

Local Trust Board

Meeting minutes, decisions and actions

Canopi 7-14 Great Dover Street, London, SE1 4YR

10am - 13.15pm Wednesday 20 March 2024 (Trustee only session 10.00-10.50)

Discussion and decision		
Present Trustees Stephen Aldridge, David Warner (chair), Matt Bell, Chris Catterall (vc), Kate Hainsworth, Sahil Khan (vc), Caroline Macfarland, Patrick Melia (vc), Nicola Pollock, Rich Wilson. Non-Trustees Rosie Chapman (protector), Daniel Crowe (item 6), Margaret Bolton, Jon Fox, Matt Leach, Rachel Rowney, Verity Soons (minutes)		Actions
1.	Welcome, intros and apologies for absence The chair welcomed trustees and staff to the meeting and noted that the closed session scheduled at item 3 had already been taken ahead of the meeting. Apologies were received from Jessica Studdert. Chris Catterall would join the meeting late.	
2.	Declarations of interest There were none declared further to those already on the register.	
3.	Executive retention (Trustee closed session) This item had been taken ahead of the meeting and there were no further comments	
4.	Minutes and matters arising 4.1. Approve minutes of board on 23 November 2023 The minutes of the meeting on 23 November 2023 were approved as an accurate record. 4.2. Matters arising/action points not covered by the agenda	

Discussion and decision		
	The Board noted that all actions were complete, in hand or on the agenda for the meeting and the Chair noted that Madeleine Jennings (Head of External Affairs) is leading on the inclusion of learning from the investment strategy in Local Trust's legacy work.	
4.3.	<p>Follow up from January awayday</p> <p>The Chair noted that feedback from the awayday in January was positive and that work was being progressed. Following comments on style of meetings, this meeting was trialling a new format. Some follow up work on 'ways of working' would take place with the consultants over the next month or so.</p> <p>There was a request that the scoring matrix be shared at the away day be circulated and a copy was provided to trustees by email during the meeting.</p>	
5.	<p>Key organisational issues</p> <p>5.1. Programme update – in brief</p> <p>Jon Fox introduced the item and shared some slides which provided an update on programme delivery. Key messages were noted:</p> <ul style="list-style-type: none"> • Spend remained a top priority with c. £23m balance remaining. • Risk thresholds and categories had been revised following discussions at November board and a broad spread of Big Local areas remained across all categories. • The team would ensure that the risk matrix remained updated in real time, to ensure there was continuing oversight of areas needed further support. <p>The board discussed the typology of areas and trends across risk profiles.</p> <p>Summing up the discussion, David thanked Jon for the update, and asked that further information on socioeconomic background of areas/partnerships, as well as diversity in ethnicity and geography, be shared at the July meeting following the completion of the partnership reviews.</p>	JF to share further information on typologies and geographical distribution of categories of areas at July meeting.
5.2.	<p>Closure – reflections on delivering our first significant redundancies and restructure</p> <p>Rachel Rowney introduced the item and shared some slides which provided a reminder of changes to date for 2023-24, and reflections and learning on the process so far. Key messages were noted:</p> <ul style="list-style-type: none"> • Open, consistent and regular communications have been welcomed by staff. • Learning about how people understood and received the change/redundancy process, and how they wished to be treated, had been important and as a result we were now more aware of the differences from team to team e.g. differences in professional and personal drivers and motivations. This would be particularly important should future changes impact multiple teams simultaneously. 	

