

# Local Trust Board

## Meeting minutes, decisions and actions

St Matthews Big Local, St Matthews House, 25 Kamloops Crescent, Leicester, LE1 2HX

13.15-16.00 Thursday 23 March 2023 (prior Trustee only session 12:45-13:15)

*Board meeting preceded by lunch and area visit at St Matthews Big Local*

Discussion and decision		
<b>Present</b>  <b>Trustees</b> David Warner (chair), Matt Bell, Chris Catterall, Jeannette Lichner, Caroline Macfarland, Patrick Melia, Charlotte Pickles, Nicola Pollock  <b>Non-trustees</b>  Margaret Bolton, Michelle Brissett, Rosie Chapman (Protector), James Goodman, Jon Fox, Matt Leach, Verity Soons (minutes).		Actions
1.	<b>Welcome, intros and apologies for absence</b> The chair welcomed trustees and staff to the meeting.  Apologies were received from Rich Wilson and Sahil Khan. Matt Bell would need to leave the meeting early due to a prior commitment.  Patrick Melia and Charlie Pickles would join the meeting virtually. Jeannette Lichner joined virtually for the trustee only session but did not join the main meeting due to a prior commitment.  Items 7,8, 9 and 10 would be taken at the beginning of the meeting.	
2.	<b>Declarations of interest</b>  There were none declared further to those already on the register.	
3.	<b>Minutes and matters arising</b>  Trustees re-appointed David Warner as the Chair of trustees for a further term of 3 years.	

<b>Discussion and decision</b>		
<b>3.1.</b>	<p><b>Approve minutes of board on 23 November 2022</b></p> <p>The minutes of the meeting on 23 November 2022 were agreed as an accurate record subject to amending the record to reflect that Jon Fox was in attendance.</p>	
<b>3.2.</b>	<p><b>Matters arising/action points not covered by the agenda</b></p> <p>The board noted the actions update and that all actions were complete or in hand.</p> <p><b>Reflections on today's visit</b></p> <p>The chair thanked the team for organising the visit to St Matthews Big Local which was enjoyable and informative. The board were invited to share reflections and the following key points were raised/discussed/noted:</p> <ul style="list-style-type: none"> <li>• The partnership had created a great social amenity in the multi-use games area (MUGA) which appeared to be well maintained, programmed and used.</li> <li>• The partnership members were diverse, impressive in their skills and enthusiasm and very engaged. Young people appeared to be well engaged in the programme and carried influence in decision making and plans.</li> <li>• The area had approximately £220k left to spend, which was £90k more than expected as a result of underspend from the pandemic. The intention was to use this to continue to fund staff posts beyond the period of their final plan.</li> <li>• Growing profile and credibility had led to interest from funding partners in delivery beyond the St Matthews area, and the CIO set up by the partnership had changed their articles to extend the area they could deliver within to beyond the estate boundary.</li> </ul> <p>The board discussed the threshold at which an area might be able to leave the Big Local programme with some freedom to allocate remaining funds as it saw fit, and noted that this was being addressed by Programme Delivery Committee in the context of the coming year's business plan.</p>	
<b>4.</b>	<p><b>Committee proceedings</b></p>	
<b>4.1.</b>	<p><b>Governance and remuneration committee – 25 January 2023</b></p> <p>The chair approved minutes of the meeting on 25 January 2023 were noted.</p>	
<b>4.2.</b>	<p><b>Programme delivery committee – 2 March 2023</b></p> <p>The draft minutes of the meeting on 2 March 2023 were noted.</p> <p>Trustees noted that spend-out thresholds would be discussed at a future committee meeting. Trustees not part of the committee were invited to contact Jon Fox directly if they had a view on this subject.</p>	Trustees to contact Jon Fox with comments relating to spend-out threshold for areas
<b>4.3.</b>	<p><b>Finance, audit and risk committee 9 March 2023</b></p> <p>The draft minutes of the meeting on 9 March 2023 were noted.</p> <p>Trustees noted that possible additional income as a result of higher than expected interest rates during 2023-24 had not been included in the budget. A</p>	

