

Local Trust board meeting minutes, decisions and actions

20 September 2018

Conference room D, 5 Floor

CAN Mezzanine, 7-14 Great Dover Street, London SE1 4YR at 2pm

Discussion and decision	Action
<p>Present</p> <p>Trustees</p> <p>Kevin Sugrue (chair), Peter Mills, Penny Shepherd, Rich Wilson, Nicola Pollock, Bob Thust, Ben Lee, John Whitton, Sahil Khan, David Warner and Jeannette Lichner (on Skype)</p> <p>Non-trustees</p> <p>Matt Leach, Nicola Hutcheson, Rachel Rowney, Jayne Humm, Jessica Wenban-Smith and Chris Falconer (Local Trust)</p>	
<p>1. Apologies</p> <p>There were no apologies.</p>	
<p>2. Declarations of interest</p> <p>Ben Lee, director, NANM (delivery partner for Big Local)</p> <p>Peter Mills, owner, Brand Ethos (commissioned by UnLtd, delivery partner for Big Local)</p>	
<p>3. Minutes of previous meetings</p> <p>Minutes of the meeting of 14 June 2018</p> <p>The minutes of the meeting of 14 June 2018 were agreed as a correct record.</p> <p>Matters arising from the meeting of 14 June 2018</p> <p>Matt updated trustees on plans for the January 2019 away day. It is likely to include a visit to a Big Local area, where trustees can talk to partnership members about their experiences. The second part of the away day could focus on how effectively we are working together; trustees can help to define</p>	<p>Add discussion on away day content to the November agenda</p>

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<p>what that means. Trustees agreed to discuss this at the next board meeting in November.</p> <p>Minutes of the special general meeting of 19 July 2018</p> <p>The minutes of the special general meeting had already been agreed and were included for information.</p>	
<p>4. Board committees</p> <p>Minutes (all draft)</p> <ul style="list-style-type: none"> • Programme delivery committee – September meeting <p>There was a discussion about the anxieties expressed by some reps (5.4 in the minutes); these were being addressed in a number of ways, including through information at the next reps day on 10 October. A discussion on what support reps need in the future will be the focus of the day.</p> <ul style="list-style-type: none"> • Finance and investment committee – September meeting <p>The finance and investment committee minutes need to be amended to show Kevin as attending.</p> <p>(Sahil Khan joined the meeting at 2.25pm.)</p> <ul style="list-style-type: none"> • Nominations committee – July meeting <p>There were no specific comments on the minutes.</p> <p>Matters arising for board consideration</p> <p>There were no further matters arising from the finance and investment committee, the programme delivery committee or the nominations committee. For the nominations committee, board membership was discussed under item 5, and CEO performance under item 9.</p>	<p>Nicola to amend finance and investment minutes</p>
<p>5. Governance</p> <p>Board membership</p> <p>Penny Shepherd informed trustees that she would be stepping down from the board at the AGM in November. There was a discussion about board recruitment, in the light of the resignations of Alice Casey in June 2018, and Penny Shepherd in November.</p> <p>The nominations committee had discussed board membership at its most recent meeting, and diversity was taken into account, both in the recruitment process and in discussion at the committee meeting. Karen Mellanby's proposed appointment as a trustee will contribute to the diversity of the board, and she also brings experience from her work in community-focused charities and most recently at the mental health charity Mind.</p> <p>There was a detailed discussion about the optimum number of board members, and about timing and whether further appointments to the board should be deferred until a later date. After discussion, trustees agreed to appoint Karen as</p>	

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<p>a trustee, but to have another discussion at January's away day before undertaking any more trustee recruitment to ensure that there was common understanding of what Local Trust is seeking to achieve and consequently what further attributes are needed from new trustees.</p> <p>Protector replacement</p> <p>A paper updating trustees on the protector recruitment was tabled at the meeting. There were four excellent candidates; however the recruitment panel recommended the appointment of Rosie Chapman, who is a charity governance and regulation consultant, was chair of the steering group responsible for the Charity Governance Code, and was part of the team that worked on Local Trust's recent governance review.</p> <p>Trustees agreed the appointment of Rosie Chapman as the new Big Local Trust protector.</p>	
<p>6. Chief executives report</p> <p>Matt presented the report and highlighted the following points:</p> <ul style="list-style-type: none"> • The England Committee Big Lottery Fund visit to Tang Hall Big Local went extremely well. • Local Trust is now getting a huge amount of interest from Government (including from MHCLG – formerly CLG and the Treasury). • The Community Wealth Fund document was co-funded by a number of other charities, and Local Trust is now leading the "movement" for a community wealth fund. Power to Change were not in the original group, but will be involved in the future. Trustees are urged to read the document and respond with any further thoughts on this after the meeting. • Big Local has generated a substantial amount of press coverage, including in the New Statesman and the Guardian. Trustees commented that the coverage was impressive and timely. • A journalism fellowship has been set up, and Louise Tickle has been appointed to start in mid-October. Louise Tickle is an award-winning freelance journalist, who specialises in education and social affairs. 	
<p>7. Performance, finance, investment and risk</p> <p>Nicola H presented the report and highlighted the following points:</p> <ul style="list-style-type: none"> • Nicola H is working with Jeannette on a review of the risk register and risk management. The proposed revisions will be discussed at the October audit and risk committee meeting. • The finance reports are the management accounts for the first quarter of the year, to 30 June 2018. At this early stage in the financial year, there are no significant issues for trustees to discuss. Big Local Trust and Local Trust budgets will be reviewed over the next month, to take account of new projects, changes to staffing and other planned changes, and reforecasts 	