Discussion and decision		
	<p>Trustees noted the update and discussed how learning may be applied as future changes were implemented. Trustees offered support as needed to the executive both with staff matters and with any other areas of the closure process.</p> <p>Local Trust’s staff demographic was also discussed and how support could be given to those with less experience of change, also noting that those people who were part of the first round of redundancy had mostly fed back that they felt listened to and provided with good levels of information. It was noted that some managers were inexperienced with redundancy processes and that support for them to manage people experiencing the process would be sought.</p> <p>Summing up the discussion, David thanked Rachel for the update, and asked that future reports to the Board include updates on enhanced redundancy packages and planned staffing structures to 2026-27.</p> <p><i>Chris Catterall joined the meeting</i></p>	<p>Rachel to provide updates on enhanced redundancy packages and planned staffing structures to 2026-27 at next Board discussion of closure.</p>
<p>5.3.</p>	<p>EDI strategy Y1 report back – what does EDI mean as Big Local and Local Trust comes to an end?</p> <p>David opened the item and invited Matt Bell to contribute as the board’s EDI champion. Matt noted:</p> <ul style="list-style-type: none"> • the organisation was fully fit for purpose on EDI but that this position shouldn’t be taken for granted. • Additional metrics might be useful as a basis for reports to board in the next 12 months. • the importance of considering how EDI approaches at/from Local Trust meets with that in the Big Local areas. <p>Jon presented some slides which provided a summary of EDI progress and confirmed that an additional report would be presented at the July board meeting with assurance of the data behind the headlines.</p> <p>In discussion, trustees noted:</p> <ul style="list-style-type: none"> • across areas there is a lot of divergence, with some making a clear commitment to inclusion and representation, whilst others still facing challenges in this area even within their own partnerships. • as increasing numbers of Big Local areas prepare for closure, there would be less scope for working with them on these issues. At the same time, it would be important for us to offer support to areas to ensure that where they have established legacy organisations and assets they are supported in adopting best practice. • the next phase of work could provide the opportunity to open conversations beyond Big Local partnerships, using our learning to contribute to a broader understanding of EDI in the place-based discussion and to share and compare learning in the sector. <p>Summing up the discussion, David thanked Matt Bell and Jon for their work to date and looked forward to future reports on progress.</p>	

Discussion and decision		
	<i>Patrick re-joined the meeting</i>	
6	<p>Legacy progress updates <i>Dan Crowe joined the meeting</i></p> <p>Margaret Bolton and Daniel Crowe joined to present updates to trustees on progress in key areas of work.</p>	
6.1	<p>Local Trust/NHS Confederation collaboration</p> <p>Margaret shared some slides which provided an overview of the rationale for work in health, detailing how it built on health specific research and activity. She highlighted the following main points:</p> <ul style="list-style-type: none"> • the main barrier is not a lack of interest amongst health providers, but a lack of knowledge on how to progress with a community-based approach. • working with the NHS Confed would provide the opportunity to work with a respected body with strong networks, significant influence, and a commitment to place based change and addressing inequalities. • the programme is still in its design phase, with partnership working taking place on shared objectives and aims, initial comms planning and establishment of the main elements of the project. <p>Trustees welcomed the update and were enthusiastic about the work and welcomed the inclusion of Big Local areas in the approach whilst noting that expectations for Big Local area participation at this point in their programme needed to be realistic. There was clearly a lot of learning to be gained in this space, including the range of different approaches that might need to be taken in relation to, for example, interventions in support of mental and physical health.</p> <p>Summing up the discussion, David Warner said that trustees were enthusiastic about progress to date and looked forward to updates in the future. The Executive should look to engage with and draw on trustee expertise where it offered value to the project going forward.</p>	
6.2	<p>Local Government Neighbourhoods Network</p> <p>Dan Crowe introduced the item, updating trustees on developing work with local authorities. Since January there had been considerable progress, with a first meeting of the nascent network of local authorities interested in hyperlocal, community-led regeneration; initial engagement with a combined authority on a possible community fund design; and extensive work with Stoke council on a possible social capital strategy for the city, drawing on Local Trust's data and insight. The intention was to bring all of these elements together into a consolidated "playbook" for local authorities that would help consolidate and embed our learning and insight within the sector.</p> <p>Trustees discussed:</p> <ul style="list-style-type: none"> • possible links between this work and that with the NHS confederation • the need as the project developed to consider how we defined influence and impact 	

