

LETCWORTH GARDEN CITY HERITAGE FOUNDATION

(Registered Society under the Co-operative and Community Benefit Societies Act 2014.
Registered Society includes a Community Benefit Society)

MINUTES OF THE BOARD OF TRUSTEES MEETING HELD ON 12th NOVEMBER 2019 IN THE BOARD ROOM AT ONE GARDEN CITY, BROADWAY, LETCWORTH GARDEN CITY

Present:	PAM BURN (Chairman)	PB
	ROBERT RIGGALL	RR
	GARY MALLETT	GM
	KEVIN JONES	KJ
	TERRY HONE	TH
	WILLIAM ARMITAGE	WA
	HELEN OLIVER	HO
In attendance:	Graham Fisher (Chief Executive)	GF
	Jas Kaur (Company Secretary and Head of Governance)	JK
	Matt Peak (Executive Director – Finance)	MP
	David Ames (Executive Director – Stewardship and Development)	DA
	Mark Coles (Executive Director – Property)	MC
	Stuart Sapsford (Executive Director – Communities, Culture and Heritage)	SS

242/11/19	<p>APOLOGIES, MEMBERSHIP & QUORUM</p> <p>The Chairman reported that the notice of the meeting had been given in accordance with the Rules of the Foundation and that a quorum was present.</p> <p>Apologies were received from Trevor Saunders and Simon Franklin.</p>
243/11/19	<p>MINUTES</p> <p>Minutes meeting held on 8th October 2019 were approved and signed by the Chairman as a true record.</p>
244/11/19	<p>MATTERS ARISING</p> <p>H&S - GF confirmed that Graham Parker, consultant, had been appointed to undertake the H&S management Review. GF further confirmed that Graham Parker had also been commissioned to act as the H&S officer for the Foundation whilst the management review was underway.</p> <p>Venues Update – SS confirmed that plans were being discussed with Governor Sam Royston to establish how some discounted/free seats in the Cinema/theatre could be allocated to families who would benefit from the Foundation’s cultural activities.</p>
245/11/19	<p>DECLARATIONS OF INTEREST</p> <p>None</p>

246/11/19 GREENWAY UPDATE

Fiona Grant, the Research and Evaluation Manager joined the meeting to present the results of the Greenway Survey recently undertaken. The Survey was undertaken to fulfil a commitment made in the Strategic Plan to understand the usage of the Greenway and to develop plans to increase and diversify use. The Trustees noted that the survey (paper and electronic based) ran from the end of May to mid-September and 704 people responded to the survey which gave a 94% respondent rate.

The Trustees noted the headlines from the survey as follows:

- 50% (21 people) of those people who didn't use the Greenway cited that was because they didn't know about it
- 58% respondents to the survey were aged between 35 and 54
- 55% of respondents who are using The Greenway use it at least weekly, and 92% at least monthly.
- 59% of respondents were aware of the Greenway through word of mouth
- Just under half of those who responded were using it with children
- The most popular activity on The Greenway was walking, especially if combined with dog walking.

The Trustees noted that the most popular entry point was via Standalone Farm or a point that was most convenient to the individual from their starting point.

In terms of improvement the respondents requested, better signage and interactive maps, more activities for children, wildlife improvements, path improvements for easy use for buggy and wheelchair users, more bins for removal of animal waste and litter, more benches and water fountains, and lighting.

There were two key recommendations to increase the popularity and use of the Greenway.

Recommendation 1

- Establish a Greenway Plan to be reported to the Board in April 2020
- Establish a project group to review communications relating to the Greenway
 - i. Develop a communications plan to feed back to respondents and update them on plans
 - ii. Improve promotion
 - iii. Address negative feedback points relating to maps and signage and conduct of other usersAdopt an audience-centred approach to activities, events and communications
- Identify potential target audiences by demographic profile or behavioural/attitudinal characteristics and plan activities and events accordingly e.g. 16-24 year-olds, families with young children, schools,

	<p>older people, those interested in wildlife/environmental issues (Friends of the Greenway)</p> <p>Recommendation 2</p> <ul style="list-style-type: none"> • Further improve collaboration between Heritage Foundation teams to maximise use of The Greenway • Active Letchworth “Spring in your step” <ul style="list-style-type: none"> i. signposting activities run by other groups/providers ii. regular, organized “Spring in your step” walks for different abilities iii. signposting walks or trails through EGTC and Community Transport • Standalone Farm/The Greenway Review findings of Greenway survey against current Standalone Farm customer survey to ensure actions developed deliver maximum benefit for both user groups • Maximise collaboration between Heritage Foundation and local community organisations • Landscape Team, Active Letchworth and Transition Town Letchworth Build on initial scoping of litter picking stations/litter picks that was started by Active Letchworth in consultation with TTL. Opportunity to involve Friends of the Greenway, a younger, environmentally-conscious demographic and local businesses. <p>The Trustees noted that the introduction of a “Code of Use” would help improve behaviour between walkers and cyclists and other users where there were occasional conflicts.</p> <p>The Trustees Noted the update and thanked FG for the presentation and looked forward to receiving the Greenway Plan for approval in April 2020.</p>
<p>254/11/19</p>	<p>TRUSTEE RECRUITMENT TIMELINE</p> <p>The Trustees were provided with paper to approve the Trustee recruitment timeline and to approve the Trustee role and person specification.</p> <p>The Trustees had agreed at the September 2019 Board meeting to increase the size of the Board to the maximum 12 members to ensure suitable succession planning for the future.</p> <p>The Trustee noted that WA was due to retire on 27th March as a Trustee having served two terms of 3 years. It was also noted that with the changes being proposed to only 6 meeting of the Board per year WA’s last Board meeting would be February meeting.</p>

