

**Minutes of the Board of Trustees Meeting
 held on Friday 19th February 2021**

Present:

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

Apologies:

None

Minutes:

Sharon Wilding

AGENDA ITEM:		ACTION:
	TRUSTEES AND GUESTS	
1.	<p>Welcome and apologies</p> <p>None.</p>	
2.	<p>Conflicts of interest</p> <p>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>	
5	<p>Discussion – Long-Covid</p> <ul style="list-style-type: none"> • Symptoms appear to be similar to MS and oxygen may be a beneficial therapy. • Currently capacity is severely limited – but this will increase as lockdown is eased. • Additional capacity is available by extending opening hours. There will be a cost implication, with a more significant step-up if additional staff need hiring. • Previous analysis shows oxygen to be profitable even at less than 100% utilisation. 	
AP21.11	<p>Hilary to contact Dr Mohammed Sakel to set up a trial with a view to gathering evidence and case studies to update the oxygen website.</p>	HB

AGENDA ITEM:		ACTION:
AP21.12	Gavin to organise Northwood access for Hilary to allow her to view historic data relating to oxygen client usage.	GD
AP21.13	The idea of expanding oxygen capacity and reach to be explored in the strategy workshop.	All
6.	<p>Operations Report</p> <p>Written report received. Some key points:</p> <ul style="list-style-type: none"> • Planned re-opening was delayed to 15th Feb owing to snow, but now happily welcoming people back for therapies. • Some discrepancies in membership fees being paid but this is being addressed. • Centre policies updating underway in earnest for completion by April. • Automated booking to be implemented for Click and Connect 3. 	
7.	<p>Fundraising Report</p> <p>Written report received. Some key points:</p> <ul style="list-style-type: none"> • Income better than forecast in Jan. • Outlook for challenge events still uncertain – with many being cancelled. • Run with Mum (created by MM) has 20 sign-ups already (target 50 by March). • Staff appraisals and mandatory training on track for completion by the end of Feb. • Interviews • Fundraising strategy – funding application submitted against the consultant’s brief. Feedback: <ul style="list-style-type: none"> ○ May involve the team in lots of work providing the data. ○ Proposal was not against competitive quote. ○ VAT issues must be taken into account in any future income gen strategy. 	
AP21.14	Policy on purchasing process to be drafted by Gavin to include requirement to seek alternative quotes prior to decision on supplier selection.	GD
8.	<p>MS Support Manager’s report</p> <p>Written report received. Click and Connect 2 performed well and version 3 ready to launch.</p>	
9.	<p>Financial Update</p> <p>Account Balances as at 12.02.21 Current Bank Balance: £20,224</p>	

AGENDA ITEM:		ACTION:
AP21.15	<p>Reserves Account: £216,003</p> <p>Management accounts for Jan received.</p> <p>2020 accounts sent to Magee Gammon, to be completed for AGM (proposed for Oct).</p> <p>Jill to confirm access to bank account set up for: Gavin, Jill, Jen, Dawn, Moira, Ingrid.</p>	JT
TRUSTEES ONLY		
10.	Trustee Reports	
AP21.16	<p>Website – target to complete by end Feb.</p> <ul style="list-style-type: none"> • Request to review to be sent Monday 22nd Feb. • Gavin to take some fresh photos for the website next Friday. • Photographer to be invited in when the situation allows. 	GD
AP21.17	Ingrid to provide photo and bio for the website to Sharon.	IN
AP21.18	References to oxygen on the Kent Oxygen Therapy website to be reviewed to be consistent and accurate.	MM
AP21.19	David to engage with Jen and Moira in the specification of the business process and reporting requirements for a potential replacement or upgrade of our systems including Northwood.	DB
11.	AGM Date	
	Proposed for 15 th October 2021 11am, after Board Meeting at 8am, in order to be able to hold a face-to-face meeting.	
12.	Governance	
AP21.20	<p>Regulations require us to support staff with eyecare vouchers – level of payment to be set. Typically, organisations contribute to the eye test and a limited amount towards the cost of the glasses.</p> <p>Decision to allow claim of up to £100 towards the cost of eyecare if prescription is required for display screen use. Reimbursement to be claimed via expenses with receipts as proof of purchase. Gavin to speak to Jen to input this to the appropriate policy.</p>	GD
13.	Pay and remuneration	
AP21.21	Fundraising Incentive Plan agreed but to be based on net budget. To be effective for 2021, paid in 2022. Sharon to update and advise Moira.	SW
AP21.22	Centre Team Bonus Plan to be created for implementation this year and payment in 2022 – Gavin to discuss ideas with Jen.	GD

AGENDA ITEM:		ACTION:
AP21.22	<p>Payments/review for 2020 performance:</p> <p>Regular annual increases recommended to be RPI driven, with bonuses specific to individual performance. Gavin and Jill to work on proposals for 2020 rewards for whole team.</p>	GD/JT
14.	<p>AOB</p> <p>Meeting with Steph Senior of Frank Brake Trust on 2nd March.</p>	
15.	<p>Date and time of the next meeting:</p> <p>Friday 19th March 9am, by video conference.</p> <p>Normal schedule of Board Meetings – 3rd Friday each month.</p>	

