

Item	Action
<p>Present</p> <p>Trustees</p> <p>David Warner (chair), Chris Catterall, Sahil Khan, Caroline MacFarland, Charlotte Pickles, Richard Wilson, Matt Bell, Nicola Pollock (virtual), Patrick Melia (virtual)</p> <p>Non-trustees</p> <p>Rosie Chapman (Protector), James Goodman (virtual), Matt Leach, Rachel Rowney, Constance Bamford (minutes)</p>	
<p>1. Welcome, intros and apologies for absence</p> <p>The chair welcomed the trustees and staff to the meeting and made introductions for benefit Constance who was attending her first board meeting.</p> <p>Apologies were received from Jeanette Lichner and Miatta Fahnbulleh.</p>	
<p>2. Declarations of interest</p> <p>There were no declarations of interest made for this meeting. Caroline confirmed that she had sent an update to David, Matt and Rachel on a new conflict of interest that would be added to the log but were not material for this meeting.</p>	
<p>3. Minutes and matters arising</p> <p>3.1. The minutes of the board meeting on 25 November 2021 were agreed as an accurate record.</p> <p>The trustee board away day notes were also approved.</p> <p>Matters arising/action points not covered by the agenda</p> <p>3.2. No further matters arising were noted.</p>	

<p>4.</p> <p>4.1.</p> <p>4.2.</p> <p>4.3.</p> <p>4.4</p> <p>4.5</p>	<p>Committee proceedings</p> <p>Governance and Remuneration Committee 27 January 2022</p> <p>The minutes of the meetings that took place on 27 January 2022 and 9 March 2022 were noted. Nicola flagged two significant pieces of work:</p> <ul style="list-style-type: none"> - A review of Local Trust’s approach to recruitment and retention of staff, which includes a pay benchmarking exercise. - Work to develop a plan for the close of Big Local Trust and Local Trust in readiness for 2026-27. <p>The committee will be leading the work but will present key information to board in September.</p> <p>Following Karen's resignation there is a vacancy on the board. David confirmed that a replacement will not be sought immediately, and we will see how things develop this year in the knowledge that there is a vacancy available if needed.</p> <p>Programme Delivery Committee 23 February 2022</p> <p>The minutes of the meeting that took place on 23 February 2022 were noted.</p> <p>Sahil welcomed the new members and noted that Karen has stepped down. The focus of this committee meeting was to review how the rep function was delivered and ensure that the support is fit for purpose as the programme moves to new phase.</p> <p>Finance, Audit and Risk Committee 2 March 2022</p> <p>The minutes of the meeting that took place on the 2 March 2022 were noted.</p> <p>Learning and Legacy Committee 3 March 2022</p> <p>The minutes of the meeting that took place on the 3 March 2022 were noted. The next committee meeting will be an in-person workshop on the principles that should underpin Local Trust’s Legacy Strategy.</p>	
<p>5.</p>	<p>Terms of reference</p> <p>Each committee had reviewed their new draft Terms of Reference at their most recent meetings. Rosie confirmed that she had standardised the common elements for consistency.</p> <p>Board approved the Terms of Reference and agreed that each committee should review them further, if necessary, over the course of the next year.</p>	

6.	<p>Conflict of interest policy</p> <p>Rachel confirmed that the conflicts of interest policy has not materially changed but the document now consolidates the information from the previous policy, articles, and finance manual into one place.</p> <p>The board approved the Conflict of Interests policy.</p>	
7.	<p>CEO's Report</p> <p>Key points of discussion around staffing:</p> <ul style="list-style-type: none"> - Matt confirmed that the monthly bulletin to trustees will be reinstated from April. - The move to hybrid working has been mixed. Some staff are enjoying the new space but there does seem to be some hesitation amongst some people to return. SMT are discussing how to create a vibrant office culture. It was noted that this was a challenge for many organisations who had introduced hybrid working arrangements. - There is also a need to increase staff visits to areas. We are aiming to ensure that each area gets at least one visit per year, and that all SMT members are out in areas at least once a month. - The executives are also looking at training for 2022-23, perhaps with a focus on mentoring and coaching to complement the training programme we implemented last year. Some Board members offered to support – time allowing – with mentoring of staff where appropriate. <p>Rachel provided an update on reps. In discussion it was noted that:</p> <ul style="list-style-type: none"> - There was general understanding on the part of reps about the likelihood of changes to their role as the programme moves into its final phase. - The team are working on a briefing for reps on the new way of working, outlining relevant changes, which will be circulated in early April. - A draft job pack for the new area coordinators role is being worked on and will be circulated at the same time. - Regions where we have concerns about coverage and capacity are being prioritised (London, Yorkshire and Humber and the NW). - A letter will be sent to chairs of partnerships explaining how the changes might affect provision of support as changes are rolled out. 	
8.	<p>Review of past year</p> <p>8.1. Local Trust Business Plan Performance Monitoring - March 2022</p> <ul style="list-style-type: none"> - Nicola queried why the community power and governance project has been dropped. James confirmed that this was due to limited bandwidth within the team as they prioritised the review of support for Big Locals and the implementation of the new model. Consideration could be given to picking the project up again, but probably not until the autumn when there is more certainty around the budget. <p>8.2. Review progress against Strategic Plan 2020-26</p> <ul style="list-style-type: none"> - Charlie asked for an update on the quality of the 141 legacy statements received so far. These have been reviewed by the funding team and Rosie, and there is a 	<p>Legacy and learning committee to discuss legacy strategy at next meeting</p>

