

Local Trust board meeting minutes, decisions and actions

27 June 2019

Aberfeldy Big Local, The Tommy Flowers Pub,
 50 Aberfeldy St, Aberfeldy Village, London, E14 0NU at 1pm

Discussion and decision	Action
<p>Present</p> <p>Trustees</p> <p>Kevin Sugrue (chair), Sahil Khan, Ben Lee, Jeannette Lichner, Karen Mellanby, Peter Mills, Nicola Pollock, David Warner and Rich Wilson</p> <p>Non-trustees</p> <p>Rosie Chapman (Protector), Jayne Entwistle, James Goodman, Matt Leach, Verity Soons (minutes) and Jessica Wenban-Smith (Local Trust Executive Team).</p>	
<p>1. Welcome and Introduction and Apologies</p> <p>The chair welcomed trustees and staff to the meeting.</p> <p>Apologies were received from Bob Thust.</p>	
<p>2. Declarations of interest</p> <p>Peter Mills, owner, Brand Ethos (commissioned by UnLtd, delivery partners for Big Local)</p>	
<p>3. Minutes of last meetings and matters arising</p> <p>3.1. The minutes of the meeting of 21 March 2019 were agreed as an accurate record.</p> <p>3.2. The update on actions from the last meeting was reviewed; it was noted that all were being actioned or formed part of the agenda for the meeting. There were no new matters arising.</p> <p>In addition to the action updates provided in the paper, Matt updated the board that;</p> <ul style="list-style-type: none"> a date would be found in early autumn for any trustees who were available to attend a briefing on the area assessment tool. 	<p>VS to identify date for area assessment tool briefing</p>

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<ul style="list-style-type: none"> • Jayne Humm would be presenting progress against the evaluation and research plan at the September board meeting <p>Jayne E also provided the following updates;</p> <ul style="list-style-type: none"> • The next Big Local Reps day would be in Leeds on 8th October 2019. Jayne would email trustees with details, should any wish to attend • Approaches to sharing samples of reps reports were still being considered. A summary of rep report highlights for Q2 would be circulated idc <p>The board noted their thanks for receiving the monthly newsletter which was very informative and useful. Thanks were extended to Lucy Wines for her work on the newsletter and generally since she would be leaving Local Trust at the end of June.</p>	<p>JE to follow up to trustees with email re reps day attendance</p> <p>JE to send rep report summary when available</p>
<p>4. Subcommittee minutes</p> <p>4.1. The minutes of the audit and risk committee of 30 April 2019 were presented for information and noted. Other key points noted were as follows;</p> <ul style="list-style-type: none"> • The Charity Governance Code checklist had been circulated to all trustees from Nicola Hutcheson for comment. • Clarification was given that the SMT review of the risk register was conducted by reviewing a different third of the register each month at an SMT meeting. This resulted in the full register being reviewed each quarter ahead of sharing with trustees for the board meeting. <p>4.2. The minutes of the finance and investment committee of 22 May 2019 were presented for information and noted. Other key points noted were as follows;</p> <ul style="list-style-type: none"> • The finance and investment committee were considering the timing of the move out of risk assets during 2019-20 in parallel with Board work on possible organisational futures. • New co-optee, Matthew Brumsen had joined for his first meeting and had shared some valuable insight in discussions. <p>4.3. The minutes of the programme delivery committee of 7 June 2019 were presented for information and noted. Other key points noted were as follows;</p> <ul style="list-style-type: none"> • Auditors had been reassured of the appropriate level of scrutiny of grants through the programme committee. Papers relating to committee meetings had been reviewed as part of the recent audit. • The committee had been following three areas experiencing challenges over the last 12 months which had provided great insight. This would be continued at the committee over the next 12 months but with an alternative three areas and which were not necessarily experiencing problems. 	<p>Trustees to feedback to Nicola H and Jeannette where they have views on the Charity Gov Code checklist</p>