Discussion and decision		
4.4.	<p>revised assessment of Local Trust’s financial position would be carried out at mid-year</p> <p><b>Learning and legacy committee – 8 February 2023</b></p> <p>The chair approved minutes of the meeting on 8 February 2023 were noted.</p> <p>Trustees noted that the “diaspora project” was currently aimed at staff, and asked if there was an intention in time to extend it to the wider Big Local workforce, including Big Local workers and existing and former Reps/Area Advisors. It was noted that the legacy projects outlined in the Business Plan to be considered later in the meeting included consideration of support for the wider Big Local workforce and trustees comments would be considered as plans were further developed</p> <p>Charlie Pickles noted that the committee had discussed the diaspora and compendium projects at length and provided challenge and comments on both. The expectation was that this would be addressed in future iterations of the work on each project that would be discussed at future meetings.</p> <p>The protector suggested that the tone of the minutes presented to Board on this occasion was at times varied in terms of style and approach, and asked if the executive and chairs could endeavour to standardise their approach. It was noted that a style guide had been provided to staff on how to prepare minutes and more effort would be put into ensuring that minutes reflected that guidance.</p>	
5.	<p><b>CEO Report</b></p> <p>Matt Leach introduced the item and brought the following to the attention of the board:</p> <ul style="list-style-type: none"> <li>• Following a successful outcome to the community wealth fund campaign, a positive ministerial meeting had taken place on dormant assets and the and the hope was that there would be continued engagement with officials over coming months as government developed its plans.</li> <li>• There would be a technical consultation on distribution of dormant assets over the summer and a need to introduce secondary legislation to add community wealth funds to the list of beneficiaries of dormant assets.</li> <li>• It was expected that work would also take place on the allocation of shares of proceeds going to each of the causes over coming months.</li> </ul> <p>Trustees congratulated Margaret Bolton and the policy team for their work on the Community Wealth Fund Campaign.</p> <p>The CEO’s report was noted.</p>	
6	<p><b>Performance, risk and investment reports</b></p> <p><b>6.1 Local Trust Business Plan Performance Monitoring - March 2023</b></p> <p>The board noted the Business Plan Performance Monitoring report with no further comments.</p> <p><b>6.2 Big Local Trust and Local Trust management accounts to 31 December 2022</b></p>	

