

LETCHWORTH GARDEN CITY HERITAGE FOUNDATION

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

PARTS I AND II MINUTES OF THE 314th BOARD OF TRUSTEES MEETING HELD ON 07 MARCH 2023 AT ONE GARDEN CITY, BROADWAY, LETCHWORTH GARDEN CITY, SG6 3BF AND ONLINE

Present:	GARETH HAWKINS (Chair)	GH
	CHRIS PATTISON (Vice-Chair)	CP
	AMANDA EGBE – Online	AE
	JOANNA DEW – Online	JD
	JOHN COLING	JC
	KEVIN JONES	KJ
	LUCY GRAVATT – Online	LG
	MICHAEL COLLINS	MiC
	ROGER MCINTYRE-BROWN	RMB
	SIMON FRANKLIN	SF
	TERRY HONE – HCC Nominated Trustee	TH
In attendance:	Graham Fisher (Chief Executive)	GF
	Mark Coles (Executive Director – Property)	MaC
	Matt Peak (Executive Director – Finance)	MP
	Stuart Sapsford (Executive Director – Communities, Culture and Heritage)	SS
	Jo Walker (Governance Support Executive)	JW

APOLOGIES, MEMBERSHIP & QUORUM

The Chairman reported that notice of the Meeting had been given in accordance with the Rules of the Foundation and that a quorum was present.

Apologies received from Ian Mantle, John Hillson and David Ames

Welcome all

MINUTES

The Minutes of the 313th meeting held on 17th January 2023 were agreed and signed as a true record.

MATTERS ARISING

None

DECLARATIONS OF INTEREST

None

CEO's REPORT

The paper is taken as read

SF's first term as a Trustee ends 22/03 and the reappointment process is underway

There are three general governor post to fill, recruitment plan to advertise and recruit from 13th March to 15th April.

We will positively encourage applications from women and Black and Asian applications for the first time as they are under-represented. As well as GH, the selection panel will consist of JD and Governor Becky Hays.

Adam Grant's first term as nominated governor (Built Heritage) is coming to an end and JW will coordinate the nomination process for this as well as the nomination process for Sport and Social Welfare, Sam Royston isn't standing again in this category.

The Trustees AGREED the General Governor and Nominated Governor recruitment plan

Insurance Review

The Trustees NOTED the insurance review action plan

EDI Training

Following the EDI training for Trustees, it is suggested a Trustee EDI audit be carried out to give an insight into Trustee diversity, with a governor audit at a later date.

Discussion Points

- Need to ensure we're equal, inclusive and diverse in all aspects of decision making process, including grant giving and other services.
- An effective framework is required and organisations should work within that framework – ask if charities are constituted and have an EDI policy.
- The consultation so far suggests we need to have a concrete framework and go back to our governance to understand the impact we're not having.
- Should be up-front and clear and could have implications going forward if we don't do this.
- There is a framework developed by the Association of Charitable Foundations (ACF) with an EDI code which we've followed softly.
- The next part of the 'code' is to audit the Trustees to see how they fit into the EDI code.
- HF will follow the same guidance as a funder and so will follow the same process.
- Within the funding world, EDI monitoring is a contentious issue. Depending on the organisation, their EDI credentials are different. An organisation serving the whole of the community would be expected to have EDI policy, EDI action plan and to supply EDI service based monitoring. These organisations can give us a rich picture as they have the capability to do so. A small organisation would only have their members names and contact details. These groups need to think about their diversity, how we get them do that is sensitive and complicated. HF need to strike a balance between the two.
- HF has legal responsibilities as well as the wider areas in which it works.
- There needs to be a general EDI policy for employees with a wider policy that's more bespoke to other areas.
- The wider policy can be put before charitable foundations or funders.
- The current EDI document brought to the Board is just the first one, we need others.
- A holistic approach was taken when drafting the EDI policy and it covers HF as an employer, procurer of services and as a grant funder using the ACF as a guide.
- A difficult area is commercial tenants, which will be looked at.
- There are other pillars within the ACF document. Link to be circulated for Trustees to look at where HF is with its longer term plan to EDI compliance.
- HF have come a long way and we need external support to continue.
- The audit will be an anonymous diversity questionnaire of Trustees to identify protected characteristics and will identify key gaps in terms of EDI representation.

ACTION: The Trustees AGREED to undertake a governance diversity audit

KPI Changes

- Some changes to the KPI's which align with the business plan for 2023.
- A key objective for 2023 is to improve financial sustainability of HF.

- New core indicators to be added; Fundraising income, Property maintenance/EPC/stock condition and volunteering.
- Further proposals throughout the year.
- Some current KPI's to be clustered and reported in alignment with HF charitable objectives.
- Are KPI's missing for risk, social responsibility, compliance for environmental responsibility and sustainability.
- A sustainability policy to come to the Board in 2023 covering sustainability.
- Once [we] have the policy, we can work out the rest from there for data and KPI reporting.

ACTION: GF to check the timeline for HF to be included in the capture range for organisations of HF size to report carbon footprint reductions.

The Trustees AGREED the additions to the KPI reporting for 2023/24.

