

**Minutes of the Board of Trustees Meeting  
 held on Friday 15<sup>th</sup> January 2021**

**Present:**

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

**Apologies:**

None

**Minutes:**

Sharon Wilding

AGENDA ITEM:		ACTION:
	<b>TRUSTEES AND GUESTS</b>	
1.	<p><b>Welcome and apologies</b></p> <p>None.</p> <p>Welcome to Ingrid – participating as prospective Board member.</p>	
2.	<p><b>Conflicts of interest:</b> none declared.</p>	
3.	<p><b>Minutes</b></p> <p>Minutes of the previous Board Meeting were approved.</p>	
4.	<p><b>Actions</b></p> <p>Ongoing actions in appendix were reviewed, see notes in appendix.</p>	
5.	<p><b>2021 Budget</b></p> <p>All in place now following agreement last month.</p>	
6.	<p><b>Fundraising Report</b></p> <p>Written report received. Revised target was beaten by £55K which means we end the year in a much better position than was foreseen. Well done to all the team.</p> <p>Plans for 2021 underway, experimenting with virtual events and online courses continue to be key to the first half of the year. Golf in March at risk.</p>	

AGENDA ITEM:	ACTION:	
AP21.01	Objectives agreed for Moira and will be cascaded to the FR team. Application being submitted for a new fundraising strategy using a consultant. Moira to share draft report.	MM
8.  AP21.02  AP21.03  AP21.04	<p><b>Operational Report</b></p> <p>Written report received.</p> <p>Income in December was highest monthly for the year, benefitting from additional therapies allowed after Lockdown 2.</p> <p>High level of cancellations is due to sickness among Members. Lower utilisation in December is normal as there are fewer days available.</p> <p>Closure of the Centre in January was forced by Lockdown 3, as infection rates were rising. Now they are reducing again the proposal is to reopen for core therapies that regulations allow – oxygen, physiotherapy and hydrotherapy. There is confidence in the protocols in place.</p> <p><b>Decision</b></p> <p>Agreed that Jen could invite staff to return week 1 February, to prepare for re-opening week 2 February, subject to continued positive progression of infection rates.</p> <p>Furlough reclaims can only be based on salary from Feb 2020. If our furloughed employees are likely to be out of pocket the difference will be made up by the Centre funds.</p> <p>Homeworking policy – as working from home is becoming more established. David to investigate models from other organisations to inform new policy for the Centre.</p> <p>Policy sign-off – Hilary to work with Jen to complete the review process to enable publication. Priority to those policies required for Trust applications.</p>	JN  JN  DB  HB/JN
9.  AP21.05	<p><b>MS Support Manager's report</b></p> <p>Written report received. Click and Connect underway.</p> <p>Investigate replacement of manual booking system by automated ticketing to ease process for attendees and Centre admin in future.</p>	JN
10.	<p><b>Financial Update</b></p> <p><b>Account Balances as at 14.01.21</b> Current Bank Balance: £21,941 Reserves Account: £210,001</p>	

<b>AGENDA ITEM:</b>		<b>ACTION:</b>
AP21.06	<p>Management accounts for Dec received. It is a great achievement to end the year with a surplus (against reforecast) in current circumstances.</p> <p>Jill investigating timing for end year accounts with Magee Gammon.</p> <p>Regarding best use/management of reserves account - advice from Ingrid is to contact several money managers to investigate how we keep ahead of inflation. Best timing after strategy meeting to identify objectives to achieve.</p>	<b>JT</b>
<b>TRUSTEES ONLY</b>		
9.	<b>Trustee Reports</b>	
AP21.07	<p>Website project continuing – on track for launch end Jan.</p> <p>Pay and remuneration to be added to agenda for Feb meeting (salary and bonuses).</p>	<b>GD</b>
10.	<b>Governance</b>	
AP21.08	<p>Additional resource to assist in Governance being investigated by David and Gavin.</p> <p>Agreed Gavin would invite Ingrid to join the Board.</p>	<b>GD</b>
11.	<b>AOB</b>	
AP21.09	Change to meeting time to 9am and organisation of meetings using the Centre's Zoom account. Gavin to re-issue invites.	<b>GD</b>
AP21.10	Jen to share Click and Connect programme with Ingrid.	<b>JN</b>
12.	<b>Date and time of the next meeting:</b>	
	Friday 19 <sup>th</sup> February, 9am, 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