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<ul style="list-style-type: none"> • Trustees were particularly grateful to Jayne E and Chris for their work supporting the programme delivery committee. <p>4.4. The minutes of the nominations and remuneration committee of 13 May 2019 were presented for information and noted. Other key points were noted as follows;</p> <ul style="list-style-type: none"> • The board noted the revised pay policy was approved by the nominations and remuneration committee on 13 May 2019. • A closed discussion regarding the chief executives pay would be taken in at item 10 of the board meeting. 	
<p>5. Board Governance</p> <p>The Chair introduced the paper which set out recommendations for committee membership in 2019-20.</p> <p>The question of a new trustee immediately joining the nominations and recruitment committee had been raised ahead of the meeting on the basis that it might be preferable for a more experienced trustee to fill that position. The Chair confirmed that this would be an issue to be considered following recruitment, taking into account what qualities new trustees might have to offer.</p> <p>The board agreed the recommendations for committee membership as detailed in the paper and agreed that there would be no maximum term applied for how long a trustee could remain a committee member (although regular rotation between committees would be encouraged). Committee chairs would be limited to a maximum of two terms of two years for any given committee.</p>	
<p>6. Chief Executive's Report</p> <p>Matt Leach introduced the report and brought key points to the attention of the board. Key points included;</p> <ul style="list-style-type: none"> • Local Trust was operating at peak capacity – there was limited scope to take on significant new workload at this time. • Higher than normal levels of complaints and disputes from areas were putting pressure on the programme team. • The second version of the OCSI report on left behind areas was now available and a further presentation would be brought to the board at a future meeting. <p>The Board noted the update and the CEO report and commented/discussed;</p> <ul style="list-style-type: none"> • Disputes tended to be within areas or with reps which required support, rather than complaints raised against Local Trust. Programme Committee was being kept informed, and were following a number of problem areas. Any need for additional resourcing of complaints handling would need to be considered at mid-year and taking account of the availability of funding. 	<p>ML to add OCSI presentation to a future agenda.</p> <p>JE and CF to continue to keep prog cttee updated on complaints management</p>

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<ul style="list-style-type: none"> The limited diversity of the rep pool was noted, but also the limits to making significant changes now to its make-up, given that its profile was largely determined by recruitment early in the programme. 	
<p>7. Performance, risk and finance and investment reports</p> <p>The overview paper was noted.</p> <p>The board discussed whether the risk relating to lack of Board oversight or understanding of programme might now be removed from the register. This had been introduced at a time when trustee capacity was limited, due to previous governance arrangements. It was noted that the programme committee had been put in place to mitigate this risk and that the risk level should now be revised significantly downward.</p> <p>It was noted that the Protector had a role in reviewing the extent to which the board was providing appropriate levels of governance and oversight to the programme. It was expected that she would address this in her statement to be presented to Board in September.</p> <p>7.1. Local Trust business plan monitoring to June 2019</p> <p>The Board accepted the report.</p> <p>7.2. Big Local Trust management accounts to 31 March 2019</p> <p>The Board accepted the report and noted some comments on format that would be drawn to the attention of the Head of Finance.</p> <p><i>Karen Mellanby joined the meeting</i></p> <p>7.3. Local Trust management accounts to 31 March 2019</p> <p>The Board accepted the report. The board noted that a business case may be submitted in the future for increased funding to further develop policy work.</p> <p>7.4. Big Local Trust investment report to 31 March 2019</p> <p>The Board accepted the report.</p> <p>7.5. Local Trust investment report to 31 March 2019</p> <p>The Board accepted the report.</p> <p>The board noted that at its last meeting the finance and investment committee had discussed the merits of a separate management agreement with CCLA for Local Trust's limited funds. Having fully discussed the options, the committee had agreed there would not be a separate management agreement for Local Trust. The board noted the decision.</p>	<p>NH to amend the risk register appropriately</p>

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<p>7.6. Risk register as at 13 June 2019</p> <p>The Board accepted the report.</p> <p>7.7. Risk Management Policy</p> <p>The board noted that the revised risk management policy had been discussed by the audit and risk committee at its meeting on 30 April 2019. The revised policy detailed the SMT approach to reviewing organisational risks and this was also noted by the board.</p> <p>The board agreed the revised policy subject to the amendment of paragraph 13 to read;</p> <p><i>Local Trust staff undertake risk analysis as part of planning for significant Local Trust proposals and strategies.</i></p>	<p>VS to amend the risk management policy para 13 accordingly</p>

