

CHAIR'S BUSINESS

Prepared by: Paul Hunt

Date: 2nd June 2020

Agenda no: 9

Purpose of the paper

For Information

Background and context

We agreed at board meeting

- 1st May 2020, that I arrange 1:1s with all trustees.
- 25th February, that whilst the current board's competency, commitment, and range of skills is considered strong, the board needs, during 2020/21, enhancement through greater diversity and to promote succession planning

Where are we now?

I have completed 1:1s with all trustees except for Spacey Redman

Gem Edkins has now commenced as a new trustee.

Updated action and decision logs are included for this agenda item.

What are the key issues?

As previously reported, I found the 1:1s very useful, positive and supportive – thank you to all trustees for making this possible. Trustees also reported at last board meeting that they have found the 1:1s useful for them also. Common themes:

- The experience of being a trustee is broadly positive. There are some frustrations, which I hope we can address over the coming months.
- The board is found to be functioning well, taking a strategic approach, and tackling issues that are important for HM, or is planning to do so during 2020/21. Trustees are pleased with our increased financial security, the mechanisms of managing a significant agenda, and board-sponsored/owned documents e.g. business plan, forward plan, CO updates.
- Improved engagement with projects, through trustee 1:1 links and through information-sharing at board is valued. We should, post-response to lockdown, re-commence information sharing at board. We should consider one or two small adjustments to links, to reflect trustee capacity and project need.
- Looking ahead, there are opportunities, challenges and risks:
 - We should consider further strengthening our strategic focus, and developing organisational strategic capability. Whilst we do not need to – and indeed

should not – go for every opportunity presented, we need to have a strategic approach to service provision and growth.

- The impact of COVID-19, including economic uncertainty, is a significant risk to service delivery and financial security.
- Our response to COVID-19 has enabled the development of new ways of working and service delivery, which we should keep to retain, as and when restrictions are lifted. We should, however, through use of online, not lose “our USP as a locally-led, locally-supported, locally delivered organisation, embedded in local communities”.
- We should anticipate increasing or a sustained increase in demand, following COVID-19 (which we anticipate being with us for many months/years).
- COVID-19 provides a good foundation for negotiating more sustainable funding model with public sector commissioners.
- The review of our internal financial controls may lead to a requirement for external support, should we need to strengthen our controls.
- The Forum was only able to meet once during 2019/20, which presents a risk to the image, as well as reality of being user-led.
- We have an important HR agenda, for which board oversight is important, but need to look at how best the Staffing Sub-Committee might engage with HM’s HR agenda.
- We have an opportunity, through marketing, our expertise and reputation, to grow our income. Marketing is an essential activity for HM. There are improvements to our communications that a professional marketer could introduce.
- Developing proposals on income diversification may benefit from the same disciplined approach being adopted through the Inclusion Programme Board. We should ensure that we are fundraising for legacies.
- We need to have service KPIs to provide triangulation with CO updates.
- The induction of a new trustee provides an opportunity for learning lessons on trustee induction and trustee learning and development. Sharing trustee biographies would assist in induction. The gap analysis, previously undertaken in autumn 2019, should be revisited in autumn 2020.
- We need to enhance the diversity of our board. We should undertake a formal review of board diversity to support this.
- Whilst working well, we should revisit project links.

There is an action for me to propose how Risk Register mitigations, Governance Code actions, Forward Plan and Action Log might be coordinated and linked together. This would benefit from inclusion of key observations from 1:1s.

The diversity gaps on our board, when compared with our population, relate to Pakistani ethnicity and Muslim religion. I have reviewed a range of documents published by CIPD

(Chartered Institute for Personnel and Development, of which I am member), enhancing diversity programmes, diversity broadcast discussions. I propose discussion with Reach, HM staff (particularly those associated with Roshani), prominent local Pakistani/Muslim leaders, to identify best approach and timing, for closing the diversity gaps on our board.

What is asked of trustees?

Review of action log, dated 7th June 2020.

Review of learning from 1:1s.

Finance

No significant impact.

Recommendation

The board is asked to note this summary of 1:1s.