

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

Present:

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

Apologies:

Moira Mitchell

Minutes:

Sharon Wilding

AGENDA ITEM:		ACTION:
	TRUSTEES AND GUESTS	
1.	Welcome and apologies Moira cannot attend this meeting as she is off sick.	
AP21.24	Hilary to organise flowers for Moira to send good wishes from the Centre staff and Trustees.	HB
2.	Conflicts of interest None declared.	
3.	Minutes Minutes of the previous Board Meeting were approved.	
4.	Actions Ongoing actions in appendix were reviewed, see notes in appendix. A number of action points relate to updating of policies. These to be closed and replaced with a new action: Re Policies, Gavin requested that a more fundamental review should take place to reduce the number and simplify the policies to make them easier to follow/implement. Jen to task Alice with setting up working group to include Gavin, Hilary and Jill. This will replace and encompass all existing actions on policies.	JN
AP21.25		

AGENDA ITEM:	ACTION:
5.	<p>Operations Report</p> <p>Written report received. Some key points:</p> <ul style="list-style-type: none"> • Centre reopened 15th Feb. • 37 new Members since January. • Policies work ongoing (see new action above). • Hydrotherapy suite being refurbished with funding from Frank Brake Trust. <p>It is hoped that further complementary therapies and the gym can reopen from 12th April.</p> <p>The ability to involve more volunteers (for reception and shop etc.) in the future is still to be addressed.</p> <p>All existing protocols being maintained even once vaccinations fully rolled out.</p> <p>Gavin requested that Jen circulate the comms plan to be circulated to Trustees – see existing AP20.89</p>
6.	<p>Fundraising Report</p> <p>Written report received. Some key points:</p> <ul style="list-style-type: none"> • Meeting with Steph Senior of Frank Brake Trust at the beginning of March was very positive and very supportive of strategy to become more sustainable in income. A further £20,000 has been received from the Trust as a result – an excellent outcome. • Income is ahead of budget in February. • Jacqueline Basquil joined as Corporate and Community Fundraiser on 15th March, 9-month contract. • The Run with Mum virtual event for March is going well, with £7772 already received against £10000 target. <p>AP21.26 A campaign plan for major donors is requested from Moira – based on model and success of approach with Frank Brake Trust. Could include offers of presentations and a joint event (where they get to meet each other).</p> <p>AP21.27 Moira to provide a list of top 10 donors in 2020 to the Trustees.</p> <p>It was agreed that extra resource currently engaged could be extended to the end of the financial year if role was required – funding is in budget for this.</p>
7.	<p>MS Support Manager's report</p> <p>Written report received. Some key points:</p>

AGENDA ITEM:		ACTION:
12.	<p>Governance</p> <p>Risk Assessment and Management</p>	
AP21.29	Create operational risk register and circulate by end April. Risk review to be added to agenda each meeting.	GD
	<p>2020 Pay Review</p>	
AP21.30	<p>Gavin presented proposals for pay and bonuses relating to 2020 reporting year that had been developed with Jill. The pay rise and bonus (option A) was agreed. Letters to be sent to all staff with details and confirmation of payment in April. Gavin to advise Jen.</p> <p>Following a discussion about a potential future bonus mechanism it was agreed further work on this was required. It was confirmed that performance bonuses could only be paid if the Centre income for the year allowed. Decision to be taken each year.</p>	GD
AP21.31	Gavin to review contracts with Jen to confirm consistency of terms.	GD
14.	AOB	
AP21.32	A discussion on the financial data led by Ingrid, looking at trends, gaps and opportunities, was agreed for 9.00am on 8th April.	IN
15.	<p>Date and time of the next meeting:</p> <p>Friday 16th April 9am, by video conference. Preceded by session on strategy.</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 MARCH 2021		
ACTION NO.	ACTION	RESPONSIBLE
AP21.24	Hilary to organise flowers for Moira to send good wishes from the Centre staff and Trustees.	JT
AP21.25	Re Policies, Gavin requested that a more fundamental review should take place to reduce the number and simplify the policies to make them easier to follow/implement. Jen to task Alice with setting up working group to include Gavin, Hilary and Jill. This will replace and encompass all existing actions on policies.	JN
AP21.26	A campaign plan for major donors is requested from Moira – based on model and success of approach with Frank Brake Trust. Could include offers of presentations and a joint event (where they get to meet each other).	MM
AP21.27	Moira to provide a list of top 10 donors in 2020 to the Trustees.	MM
AP21.28	First step to review the scope of the role and person description for replacement CEO.	GD/DB
AP21.29	Create operational risk register and circulate by end April. Risk review to be added to agenda each meeting.	GD
AP21.30	Gavin presented proposals for pay and bonuses relating to 2020 reporting year that had been developed with Jill. The pay rise and bonus (option A) was agreed. Letters to be sent to all staff with details and confirmation of payment in April. Gavin to advise Jen.	GD
AP21.31	Gavin to review contracts with Jen to confirm consistency of terms.	GD
AP21.32	A discussion on the financial data led by Ingrid, looking at trends, gaps and opportunities, was agreed for 9.00am on 8 th April.	IN