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: 19 FEBRUARY 2021		
ACTION NO.	ACTION	RESPONSIBLE
AP21.11	Hilary to contact Dr Sakel to set up a trial with a view to gathering evidence and case studies to update the oxygen website.	HB
AP21.12	Gavin to organise Northwood access for Hilary to allow her to view historic data relating to oxygen client usage.	GD
AP21.13	The idea of expanding oxygen capacity and reach to be explored in the strategy workshop	ALL
AP21.14	Policy on purchasing process to be drafted by Gavin to include requirement to seek alternative quotes prior to decision on supplier selection.	GD
AP21.15	Jill to confirm access to bank account set up for: Gavin, Jill, Jen, Dawn, Moira, Ingrid.	JT
AP21.16	Gavin to take some fresh photos for the website next Friday, 26 th Feb.	GD
AP21.17	Ingrid to provide photo and bio for the website to Sharon.	IN
AP21.18	References to oxygen on the Kent Oxygen Therapy website to be reviewed to be consistent and accurate.	MM
AP21.19	David to engage with Jen and Moira in the specification of the business process and reporting requirements for a potential replacement or upgrade of our systems including Northwood.	DB
AP21.20	Decision to allow claim of up to £100 towards the cost of eyecare if prescription is required for display screen use. Reimbursement to be claimed via expenses with receipts as proof of purchase. Gavin to speak to Jen to input this to the appropriate policy.	GD
AP21.21	Fundraising Bonus Plan agreed but to be based on net budget. To be effective for 2021, paid in 2022. Sharon to update and advise Moira.	SW
AP21.22	Centre Team Bonus Plan to be created for implementation this year and payment in 2022 – Gavin to discuss ideas with Jen.	GD
AP21.23	Regular annual increases recommended to be RPI driven, with bonuses specific to individual performance. Gavin and Jill to work on proposals for 2020 rewards for whole team.	GD/JT

ACTIONS CARRIED FORWARD:		
ACTION NO.	ACTION	RESPONSIBLE
DATE OF MEETING: 15 JANUARY 2021		
AP21.01	Application being submitted for a new fundraising strategy using a consultant. Moira to share draft report.	MM COMPLETED
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.	JN COMPLETED
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. <i>Jen to create a draft based on model from other Centres.</i>	JN ONGOING
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.	HB/JN ONGOING
AP21.05	Investigate replacement of manual booking system by automated ticketing to ease process for attendees and Centre admin in future.	JN ONGOING
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. <i>David to send his contact to Ingrid.</i>	JT/IN ONGOING
AP21.07	Pay and remuneration to be added to agenda for Feb meeting (salary and bonuses).	GD COMPLETED
AP21.08	Agreed Gavin would invite Ingrid to join the Board.	GD COMPLETED
AP21.09	Change to meeting time to 9am and organisation of meetings using the Centre's Zoom account. Gavin to re-issue invites.	GD COMPLETED
AP21.10	Jen to share Click and Connect programme with Ingrid.	JN COMPLETED

ACTIONS CARRIED FORWARD:		
DATE OF MEETING: 18 DECEMBER 2020		
AP20.109	Jill to contact Reach regarding finding new Trustees. <i>First step to use our LinkedIn connections – Gavin to draft post for sharing.</i>	JT ONGOING
AP20.110	Overview of Trustee Responsibilities provided by David agreed. Sharon to organise publishing on the website.	SW COMPLETED
AP20.111	Comms re Trustee Responsibilities to be sent out in NY. Aim to increase understanding of what the Board does/doesn't do.	GD ONGOING
DATE OF MEETING: 20 NOVEMBER 2020		
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. Moira's are complete. Deadline to agree others by end Feb.</i>	JN/MM/KM ONGOING
AP20.105	Rate rebate received and can be appealed to see if additional relief can be achieved. <i>Gavin working with Tony Meire.</i>	GD ONGOING
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. <i>Gavin to sign and return to Sharon.</i>	SW ONGOING
DATE OF MEETING: 16 OCTOBER 2020		
20.87	Look into how fundraising ROI benchmark is calculated (average 4:1) to see if we can track our performance. https://www.institute-of-fundraising.org.uk/guidance/research/charity-benchmarks-sector-report-2019/ <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. Decided to stay with 4:1 average benchmark.</i>	MM COMPLETED

ACTIONS CARRIED FORWARD:		
20.89	<p>High level comms plan to be produced. Moira to share old version.</p> <p><i>Jen to share the link to work in progress.</i></p>	<p>JN ONGOING</p>
20.97	<p>Policies and risk assessments to be shared between new Board members for regular review.</p> <p><i>Target to complete review of risk register in Q1 2021 – now underway.</i></p>	<p>GD ONGOING</p>