huge amount of variation which seems to depend on the capacity of the partnership, their understanding of legacy and their proximity to spend out. With most areas 2-3 years away from spend out there is a huge amount of uncertainty and therefore – in a lot of cases - the statements are quite vague. These areas will need support to produce better quality statements. The team is eager that this should be perceived as an engaging exercise that adds value, rather than a tick-box task. The legacy statements need to be shared with the National Lottery Community Fund lottery in March 2023.

- Rachel noted that 17 areas will spend out in the next 18 months and these will be prioritised for legacy statement support, while the 48 areas have £600k or more left may not be ready to create meaningful legacy statements. The target (as per p.160 of the business plan) that we have a fully functional areas that have an appropriate legacy statement in place by October.

8.3. **Big Local Trust and Local Trust management accounts to 31 December 2021**

The board noted and approved the Big Local Trust and Local Trust management accounts to 31 December 2021.

8.4. **Policy impact Report 2021-22**

A report on the impact of our work to influence and inform the work of others was shared with the Board.

In discussion the Board noted that the work of the team had achieved significant impact; and given the size of the organisation and budget they are achieving beyond what was expected.

9. **Business Plan and Budget 2022-23**

9.1 **Business Plan 2022-23**

- Matt highlighted that this was a transitional business plan, which seeks to continue to deliver priorities set in the 2020 Strategy, whilst also starting to open up areas of work that will be key to the next Strategic Plan due in March 2023.

- Alongside helping put in place the support needed to help areas spend out, a key element of work over the coming year would be the creation of a new legacy strategy, lead by the Legacy and Learning Committee which would feed into the new whole organisational Strategy Plan.

- This might have a long-term impact on our approach to a range of issues including our priorities around research and policy.

- In creating the business plan consideration had been given to current financial uncertainty and the challenges that this brings to planning for the next few years.

- It was noted that the staffing chart (p.177-8) is missing data for 2021-22 and will be updated.

<p>9.2</p> <p>9.3</p> <p>9.4</p>	<p>The board approved the business plan 2022-23.</p> <p>Big Local budget and cashflow to 2027</p> <p>Key points:</p> <ul style="list-style-type: none"> - The budget reflects the business plan. - Rachel confirmed that the cost of living rise agreed at Governance and Remuneration, then considered by Finance committee has been taken into account. While further cost of living rises have been budgeted for, messaging to staff will stress that no guarantees to future cost of living could be made. - Matt confirmed that the organisation does not do performance-related pay. Rich commented that payment strategy needs to be aligned with cultural strategy – it was noted that this was being addressed by Governance and Remuneration Committee in the context of Local Trust’s work with 3R - Rachel noted that board will be given more information on cashflow at future meetings – at the moment there seems to have been an uptick in spend, which it was hoped could be sustained going forward - David extended the invitation to other trustees to attend Governance and Remuneration Committee in July to the board if they wished. <p>The board approved the Big Local budget and cashflow to 2027.</p> <p>Local Trust budget and cashflow to 2024</p> <p>The board noted and approved the Local Trust budget and cashflow to 2024.</p> <p>Strategic and Operational Risk Register March 2022</p> <p>The board noted the Strategic and Operational Risk Register March 2022.</p>	
<p>10.</p>	<p>EDI – update and next steps</p> <p>Key discussion points:</p> <ul style="list-style-type: none"> - The team are seeking to contract a consultant to support the development of an EDI strategy. - Sahil noted that Local Trust were doing lots of work proportional to size organisation - Rachel confirmed that we are currently reviewing recruitment practices with the support of 3r-strategy - It was noted that the hybrid office has helped increase the diversity of the staff team, both socio-economically and geographically. <p>The board approved the recommended next steps.</p>	
<p>11.</p>	<p>Climate change – update and next steps</p>	

	<p>Key points of discussion:</p> <ul style="list-style-type: none"> - James introduced the paper. While Local Trust is not a climate change organisation, we would of course support Big Local areas to carry out work in this area. - Caroline and Matt Bell suggested that Local Trust might be more ambitious and assertive in this space, given community power is essential to respond to the climate crisis. <ul style="list-style-type: none"> - A further discussion would take place at Board in July 	
<p>12.</p>	<p>Any other business</p> <ul style="list-style-type: none"> - It was agreed that when board papers are circulated the team, they will highlight what is required from participants in those meetings - it was noted that there were different approaches to transparency taken by different grant funders; this might be an issue for the Board to return to at some point in the future. - The board acknowledged that this will be Rachel's last board meeting before going on leave and wished her all the best for the coming year. 	