EXECUTIVE DIRECTOR – COMMUNITIES, CULTURE and HERITAGE

The paper is taken as read

Points to Note

- Standalone Farm launched with unprecedented attendance.
- Animal licencing approved quickly, which is reassuring.
- Stock evaluation resulted in the decision to remove all poultry due to the Bird Flu risk.
- The farm manager is retiring.
- Broadway Cinema had a good January, now closed on Monday and Tuesday each week.
- Latest NPS closed on Friday with significant rise in respondents (c200 now c500) and significant rise in positive comments.
- Ability to take cash is restored although there are costs involved in cash handling.
- Arts Culture and Heritage (ACH) group first meeting has taken place

Culture Strategy

- Full report at the July Board meeting.
- Discover Letchworth back running online.
- More participation of groups being worked on.
- Brand Letchworth to be showcased.
- Working with new BID manager.
- Culture Festival revived, taking place in June.
- Re-forming Creative Network for teachers to support the curriculum.
- Inundated with visitors to the Tom Karen exhibition since his passing.
- Fundraising manager in post, £250k applied for already.

Communities

- Working on how to align our resources to better tackle poverty and learning.
- Bring together a small working group as a way to involve Trustees and governors in supporting decision making and recommendations to the Board.
- Requesting the Board extends the grants/contracts to Citizens Advice, Acorns and the Family Support Team to allow them to continue until 31st December.

The Board unanimously AGREED to continue supporting the Acorns, Citizens Advice and Family Support Team projects until 31st December 2023.

Communities (cont.)

- Following a survey to the voluntary sector, joint event with CVS will be held on 23rd March, called All About Us to discuss the challenges they face post-Covid.
- 69 responded to the survey and 88 people have confirmed their attendance.
- Fundraising and recruiting volunteers were cited as the main concerns.

Community Transport

- Take-up hasn't been encouraging, [we'll] monitor over the next few months.
- Mini-busses and drivers aren't the problem, we need more customers.
- Will continue to monitor as the pilot is for 6 months.

Volunteering

- We've recruited 54 volunteers in the 9 months since the volunteering manager joined HF, which is incredible.
- The majority are supporting Arts and Heritage activities and community transport.
- [We're] now starting to explore other roles for volunteers, including data entry for Discover Letchworth.

Marketing and Comms

- The Brand Letchworth group is now up and running with reps from local key stakeholders and partner organisations.
- More depth required to the consultation.
- Discover Letchworth website is currently being refreshed.

SF noted the passing of Tom Karen (TK) and congratulated Josh Tidy (JT) on his award for the exhibition.

EXECUTIVE DIRECTOR – FINANCE

The paper is taken as read

Points to note

Management Accounts

- Management Accounts is an update paper to note for year ending December 31st 2022.
- HF operating surplus is better than budgeted.
- Primarily due to property income and bad debt provision outperforming predictions.
- Other measurements under budget.
- Emerging challenge, rent loss from voids has exceeded budget of 9.4% to 9.7%
- December run rate for voids is 10.4%
- Income arrears decreased
- Rent collection is up c10% on 2021.

The Trustees NOTED the update to the Management Accounts report.

Audit Planning

Financial Statements

The Trustees APPROVED the 2022 Financial Statements for both entities in the Group.

External audit planning

- ◆ Beaver and Struthers are working on the audit and raising queries.

The Trustees NOTED Beaver and Struthers' audit planning document for the 2022 year-end audit.

Corporate Risk Register

- Most things are flat, some have come down
- Expenditures at risk come down slightly
- The risk for motivating and retaining employees has reduced, partly due to a pay rise.
- Key risk is leadership & management capacity.

Discussion points

- ❖ R&IAC have confidence that risks are being actively managed.

- ❖ The scoring system doesn't show the improvements that are being made.
- ❖ It's much improved risk in the concept of risk management.
- ❖ Significant commercial ventures; we're about to embark on some, ranked as an instinct to be uncomfortable, is that appropriate?

The Trustees APPROVED the changes to the updated Corporate Risk Register.

HOUSING APPLICATION COMMITTEE JANUARY 2023

The Dale, External Cladding – Refused
 Field Lane, PV panels – Refused
 North Avenue, Annex – Agreed in principle
 Sollershott West, Outbuilding with PV panels – Approved
 South View, Two storey rear extension, replace windows and front garage door – Refused
 Farthing Drive, Single storey front, side and rear extensions, removal of tree – Refused
 Rushby Mead, External Cladding – Refused
 Waysbrook, Two storey rear extension and replacement garage – Approved
 Lytton Avenue, PV Panels – Refused
 Cromwell Road, replacement windows – Approved

Heritage Advice Service residential applications
 January 2023 – 91

GRANTS COMMITTEE JANUARY 2023

Review of 2022
 There were 32 applications in 2022 with 27 being successful. £153k awarded in 2022, £50k more than the previous 8 years.
 19 grants awarded for the sum requested
 5 grants awarded for less than requested
 3 grants awarded more than requested

Sharing Wider Work – Community Budget Headlines

Community Grants	£120k
Citizens Advice	£150k
Family Support	£130k
Acorns	£ 90k
Crisis Grant	£ 15k
Charitable Rent	£ 19k
Total	£524k

Projects	
Older People Hub	£ 226k
CVS – Social Action	£ 50k
Contingency	£ 25k
Local Insight (database)	£ 6k

The Trusted NOTED the HAC Minutes and Grants Committee Minutes

ANY OTHER BUSINESS

None

NEXT MEETING 16th May 2023.

There being no further business the meeting was closed at 21.17