ACTIONS CARRIED FORWARD:		
ACTION NO.	ACTION	RESPONSIBLE
DATE OF MEETING: 19 FEBRUARY 2021		
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. <i>Dr Sakel is interested in this project – further discussion to take place in April.</i>	HB COMPLETED

ACTIONS CARRIED FORWARD:		
AP21.12	Gavin to organise Northwood access for Hilary to allow her to view historic data relating to oxygen client usage.	GD COMPLETED
AP21.13	The idea of expanding oxygen capacity and reach to be explored in the strategy workshop	ALL COMPLETED
AP21.14	Policy on purchasing process to be drafted by Gavin to include requirement to seek alternative quotes prior to decision on supplier selection. <i>Policy that exists needs updating – will be included in new action AP21.25.</i>	GD COMPLETED
AP21.15	Jill to confirm access to bank account set up for: Gavin, Jill, Jen, Dawn, Moira, Ingrid. <i>Request actioned.</i>	JT ONGOING
AP21.16	Gavin to take some fresh photos for the website next Friday, 26 th Feb. <i>Photos not suitable quality – will try again!</i>	GD ONGOING
AP21.17	Ingrid to provide photo and bio for the website to Sharon.	IN COMPLETED
AP21.18	References to oxygen on the Kent Oxygen Therapy website to be reviewed to be consistent and accurate. <i>Will need to incorporate findings from protocol review.</i>	MM ONGOING
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 ONGOING
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. <i>Will be included in new action AP21.25.</i>	GD COMPLETED
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 COMPLETED
AP21.22	Centre Team Bonus Plan to be created for implementation this year and payment in 2022 – Gavin to discuss ideas with Jen. <i>Discussion in meeting agreed bonus only payable if financially viable and should be linked to performance. See below.</i>	GD COMPLETED

ACTIONS CARRIED FORWARD:		
AP21.23	<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> <p><i>Presented to this meeting and agreed.</i></p>	GD/JT COMPLETED
DATE OF MEETING: 15 JANUARY 2021		
AP21.03	<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><i>Jen to create a draft based on model from other Centres. Will be included in new action AP21.25.</i></p>	JN COMPLETED
AP21.04	<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>	HB/JN COMPLETED
AP21.05	<p>Investigate replacement of manual booking system by automated ticketing to ease process for attendees and Centre admin in future.</p> <p><i>Ticket Tailor system scheduled to be fully in place by end of the month when new Click and Connect programme launched. Courses start on 26th April.</i></p>	JN COMPLETED
AP21.06	<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> <p><i>David to send his contact to Ingrid. First meeting held, further meeting to follow once better understanding of cashflow achieved. Advice to split into separate bank accounts to stay below protected level of £85K and achieve best rates of interest.</i></p>	JT/IN ONGOING
DATE OF MEETING: 18 DECEMBER 2020		
AP20.109	<p>Jill to contact Reach regarding finding new Trustees.</p> <p><i>First step to use our LinkedIn connections – Gavin to draft post for sharing.</i></p>	JT COMPLETED
AP20.111	<p>Comms re Trustee Responsibilities to be sent out in NY. Aim to increase understanding of what the Board does/doesn't do.</p> <p><i>Agreed no longer appropriate.</i></p>	GD COMPLETED

ACTIONS CARRIED FORWARD:		
DATE OF MEETING: 20 NOVEMBER 2020		
AP20.102	<p>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> <p><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></p>	JN/MM/KM COMPLETED
AP20.105	<p>Rate rebate received and can be appealed to see if additional relief can be achieved.</p> <p><i>Gavin working with Tony Meire. Application to be submitted by end March.</i></p>	GD ONGOING
AP20.108	<p>Articles to be updated to include voting by post, as agreed at the AGM. Sharon to amend the document for ratification by the Board.</p> <p><i>Gavin to sign and return to Sharon.</i></p>	SW COMPLETED
DATE OF MEETING: 16 OCTOBER 2020		
20.89	<p>High level comms plan to be produced. Moira to share old version.</p> <p><i>Jen to share the link to live plan.</i></p>	JN COMPLETED
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. Format being updated. Replaced with new action AP21.</i></p>	GD ONGOING