

**Minutes of the Board of Trustees Meeting
 held on Friday 20th November 2020**

Present:

Gavin Davis (chair), David Bailey, Sharon Wilding, Hilary Brian, Jill Tompkins, Jen Needham, Moira Mitchell

Apologies:

Minutes:

Sharon Wilding

AGENDA ITEM:		ACTION:
1.	<p>Apologies</p> <p>None</p>	
2.	<p>Conflicts of interest: none declared.</p>	
3.	<p>Minutes</p> <p>Minutes of the previous Board Meeting were approved.</p>	
4.	<p>Actions</p> <p>Ongoing actions in appendix were reviewed, see notes in appendix.</p> <p>Note: Decision to allow additional day off on Christmas Eve for all staff (see AP 20.101).</p> <p>AP20.102 New action from AP20.93: Objective setting process will be for the senior team to propose their objectives for 2021 to their Board line manager by start of Jan. For review and agreement by Jan Board meeting.</p>	JN/MM/KM
5.	<p>Budget 2021</p> <p>Concern about high level of deficit predicted – this is predicated on a very conservative income from therapies for the start of the year but has the minimum cost to do this. Expectation that reduced operating will be in place for 6 months, 6 months more normal operation.</p> <p>Suggested donations for therapies and charges for non-MS services will be increased. Membership fees frozen because of reduced opening in 2020.</p>	

AGENDA ITEM:		ACTION:
	<p>Fundraising – revisit to increase income against investment in increased resource. New income generation opportunities will be explored to confirm demand and possibility within VAT rules. Approx. £23k included in the budget.</p>	
AP20.103	No HR consultancy required – Jen to update the HR contact introduced by Sharon.	JN
AP20.104	<p>Further changes to be made based on discussions today. Off-line advice given that we can take £50k depreciation out because it is a balance sheet item not a cash item.</p> <p>It is important that an appropriate narrative accompanies approval of a deficit budget that will use reserves. However, the Board note that the reserves are there to cover extraordinary circumstances and that the pandemic qualifies for this description.</p> <p>As there is no history to call on for the new budget close monthly monitoring of budget & reforecasting will be made in 2021 as appropriate.</p>	JN/MM
6.	<p>Fundraising Report</p> <p>Written report received.</p> <p>Race night held last night proved to be most profitable online activity so far with £800 raised. Moira requested that everyone sign up to the Co-op Community Fund</p>	
7.	<p>Operational Report</p> <p>Written report received.</p> <p>One staff member in isolation owing to contact with person who tested positive, but the team is adjusting to accommodate this.</p> <p>Agreement to pay adjustment to bring receptionist salaries in line.</p>	
8.	<p>MS Support Manager's report</p> <p>Written report received.</p>	
9.	<p>Financial Update</p> <p>Account Balances as at 20.11.20 Current Bank Balance: £19,585 Reserves Account: £166,943</p> <p>Management accounts for Oct received.</p>	

AGENDA ITEM:		ACTION:
AP20.105	Rate rebate received and can be appealed to see if additional relief can be achieved. Therapy income is up across all categories.	JN
9.	Trustee Reports Sharon reported that the website project has been restarted, involving Jen, Moira and Karen. Aim is to launch new site by end Jan.	
AP20.106	It was agreed that we should start to look for new Trustees to strengthen the Board. Specifically, in the following skill areas: Legal, HR, Accountant. Website to be updated to show vacancies.	SW
AP.20.107	Sharon to approach the legal professional who showed interest in joining in 2019 to see if they are still available and willing to participate.	SW
10.	Governance	
AP20.108	Articles to be updated to include voting by post, as agreed at the AGM. Sharon to amend the document for ratification by the Board.	SW
11.	AOB Nothing noted.	
12.	Date and time of the next meeting: Friday 18 th December, 8am, by video conference. Normal schedule of Board Meetings – 3rd Friday each month.	

Signature Date

These minutes were agreed to be a true reflection of events and signed by the Chair

APPENDIX - SUMMARY OF ACTIONS

NEW ACTIONS THIS MEETING: 20 NOVEMBER 2020		
ACTION NO.	ACTION	RESPONSIBLE
AP20.102	New action from AP20.93: Objective setting process will be for the senior team to propose their objectives for 2021 to their Board line manager by start of Jan. For review and agreement by Jan Board meeting.	JN/MM/KM
AP20.103	No additional redundancies forecast – Jen to update the HR contact introduced by Sharon.	JN
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ACTIONS CARRIED FORWARD:		
ACTION NO.	ACTION	RESPONSIBLE
DATE OF MEETING: 16 OCTOBER 2020		
20.86	<p>Increase in counselling costs driven by increased needs during Covid. Figures to be provided to Moira to see if specific funds can be applied for.</p> <p><i>Search for funding to cover counselling in hand.</i></p>	JN COMPLETED
20.87	<p>Look into how fundraising ROI benchmark is calculated (average 4:1) to see if we can track our performance.</p> <p>https://www.institute-of-fundraising.org.uk/guidance/research/charity-benchmarks-sector-report-2019/</p> <p><i>Aim is to find a benchmark and methodology that we can adopt ongoing to measure our performance against.</i></p>	MM ONGOING