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<p>will be presented to the October finance and investment meeting and to the subsequent board meeting.</p> <p>Trustees made the following comments:</p> <ul style="list-style-type: none"> Nicola P highlighted that content of the management accounts had been changed to give the board clearer and more relevant financial information to inform their decision-making. Trustees are invited to comment on the new format and on any further changes they think would be helpful. Board agreed that the changes made to the paper and the presentation of information was easier to understand and digest. There was some confusion around how the underspend and overspend on cashflow was presented. The traffic-light format for reporting on the strategic plan was mentioned as particularly helpful. 	<p>Nicola to amend presentation of under and overspends in the management accounts</p>
<p>8. Changes to staffing structure (CLOSED SESSION)</p> <p>Matt presented the report and highlighted the following points:</p> <ul style="list-style-type: none"> Since the start of 2018-19 our focus on influencing policy and building new partnerships has gained more traction and faster than we might have predicted. We need to think about how we can sustain this level of outward-focused work going forward, and properly resource our outward-focused, influencing work and the range of opportunities and partnerships that come out of that. The board is now far more activist and engaged and are quite rightly expecting high levels of service in terms of the organisation of meetings, visits and events, and the production of meeting papers and minutes. As things stand, there is going to be a significant reduction in our outward-facing senior capacity and a lack of senior director level support for the CEO from early 2019. Local Trust will be winding up the National Association of Neighbourhood Management contract at the start of 2019, and will need to increase staff capacity to continue to deliver the associated Big Local activities in the future. <p>Trustees agreed that their responsibility for approving staffing structure changes should be interpreted as relating to significant changes in senior (director) level appointments and responsibilities. Decisions on other posts (i.e. non-director level changes and reorganisations) were for the CEO to take and report to board in the context of business performance reporting and budget updates.</p> <p>The board agreed the proposed staffing structure and expressed the view that the level and numbers of staff and the structure itself should not be regarded as rigid since the level and nature of demands on staff are likely to change, provided of course that any additional costs can be funded.</p>	

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<p>9. Chief executive's performance (CLOSED SESSION)</p> <p>The board endorsed the congratulations to Matt for his outstanding performance in 2017/18.</p>	
<p>10. Any other business</p> <p>There was no other business.</p>	
<p>11. Organisational approach to research, evaluation and learning</p> <p>Trustees broke into groups to discuss the approach, receiving presentations from Margaret Bolton on understanding and describing change; Andy Curtis and Lisa-Marie Giquel presenting on the range of research and evaluation being carried out in relation to the Big Local programme; and Jayne Humm explaining Local Trust's approach to hypothesis testing. The presentations were intended to provide trustees with a deeper understanding of Local Trust's work in this area, and to prepare for consideration of the overall Research Action Plan at Board in November.</p>	
<p>12. Wash up/reflections</p> <p>Trustees were enthused by the session and agreed that, as a result of the learning, there was a much better understanding of the organisational approach and the key objectives. Trustees were also pleased to have had this opportunity to make some input into the approach. Trustees thanked Jane for a stimulating session and to all the staff who had facilitated the learning session. Contributions from trustees will be written up and will inform the approach for the future.</p>	
<p>Dates for future meetings</p> <p>Board and AGM 2pm – 5pm at Local Trust's offices (except where noted)</p> <p>Thursday 15 November 2018 (including AGM).</p> <p>Thursday 24/Friday 25 January – awayday in Liverpool</p> <p>Thursday 21 March 2019</p> <p>Thursday 27 June 2019</p> <p>Thursday 19 September 2019</p> <p>Thursday 21 November 2019 (including AGM)</p> <p>Programme committee</p> <p>Thursday 29 November 2018 (8am – 10am).</p> <p>Tuesday 29 January 2019 (3pm – 5pm)</p> <p>Thursday 23 May 2019 (3pm – 5pm)</p> <p>Tuesday 23 July 2019 (3pm – 5pm)</p>	

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<p>Wednesday 16 October 2019 (3pm – 5pm)</p> <p>Finance and investment committee 2.30pm – 5pm at Local Trust offices</p> <p>31 October 2018</p> <p>27 February 2019</p> <p>22 May 2019</p> <p>04 September 2019</p> <p>4 November 2019</p> <p>Audit and risk committee 2.30pm – 5pm at Local Trust offices</p> <p>Tuesday 23 October 2018</p> <p>Thursday 16 May 2019</p> <p>Wednesday 23 October 2019</p> <p>Nominations committee 2.30pm – 4.30pm at Local Trust offices</p> <p>Thursday 04 October 2018</p> <p>Thursday 11 July 2019</p> <p>Thursday 10 October 2019</p>	

Kevin Lague
18/12/2019