Discussion and decision		
<p data-bbox="124 528 169 562"><b>6.3</b></p> <p data-bbox="124 651 169 685"><b>6.4</b></p> <p data-bbox="124 936 169 969"><b>6.5</b></p> <p data-bbox="124 1279 169 1312"><b>6.6</b></p>	<p data-bbox="220 259 1249 405">Chris Catterall introduced the item bringing the following attention to the board: Grant commitments were set to end the year £3.6m ahead of the initial March 2022 budget. This represented a good outcome, but more work would be needed to ensure programme spend out by March 2026.</p> <p data-bbox="220 450 1262 510">The board noted the Big Local Trust and Local Trust management accounts for the quarter ended 31 December 2022.</p> <p data-bbox="220 528 1011 562"><b>Big Local Trust investment reports to 31 December 2022</b></p> <p data-bbox="220 573 1238 633">The board accepted the investment report for the quarter ended 31 December 2022.</p> <p data-bbox="220 651 943 685"><b>Local Trust investment report to 31 December 2022</b></p> <p data-bbox="220 696 1246 757">The board accepted the Local Trust investment report for the quarter ended 31 December 2022 with no further comments.</p> <p data-bbox="220 813 1273 873">It was noted that with the reduction in the size of funds held by Local Trust, there would only be a single combined investment report prepared for future Boards.</p> <p data-bbox="220 936 847 969"><b>Operational risk register as at February 2023</b></p> <p data-bbox="220 981 1270 1111">Matt Leach introduced the item and noted that the register would be reviewed following approval of the new business plan for 2023-24. A register which better reflected current risks and those emerging as we move towards the end of the programme would be presented at the board meeting in June.</p> <p data-bbox="220 1144 1262 1205">The board welcomed the review of the register and accepted the risk register as at February 2023.</p> <p data-bbox="220 1279 922 1312"><b>Review of progress against strategic plan 2020-26</b></p> <p data-bbox="220 1323 903 1357">The board noted the report with no further comment.</p>	
<p data-bbox="124 1368 148 1402"><b>7</b></p>	<p data-bbox="220 1368 451 1402"><b>Legacy Strategy</b></p> <p data-bbox="220 1413 1177 1473">The chair introduced the item and noted that it had been discussed at the learning and legacy committee meeting.</p> <p data-bbox="220 1529 871 1563">In discussion the following comments were made:</p> <ul data-bbox="236 1574 1241 1827" style="list-style-type: none"> <li data-bbox="236 1574 1241 1671">• Legacy is often correlated, in discussion, with policy influence. It was important to consider legacy in the broadest sense. The Legacy Strategy reflected this in its structure and content.</li> <li data-bbox="236 1682 1241 1742">• It would be helpful to schedule future discussions of legacy work at Board level as the strategy was delivered.</li> <li data-bbox="236 1753 1241 1827">• Storytelling might be an approach which helped further develop legacy thinking and delivery</li> </ul> <p data-bbox="220 1872 767 1906">The board approved the Legacy Strategy.</p>	
<p data-bbox="124 1910 148 1944"><b>8</b></p>	<p data-bbox="220 1910 459 1944"><b>Closure Strategy</b></p> <p data-bbox="220 1955 1273 1989">The chair introduced the item, bringing the following to the attention of the board:</p> <ul data-bbox="236 2000 1230 2063" style="list-style-type: none"> <li data-bbox="236 2000 1230 2063">• The strategy had been developed over time, with considerable input from the governance and remuneration committee.</li> </ul>	

Discussion and decision		
	<ul style="list-style-type: none"> <li>The next steps would be to put together a Closure Plan which detailed how the strategy would be delivered.</li> <li>Rachel Rowney would lead on this work following her return from maternity leave in May.</li> </ul> <p>The board noted the update and approved the strategy.</p>	
9	<p><b>Equality, Diversity and Inclusion (EDI) strategy</b></p> <p>Jon Fox introduced the item bringing the following to the attention of the board:</p> <ul style="list-style-type: none"> <li>Board had last received an update in 2022 when they had approved the development of a strategy following BRAPs internal review.</li> <li>Positive About Inclusion had since been engaged to support the strategy development.</li> <li>The strategy had benefited from significant input from both SMT and the wider staff group</li> <li>Trustee input had been facilitated through the engagement of the committee chairs.</li> </ul> <p>In discussion, the following points were made:</p> <ul style="list-style-type: none"> <li>Trustees welcomed what was seen as a strong strategy with a clear and specific set of commitments and congratulated the team on their work.</li> <li>The strategy sought to be conscious of all areas of EDI and the intention was not to put issues in hierarchy but to commit to look thoroughly and broadly at issues of EDI.</li> <li>The strategy built on existing good practice within Local Trust which had been recognised by both brap and Positive About Inclusion when preparing their reports for the organisation. The strategy was about building on those strengths rather than addressing any significant areas of weakness.</li> <li>The board would welcome continuing their involvement and wherever possible championing the strategy. They reflected that Board diversity might be an issue to return to in the future and that EDI might be considered in future trustee skills audits.</li> <li>A report on progress would be provided to the board at its meeting in March 2024. Trustees asked that this include some consideration of metrics against which progress might be assessed.</li> </ul> <p>The board approved the strategy but asked that further consideration be given to the role of the board collectively as champions, the development of metrics and what success would look like as the action plan was developed.</p> <p>Matt Bell volunteered as a trustee champion for EDI and agreed to meet with Jon Fox as needed to develop the strategy and action plan.</p>	Jon Fox to consider metrics and reporting and explore key messages and narrative on EDI for trustees, engaging Caroline and Matt B in the process
10 10.1	<p><b>Business Plan and Budget 2023-24</b></p> <p><b>Business Plan 2022-23</b></p> <p>The chair introduced the report, noting that the business plan was informed by and set out work from the strategies agreed at items 7, 8 and 9.</p> <p>In discussion the following main points were made:</p>	