	<p>The Trustee discussed the timetable and were cognisant that all three vacancies should not be filled at the same time in January. The Board discussed that if two of the vacancies were filled later in 2020 it would give the new Governors an opportunity to apply once they had been on board for a period of time.</p> <p>GF recommended that two of the three vacancies should be filled in January so that all the new committees could be serviced with membership from Board members. The third vacancy could be filled later in 2020. The Trustees agreed with this recommendation.</p> <p>The Trustees discussed the Trustee role spec and the Trustee person spec. HO asked that the Trustee spec should include areas equality and diversity.</p> <p>The Trustees:</p> <ul style="list-style-type: none"> • Approved the recruitment of two Trustees in January with the third vacancy to be filled later in 2020. • Approved the Trustee role description and person specification
255/11/19	<p>GOVERNANCE REPORTING UPDATE</p> <p>The Trustees were provided with the Governance Report which included the Board Plan for 2020 as well as dates of meetings and sub-committee meetings for 2020 as per the proposals agreed by the Board in September 2019.</p> <p>The Chair requested the paper to be re-tabled at the December meeting giving time to the Trustees to consider their availability for the proposed dates.</p>
256/11/19	<p>GOVERNOR RECRUITMENT</p> <p>The Trustee were provided with an update in terms of the General Governor recruitment and Nominated Governor Recruitment. The Trustees are recommended to ratify the recommendation of the General Governor Trustee Interview panel.</p> <p>General Governor interviews took place on the 17th October and the following candidates were interviewed by the CEO and a Trustee Panel made up of the following Trustees.</p> <p>Trevor Saunders, William Armitage and Robert Riggall.</p> <p>The Trustees noted that the Trustees interview panel interviewed 5 candidates from which they were recommending to the Board to appoint, Gareth Hawkins, and Briony Marston as General Governors. The Trustees noted that Gareth Hawkins would bring business skills and Briony Marston would bring links to Education. These skills fitted into the delivering the core business plan objectives for the Foundation.</p> <p>The Chair provided some feedback from one of the applicants who felt that the interview questions were more related to a paid job and were difficult for applicants to answer who were from a retired background. The Chair felt that</p>

	<p>going forward that the questions should be more open questions so that individuals could show what they could add in terms of their skills and their passion for the organisation and how they would get involved. The Chair advised that the Vice Chair, who was on the interview panel, also felt that the questions should have been more open and focussed on what parts of the Foundation's work the individual could provide a contribution.</p> <p>The Trustees noted that Judith Nash had been nominated by the Lordship School PTA for the nominated Governor position within the category of Education and Ian Mantle by Fearnhill School. As the two selectors at the meeting wished to select their own candidate and could not come to an agreement the Governor for this category was chosen by a draw. Judith Nash succeeded in the draw and was appointed as the Nominated Governor for Education as of 19th October 2019.</p> <p>The Trustees were uncomfortable that the decision reached on the nominated Governor role was decided on a draw. They noted that the Regulations needed changing in terms of how many selectors should be at the selection meeting so that there was not an issue of determining a decision on a draw.</p> <p>The Trustees discussed that there were a number of elements to consider in terms of the Rules and Regulations and these would be considered in a future Governance Review in the new year. There was a discussion that any Governors wanting to be considered as Trustees should make a presentation to the Governors as part of the recruitment process.</p> <p>The Trustee noted that the vacancy in Artistic and Cultural Activities had not yet been filled and nomination forms had been reissued to Clubs and Groups registered within this category to put forward a selector and nominate a person from their group. The closing date for this is 6th December 2019.</p> <p>The Chair asked that a picture frame of Letchworth, which had been presented to other retiring Governors be sent to both to Ian Mantle and Arthur Jarman.</p> <p>The Trustees:</p> <ul style="list-style-type: none"> • NOTED the appointment of Judith Nash as Nominated Governor in the Category of Education as of 19th October 2019 • APPROVED the Trustee interview panel's recommendation of appointing Gareth Hawkins and Briony Marston as General Governors as of 12th November 2019.
258/11/19	<p>GRANTS COMMITTEE</p> <p>The Trustees were provided with the minutes from the Grants Committee meeting of 13th September 2019.</p> <p>The Trustees noted that grants of £1,000 was awarded across all programmes.</p> <p>The Trustees noted that the Heritage Advisory Service updated the Committee on how Heritage Grants could be used to support home based sustainability projects.</p>

	The Report and minutes were noted.
259/11/19	<p>ERNEST GARDINER TREATMENT CENTRE COMMITTEE MINUTES</p> <p>The Trustees were presented with the minutes of the Ernest Gardiner Treatment Centre Clinical Committee meeting of 4th September 2019 for noting.</p> <p>The Trustees noted the discussion covered at the meeting were around the Frailty Clinic, staffing, training, audits, CQC compliance, changes in legislation, complaints, budgeting, League of Friends, future programmes, health review and customer feedback.</p> <p>The Trustees NOTED the report.</p>
260/11/19	<p>HERITAGE ADVISORY COMMITTEE (HAC) MINUTES</p> <p>The Trustees were provided with the minutes from HAC meeting of 25th October 2019.</p> <p>The Trustees NOTED the minutes.</p>
	ANY OTHER BUSINESS
	<p>There being no further business the meeting closed at 9.30pm.</p> <p>Signed</p> <p>Dated10 December 2019.....</p>