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<p>8. Communications strategy</p> <p>Jessica Wenban-Smith introduced the paper and gave a presentation which included an update on progress across all major communications channels and the communications strategy since Summer 2018. The new communications strategy was due for publication in 2020-21 to respond to and support the new strategic plan.</p> <p>Jess presented on key achievements and developments over the past year and noted how local trust brand and communications now sought to better represent the communities we worked with, our different areas of work and to represent us better as an outward facing organisation with new audiences.</p> <p>The board noted and endorsed the shift in the local trust strapline. 'Creating lasting change' would be moved to become synonymous with Big Local branding, whilst Local Trust branding would see the strapline shift to 'Trusting local people'</p> <p>The board considered the paper/presentation and the following key points were discussed;</p> <ul style="list-style-type: none"> • The range of audiences being addressed was becoming more diverse and the voice with which we communicated should continue to be considered to ensure the clearest and most effective messaging. • The commission of the local trust journalist at large had been an excellent addition and she had produced some powerful work. • The paper at item 8 gave a full summary of the projects that had been undertaken and how effective they had been in meeting our objectives. This would be revisited in a year or so ahead of the launch of the new communications strategy in 2020-21. • Local influencers were not a current direct target audience for local trust. However, we would continue to support Big Local areas with tools and resources to engage with influencers at a local level. <p>Thanks and congratulations were expressed to Jess and the rest of the communications team for their work to progress the strategy in such a varied and comprehensive way.</p>	
<p>9. Developing a strategic framework for Local Trust 2020-2026</p> <p>James Goodman introduced the session and conducted a scoping exercise with trustees to consider the current position of Local Trust (H1). The results of these initial discussions would be built on between now and September to inform further conversations to form an agreed picture of how the organisation functions, its strengths and possible future stress points. This will then be a good basis for considering future options for Local Trust (H3) and pursuing the subsequent stages in the process as set out in the paper. Concurrent discussions being held by the finance and investment and programme delivery</p>	

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<p>committees would complement this work and be fed into the process over the coming months.</p> <p>The board addressed a number of questions to prompt thinking about the current strengths and challenges faced by Local Trust and in the delivery of the Big Local programme. The implications that these might have for the future Local Trust strategy were considered and key points included:</p> <ul style="list-style-type: none"> • The limits of current organisational infrastructure – some issues like lifespan of current IT and the demographic profile of the current rep pool presented constraints that needed to be taken into account when considering options that might underpin the emerging strategic plan • The extent to which Local Trust would maintain engagement with Big Local areas beyond spend out (and a recognition that not all areas would necessarily want or need this); • Ensuring that the highest quality programme support is provided to areas through to 2026, regardless of other plans for Local Trust • Whether there were any future roles for Local Trust outside of Big Local – which might include realistically reviewing its strengths and capacity as a programme delivery organisation, alongside other options which might be more appropriate for the future; • Being aware of time frames and understanding that whilst Local Trust were operating a time limited programme, some of the impact of its work might not be fully capable of evaluation by 2026. 	<p>James would speak with all trustees before the September meeting to explore possible futures ahead of the next conversation.</p>
<p>10. Board only – closed session – CEO’s pay</p> <p>The board held a closed discussion on CEO pay. A copy of the salary benchmarking exercise and local trust pay policy would be circulated to the board for information.</p> <p>The board noted the decision taken at the nominations and remuneration committee on 13th May 2019 for the approach to CEO pay and endorsed the decision for 2019-20.</p>	<p>VS to circulate pay policy and salary benchmark paper as approved by Noms Committee</p>
<p>11. Any other business</p> <p>No other business</p> <p>The meeting closed at 16.00</p>	
<p>Dates for future meetings</p> <p>Board and AGM</p> <p>Friday 13 September 2019 – BL Connects, EMCC Nottingham [all day commitment plus opportunity to stay over to 14 September]</p>	

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<p>Thursday 21 November 2019 (including AGM) – Brookside Big Local, Telford [all day commitment – includes visit and Board meeting]</p> <p>Board Awayday TBC January – Likely to be Birmingham either 16-17 January or 23-24 January 2020 [two day commitment – includes visit, dinner, overnight stay and awayday to finish around 4pm]</p> <p>Programme committee (at Local Trust offices)</p> <p>Tuesday 3 September 2019 (2pm – 5pm)</p> <p>Tuesday 5 November 2019 (2pm – 5pm)</p> <p>Finance and investment committee (at Local Trust offices)</p> <p>Tuesday 4 September 2019 (2pm – 5pm)</p> <p>Monday 4 November 2019 (2pm – 5pm)</p> <p>Audit and risk committee (at Local Trust offices)</p> <p>Thursday 3 October 2019 (2.30pm-5pm)</p> <p>Nominations committee (at Local Trust offices)</p> <p>Thursday 11 July 2019 (2.30pm-4.30pm)</p> <p>Thursday 10 October 2019 (2.30pm-4.30pm)</p>	