Discussion and decision

- If Big Local areas were to spend out by March 2026, one area a week would on average need to finish the programme between now and then.
- Managing the flow of areas out of the programme would be critical to delivery of business plans for coming years.
- Trustees had found the process for commenting on and feeding into the business plan through committees helpful and hoped the forthcoming governance review would consider how that sort of input might be maintained in the future
- There would be further discussions on resource budgets at board meetings in November and January.
- The business plan included commitments on the compendium which reflected Legacy and Learning Committee's discussions in February
- A new partnership was being fostered with the National Academy for Social Prescribing, which provided a great opportunity to connect with the health and community agenda – reflecting trustee interest in broadening Local Trust's legacy impact to wider sectors

*Matt Bell left the meeting at 3pm*

- There might be value in commissioning a further perceptions study, and the executive were asked to look at taking this forward if it could be shown to be of value to developing legacy work.

The Board approved the business plan.

10.2 **Big Local Trust and Local Trust budgets and cashflow 2023-24 and revised budget to 2027**

Michelle Brissett introduced the item and brought the following to the attention of the Board:

- Since papers were first issued, inflation had risen to 10.4% against the 10.1% included at para 17.
- This would impact on recommended pay award which was discussed at the governance and remuneration and the finance, audit and risk committees.
- The executive had recommended that Local Trust continued with a CPI related award. This approach had been agreed by trustees at both the governance and remuneration and the finance, audit and risk committees. However, trustees had also recommended an additional award to staff on lower salaries.
- A key consideration for the two committees had been the need to rely on stability of staffing as we approached the end of the programme, with a moderately higher pay award making a contribution to retention across the organisation.
- It was agreed that the award should be announced to staff by the chair of trustees, who would ensure that employees were made aware of the considerations that had been taken into account and the decision-making process.
- There would be a substantive discussion at the November board meeting on long-term budget and performance, enabling trustees to consider the scope for more ambitious decisions around allocation of any remaining contingency provision.

Jon Fox and David Warner to agree messaging to

Discussion and decision		
	<ul style="list-style-type: none"> <li>The board approved the Local Trust and Big Local Trust budgets (2023-27) and cashflow including the 2023-24 budget including the annual pay award to staff.</li> </ul>	staff for the pay award.
12	<p><b>Any other business</b></p> <p>The board agreed to hold the June board meeting in London with no area visit. It was hoped this would maximise attendance and provide time in the meeting to discuss the governance review.</p> <p>As this was her final meeting before retiring from the Board, trustees expressed their thanks to Jeannette Lichner for her work and the expertise she brought to the board during her tenure.</p> <p>Future board and committee dates would be shared via the trustee update.</p> <p>Trustees commented that they had liked the alternate structure of the meeting to take the substantive items at the beginning and would welcome this at future meetings.</p> <p>The board expressed their thanks to St Matthews Big Local for hosting the day.</p>	Verity to schedule June board in London and share dates via the trustee update.
16.00 – Meeting close		

### Actions from closed session

The table below contains actions agreed at the closed session held on 23 March 2023 ahead of the main board meeting.

Discussion/action	Owner
To review the effectiveness of the board and committee structure with external input and facilitation (Radojka from Campbell Tickell to be approached given he previous experience of working with Local Trust). A brief and timetable to be developed and overseen by the Governance and Remuneration Committee, with other interested trustees encouraged to contribute.	David Warner, Nicola Pollock, other interested trustees
Legacy Committee - some uncertainty about the timing for this to be stood down. To be revisited with the executive and considered as part of the governance review, including arrangements for how the board will oversee the planning and monitoring of the work covered by this committee	David Warner, Patrick Melia, Executive team
To undertake a skills audit of the current board	To be actioned within the scope of the governance review
To implement trustee only sessions at each meeting	Executive/governance team