ACTIONS CARRIED FORWARD:		
20.88	<p>Search for a new Patron to be reinvigorated – any contacts to be explored. Ideally a celebrity with MS connections. Jen has an idea to explore!</p> <p><i>Jen's friend and neighbour, Janet Fielding (actress, ex-Doctor Who), has agreed to be patron, although the planned meeting has had to be postponed.</i></p>	ALL COMPLETED
20.89	High level comms plan to be produced. Moira to share old version.	JN ONGOING
20.90	Review of current pay levels and recommendations to be provided to support budget creation.	JN/MM COMPLETED
20.91	Moira to share current appraisal process with Jen to review and implement for the Ops Team.	MM/JN ONGOING
20.92	Year-end appraisals to take place in Jan each year to allow pay recommendations to be made for payment in April. Draft objectives for future year will be discussed at the same time.	MM/JN COMPLETED
20.93	<p>Board to provide annual objectives for senior team in Jan 2021.</p> <p><i>See AP20.102</i></p>	GD COMPLETED
20.94	Magee Gammon costs have increased significantly year on year. Jill to contact them to understand reasons and future costs.	JT ONGOING
20.95	Management accounts to be updated to show performance against re-forecast so there is one set of numbers that can be shared/published. Jill to advise Dawn	JT COMPLETED
20.96	All Trustees to be added to the monthly distribution list for management accounts. Jill to advise Dawn.	JT COMPLETED
20.97	Policies and risk assessments to be shared between new Board members for regular review.	GD ONGOING
20.98	<p>David to speak to his contact regarding providing clerking services for the Board.</p> <p><i>Appeal for a volunteer has been placed.</i></p>	DB ONGOING
20.99	AGM minutes – all to make final amends to draft to allow publication on Monday 19 th Oct.	ALL COMPLETED
20.100	Communication to the Members about the role of the Board – “what a Trustee does”. David to draft content.	DB ONGOING

ACTIONS CARRIED FORWARD:		
20.101	<p>Consider whether to close between Christmas and New Year. Would this be acceptable to regular users of oxygen? Jill to discuss with Jen and Karen.</p> <p><i>Preference is to stay open between Christmas and New Year because Member demand is there.</i></p> <p><i>For staff – decision to give everyone extra day off on Christmas Eve – or day in lieu if not.</i></p>	JT COMPLETED
DATE OF MEETING: 18 SEPTEMBER 2020		
20.84	<p>A formal monthly report on management accounts that can be sent to Frank Brake Trust to be created, starting with Aug accounts.</p> <p><i>Jill to provide report on Sept accounts to allow Moira to create report for the Trust. Aiming to send by end month – AGREED WILL BE WITHIN 2 WEEKS OF BOARD MEETING EACH MONTH.</i></p>	JT COMPLETED
DATE OF MEETING: 21 AUGUST 2020		
20.76	All staff contracts to be reviewed to understand variations by year end.	JN ONGOING
20.80	<p>Strategic review implementation session to be planned for Oct/Nov – face to face if possible.</p> <p><i>Targeting Jan, after Board meeting. Date tbc.</i></p>	SW ONGOING
DATE OF MEETING: 31 JULY 2020		
20.62	<p>TOIL process – Gavin to discuss with Jen to ensure the process for monitoring is fit for purpose.</p> <p><i>Jen to explore online apps to track and report leave and TOIL.</i></p>	JN ONGOING

ACTIONS CARRIED FORWARD:														
DATE OF MEETING: 03 JULY 2020														
20.48	<p>General Centre risk assessment to be revisited by Gavin and Jen in next few weeks. Gavin to organise date.</p> <p><i>Ongoing –on a walkthrough general safety levels have been deemed to be suitable for the re-opening on Monday.</i></p> <p><i>Jen to get Alice to write and send to Gavin for sign-off. In first review no high-level risks identified.</i></p>	GD/JN ONGOING												
DATE OF MEETING: APRIL-MAY 2020														
24 April	<p>Prof Martin Warren (University of Kent/Rotary) had offered support to the KMSTC. Was this followed up?</p> <p><i>Sharon checking with Moira – she had no knowledge of this introduction. David to revisit with Martin and make the introduction directly to Moira if still appropriate.</i></p> <p><i>Moira to provide David ‘shopping list’ of needs for the Centre and check latest conversations with</i></p>	DB MM COMPLETED												
20.21	<p>Membership Data – 1st April “lockdown” ideal opportunity to determine numbers and categories of membership.</p> <p>JN now leading this project to clean up the database. GD suggested that Ian Howells be invited to assist.</p> <p><i>A download from Northwood for 2020 shows the following PAID members:</i></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding-left: 20px;"><i>MS Members:</i></td> <td style="text-align: right;"><i>328</i></td> <td></td> </tr> <tr> <td style="padding-left: 20px;"><i>Associate and Family Associate Members:</i></td> <td style="text-align: right;"><i>175</i></td> <td></td> </tr> <tr> <td style="padding-left: 20px;"><i>Oxygen Therapy Clients:</i></td> <td style="text-align: right;"><i>TBC</i></td> <td style="padding-left: 20px;"><i>(unable to identify by year)</i></td> </tr> <tr> <td style="padding-left: 20px;"><i>Total PAID Members:</i></td> <td style="text-align: right;"><i>503</i></td> <td></td> </tr> </table> <p><i>By end Aug all non-paid-up members will be advised their details are being archived. We need to ensure that past members can stay as contacts for support/fundraising.</i></p> <p><i>New processes being put in place to ensure kept under control from 2021.</i></p>	<i>MS Members:</i>	<i>328</i>		<i>Associate and Family Associate Members:</i>	<i>175</i>		<i>Oxygen Therapy Clients:</i>	<i>TBC</i>	<i>(unable to identify by year)</i>	<i>Total PAID Members:</i>	<i>503</i>		JN COMPLETED
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