Discussion and decision		
	<ul style="list-style-type: none"> the need to ensure that all of the elements of this workstream came together effectively, with a clear single narrative <p>Summing up the discussion, David Warner thanked Dan for the presentation, which had clearly generated a lot of interest amongst trustees. He also thanked Patrick Melia for his support in initiating this work, and supporting the executive in building relationships and shaping what was being taken forward. He asked that the Board be updated on progress at the July meeting.</p>	Dan Crowe to provide update on progress to the Board in July
6.3	<p>Local Trust/Community Foundations</p> <p>The board noted that this work was still at an early scoping stage and thanked Kate Hainsworth for her support on this work to date. An initial round-table is planned for the end of April.</p> <p>Summing up a short discussion, David noted that it was early days yet on the project, and that the board would be interested in feedback in July on the outcome of initial meetings.</p>	ML/MBo to provide update to Board on progress in July
6.4	<p>Larger projects – update on commissioned scoping work</p> <p>Matt Leach introduced the item and shared slides which gave an update on larger legacy project scoping including, national commission/inquiry into Britain’s neighbourhoods, local authority exploratory grants to enable more Local Authorities to engage with work in our network and “Carrying the Flame”.</p> <p>In discussion, trustees expressed particular interest in the Carrying the Flame project, and the extent to which they would be able to participate in the preparatory research for the project being carried out by Ben Hughes ahead of the planned discussion at the September awayday.</p> <p>Summing up, David Warner thank Matt for the update, and invited the executive to engage trustees ahead of the July meeting for support in developing or making an earlier decision on the projects if that was needed. He asked that trustee contact details be shared with Ben Hughes to ensure that their perspectives helped shape his developing work.</p>	<p>ML/MBo to share trustee enthusiasm for engagement with Ben Hughes</p> <p>VS to share contact details of trustees where necessary</p>
7	Business plan and budget 2023-24	
7.1	<p>Business Plan 2024-5</p> <p>The Chair introduced the item and noted that the draft plan had been circulated to trustees a month in advance of the meeting, and all comments or queries received by the Executive from trustees had been addressed.</p> <p>Trustees and the Protector confirmed they were content that the business plan is deed compliant.</p> <p>The Board approved the business plan 2024-25.</p>	
7.2	Big Local Trust and Local Trust budgets and cashflow 2023-24 and revised budget to 2027	

Discussion and decision		
	<p>Rachel introduced the item, noting that since its initial circulation, a section had been added on key points to note - this was taken as read and relevant points were noted.</p> <p>Chris was invited to comment as Chair of finance and audit committee, and he noted that there had been a robust discussion at the committee meeting where trustees noted an adequate contingency across the board and agreed to recommend the budget to the board for approval with nothing further to bring to the attention of the full board.</p> <p>Trustees noted the annual pay award would be updated to reflect current CPI, and staff notified in April.</p> <p>The board approved the Big Local Trust and Local Trust budgets and cashflow 2023-24 and revised budget to 2027.</p>	
8	Items to note and receive	
8.1	Performance, risk and finance and investment reports	
8.1a	2023-24 Business Plan Performance Report (February 2024) The board received and noted the 2023-24 business plan performance report.	
8.1b	Risk Register (February 2024) The board received and noted the risk register.	
8.1c	Programme status report (March 2024) The board received and noted the programme status report	
8.1d	Management accounts (February 2024) The board received and noted the management accounts.	
8.1e	Big Local Trust & Local Trust Investment Report (February 2024) The board received and noted the Big Local Trust and Local Trust investment reports.	
8.2	<p>Committee Membership The board received and approved the following committee membership for 2024/25:</p> <p>Finance and Audit Committee Chris Catterall – Chair David Warner - Ex officio as Board Chair Patrick Melia Matt Bell Jess Studdert</p> <p>People and Culture Committee Caroline Macfarland – Chair David Warner - Ex officio as Board Chair Nicola Pollock Kate Hainsworth Chris Catterall</p>	
8.3	Committee Terms of Reference	

Discussion and decision		
	<p>The Board received the draft Finance and Audit Committee terms of reference which had been discussed at <i>the Finance and Audit committee meeting of 6 March. The committee had recommended the terms of reference for approval.</i></p> <p>Trustees approved the terms of reference as they were presented.</p> <p>The Board noted that terms of reference for the People and Culture committee would be reviewed at its first meeting in April and would be received at the July board for formal approval.</p>	
8.4	<p>Minutes of committee meeting</p> <p>The board received and noted the draft minutes of the Finance and Audit Committee on 6 March 2024.</p>	
9	<p>Reflections on the meeting</p> <p>The Chair introduced the item to the Board, opening discussion to receive feedback on the meeting structure and board performance.</p> <p>Trustees agreed that the new agenda structure gave space for a variety of fuller discussions and that earlier circulation of some key papers had allowed ample time for consideration. Time allocated to closed discussion would be reconsidered so as not to take away from the main business of the meeting.</p> <p>Trustees also discussed that a closed session for reflection could be useful at a future meeting.</p>	
10	<p>Any other business</p> <p>Trustees asked if future board meeting dates could consider the avoidance of July/August to aid availability.</p>	
13.16– Meeting close		