<b>NEW ACTIONS THIS MEETING: 15 JANUARY 2021</b>		
<b>ACTION NO.</b>	<b>ACTION</b>	<b>RESPONSIBLE</b>
AP21.01	Application being submitted for a new fundraising strategy using a consultant. Moira to share draft report.	<b>MM</b>
AP21.02	Agreed that Jen could invite staff to return week 1 February, to prepare for re-opening week 2 February, subject to continued positive progression of infection rates.	<b>JN</b>
AP21.03	Homeworking policy – as working from home is becoming more established. David to investigate models from other organisations to inform new policy for the Centre.	<b>DB</b>
AP21.04	Policy sign-off – Hilary to work with Jen to complete the review process to enable publication. Priority to those policies required for Trust applications.	<b>HB/JN</b>
AP21.05	Investigate replacement of manual booking system by automated ticketing to ease process for attendees and Centre admin in future.	<b>JN</b>
AP21.06	Regarding best use/management of reserves account - advice from Ingrid is to contact several money managers to investigate how we keep ahead of inflation. Best timing after strategy meeting to identify objectives to achieve.	<b>JT</b>
AP21.07	Pay and remuneration to be added to agenda for Feb meeting (salary and bonuses).	<b>GD</b>
AP21.08	Agreed Gavin would invite Ingrid to join the Board.	<b>GD</b>
AP21.09	Change to meeting time to 9am and organisation of meetings using the Centre's Zoom account. Gavin to re-issue invites.	<b>GD</b>
AP21.10	Jen to share Click and Connect programme with Ingrid.	<b>JN</b>

<b>ACTIONS CARRIED FORWARD:</b>		
<b>ACTION NO.</b>	<b>ACTION</b>	<b>RESPONSIBLE</b>
<b>DATE OF MEETING: 18 DECEMBER 2020</b>		
AP20.109	Jill to contact Reach regarding finding new Trustees.	<b>JT</b>
AP20.110	Overview of Trustee Responsibilities provided by David agreed. Sharon to organise publishing on the website.	<b>SW ONGOING</b>

<b>ACTIONS CARRIED FORWARD:</b>		
AP20.111	Comms re Trustee Responsibilities to be sent out in NY. Aim to increase understanding of what the Board does/doesn't do.	<b>GD ONGOING</b>
AP20.112	Need to confirm when agreement with Lionhouse is up for review. Option is there to increase speed if necessary. David and Jen to discuss in Jan.  <i>Agreement for 3 years originally. Capacity confirmed as appropriate to current needs.</i>	<b>DB/JN COMPLETED</b>
<b>DATE OF MEETING: 20 NOVEMBER 2020</b>		
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.  <i>Trustees to ensure all objectives to be SMART prior to sign-off.</i>	<b>JN/MM/KM ONGOING</b>
AP20.105	Rate rebate received and can be appealed to see if additional relief can be achieved.	<b>JN ONGOING</b>
AP20.107	Sharon to approach the legal professional who showed interest in joining in 2019 to see if they are still available and willing to participate.  <i>Re-engaged – contact was very positive and agreed to think about it, but ultimately decided against.</i>	<b>SW COMPLETED</b>
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.	<b>SW ONGOING</b>
<b>DATE OF MEETING: 16 OCTOBER 2020</b>		
20.87	Look into how fundraising ROI benchmark is calculated (average 4:1) to see if we can track our performance.  <a href="https://www.institute-of-fundraising.org.uk/guidance/research/charity-benchmarks-sector-report-2019/">https://www.institute-of-fundraising.org.uk/guidance/research/charity-benchmarks-sector-report-2019/</a>  <i>Aim is to find a benchmark and methodology that we can adopt ongoing to measure our performance against as the average might not be an appropriate target for a charity of our size/scope.</i>	<b>MM ONGOING</b>
20.89	High level comms plan to be produced. Moira to share old version.	<b>JN ONGOING</b>

<b>ACTIONS CARRIED FORWARD:</b>		
20.97	<p>Policies and risk assessments to be shared between new Board members for regular review.</p> <p>Target to complete review of risk register in Q1 2021.</p>	<b>GD ONGOING</b>
<b>DATE OF MEETING: 21 AUGUST 2020</b>		
20.80	<p>Strategic review implementation session to be planned for Oct/Nov – face to face if possible.</p> <p><i>Agreed 1<sup>st</sup> meeting, to kick off review, 9.30am on 12<sup>th</sup> Feb. by Zoom.</i></p>	<b>SW COMPLETED</b>