><b>7.2 Trust deed</b></p> <p>Following on from the proposed changes sent to the board last month and agreed with our solicitors, BIG and the protector the board agreed to the amendments to the trust deed as shown in appendix 2 subject to further legal clarification to the proposed change to clause 16 to ensure the proposed change is within trust deed law. Subject to receiving reassurance it is within trust deed law the board will agree the change.</p> <p><b>7.3 Staff handbook</b></p> <p>The board approved the Local trust staff handbook.</p> <p><b>7.4 Risk register</b></p> <p>The board noted the updated risk register and asked that at a future meeting they have a session where key risks are identified and discussed in depth – and that future updates include changes in a different colour to enable the board to know what has changed. The board also agreed to think about ‘what’s missing’.</p> <p><b>7.5 Other governance matters</b></p> <p>The board supported Debbie’s proposal not to employ a communications and fundraising coordinator at the current time, but to extend the employment of the project manager to December 2013.</p> <p>In the interests of openness and transparency the Board agreed for future minutes once agreed, to be uploaded to the Local Trust website.</p> <p><b>7.6 Future meeting schedule</b></p> <p>The board noted the future meeting dates and schedule to March 2014.</p>	<p>new trustees.</p> <p>Debbie to check clause 16 with our solicitors and then action changes.</p> <p>Debbie to implement staff handbook.</p> <p>Debbie to update risk register as requested.</p> <p>Board to identify any missing risks.</p> <p>Debbie to action revised staffing structure.</p> <p>Debbie to upload minutes once agreed.</p>
<p><b>8 Environmental policy and approach</b></p> <p>Maria Adebawale presented a paper setting out the proposed environmental policy and approach for Local Trust. The approach uses the Acorn environmental management scheme and will lead to ISO certification The board agreed the environment policy and approach, and agreed that it would be used to inform and support suppliers, partners and areas with their environmental approach.</p>	<p>Debbie to introduce policy and approach with staff, partners, suppliers and areas.</p>
<p><b>9 Dates of future meetings (all 3-5pm) at Angel Gate</b></p> <p>19 December 2012</p>	<p>Debbie to send meeting</p>

<b>Discussion and decision</b>	<b>Action</b>
20 March 2013	invitations.
10 July 2013	
25 September 2013	
11 December 2013	
19 March 2014	