

### Minutes of the Trustees Meeting.

Thursday 13<sup>th</sup> July 2017 from 10:30 am  
held at The Institute of Materials, Minerals and Mining (IoM<sup>3</sup>)  
297 Euston Road, London, NW1 3AD

Present: Keith Sacre (KS) Chairman  
Jaime Bray (JB) Vice Chair  
Stewart Wardrop (SW) CEO  
Jonathan Cocking (JC)  
Ged Collins (GMC)  
Simon Holmes (SH)

Robin Jackson (RJ)  
Ian Murat (IM)  
Alan Parker (AP)  
Mike Sankus (MS)  
Laurence Vine-Chatterton (LVC) Treasurer

Apologies: Alastair Durkin (AD)

Minutes: Kay Chadwick

Item	Agenda Item	Action
1.1	<b>Signing of attendance sheet and declarations of interest</b> No conflict of interest identified.	
1.2	<b>Apologies for absence</b> As listed above.	
2.	<b>Minutes of the AGM Board Meeting held on the 10th May 2017</b> <ul style="list-style-type: none"> <li>a. The minutes were approved as a true and accurate record, with the amendment of Item 3.3 Tree Officer Engagement Strategy to 'All members to work more with TO's to strengthen the support the AA offers to them.'</li> <li>b. Matters arising not on the current agenda – 5.2 Code of Ethics to be carried forward.</li> <li>c. SW will attempt to reduce future agendas to priority information only with more items moving into the supporting documentation.</li> </ul>	

Item	Action/agreements required by the Board	Action
3. 3.1	TO Engagement/Strategy, next steps - it was agreed that TO's play a valuable and important role, and that the AA needs to determine how to better support them. Jim Quaife wrote a 1 <sup>st</sup> draft proposal to continue the political message with APPGHG to persuade local governments to support Local Authorities. <b>Action:</b> the AA to formulate a national database of TOs to be available on the website with a TO's information resource and help page to be constructed on the AA website, including any mutual, important and relevant links. A skills list was suggested with a brief explanation of why TO's are so important to be added where TO's can update and endorse, to become a stronger tool for them. The TO survey results will also be added. <b>Action:</b> The AA to offer to assistance for the TO Conference in October.	AA  AA



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	<p>KS proposed; “We, the AA, support the activity of TOs in the UK and charge a task force to report back to the Board suggestions as to how the AA can deliver this support and assistance”. A vote carried to support TOs was unanimous. This will require national organisation and meetings with TO leaders and bodies. <b>Action:</b> MS, AD and Jim Quaife to provide suggestions and assist.</p>	MS, AD
3.2	<p>Co-opted Board Member - the remit of the Board can only hold 3 Co-opted members. Therefore, there is no current place available for an additional co-opted member. <b>Action:</b> a new Terms of Reference for the BRG is to be drafted for Board consideration ahead of September’s meeting to be approved on the 11<sup>th</sup> September 2017. All members in agreement.</p>	KS/SW
3.3	<p>CEO Report July - after 9 months in post, SW identified the key issues regarding personnel performance, many of which have been in place a long time. SW suggested that change is required to improve the service and development of the association. New staff members, and those focused on delivering outcomes, have delivered some improvements over the last 6-9 months. Training activity now has quantitative monitoring and active promotion, increasing sales and service. Marketing has energy &amp; freshness to drive our outward facing publicity and looks to be succeeding. Much more is being measured so activity and improvement can be tracked. Several long serving staff members have left recently; in reality it appears they may have been dissatisfied for some time. KS and JB had both asked staff why they were leaving, all confirmed that is was not because of the new CEO and the change that was occurring. The organisation can grow, develop and move things forward, with Board’s help and support. The HQ however needs staff willing to change and help improve the organisation; several areas within the organisation need considerable improvement to move away from a position of stagnation, this will require elements of performance management to drive this change. External HR advice will be sought at an early stage should it be deemed prudent. <b>Action:</b> SW will update the Board as required.</p>	SW
3.4	<p>Broadband - issues remain with connection and regular outage, staff cannot use Office 365 effectively. Therefore, a resolution requires imminent action. This offers a 3-year contract with guaranteed service provision. Cost will be split proportionally with our tenants. It was agreed to proceed with the project. <b>Action:</b> SW to liaise with neighbours regarding whether they would want to be involved with the civils infrastructure so they can enjoy the benefits of high speed broadband.</p>	SW
	<p>CRM system - now moving to the detailed stage where employees were learning how to utilise its capacity and capability. The Board thanked AP for all his ongoing support of the new system.</p> <p>Finance:</p>	



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4. 4.1	<p>Performance, Year to Date and Forecast - the Net profit forecast of £24,000 compares to an actual forecast of £18,000 from last year. SW and the team are continuing to work on improving this. Training and certifications activity have improved and Arb Show produced a better result than budgeted for. HQ monitor and continue to promote Conference activity. SW commented that there has not been enough internal ownership or understanding of budget processes in the past, but this will be improved.</p> <p><b>Action:</b> SW, LVC and Hanif to formulate and deliver an understanding of relative costs associated with work, aligned with strategic objectives; staff overheads on training and events, charging enough for courses, etc. in the next year.</p>	SW, LVC
4.2	<p>Balance sheet - reserves need to be built up to allow any future investments into projects, which in turn will allow the association to move forward. Cash reserves remain tied up in the freehold of HQ property. Interest rates are exceptionally low, so there is an opportunity to re-mortgage to generate cash to fund capital projects. The AA cannot currently generate sufficient annual cash to improve the organisation further; for example, simple succession planning may require the funding of an additional Technical Officer post, something that will require funding in the future. Future budgets may have to raise the targeted annual surplus generated to start building up operational cash reserves.</p> <p><b>Action:</b> LVC update the trustees at the November board meeting regarding progress towards investigating available options regarding cash release options for the Board's information.</p> <p>HQ are working on reducing debtors over 90 days to £0 by the end of August. Accounts indicate that £27,000 will be spent on Committees &amp; meetings per year; do we achieve value?</p> <p><b>Action:</b> Add this item for discussion to November's Board Agenda. Board to also consider Committee structures and the best methods moving forward. Itemised costs will be available, detailing each meeting's venue costs and individual's expense claims to aim to reduce costs.</p>	LVC  SW
5 5.1  5.2 5.3	<p>Committee Reports</p> <p>5.1 Education &amp; Training - Co-opted places to be considered for main organisations; BTEC, ABC, Lantra and C&amp;G. KS recognised these as a collaborative body of support. RJ announced that he would remain as chair for now, but requested whether another Director could take over E&amp;T shortly. RJ wishes to resign due to a conflicting training interest. KS offered to stand as Chair once no longer Chair of the Board - to be considered for the future.</p> <p>5.2 Professional Committee - attached with the minutes.</p> <p>5.3 Media &amp; Communication - attached with the minutes.</p>	



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6		
6.1	<p>Recommendations for Life Fellowship Awards - have been approved for Henry Girling and Lord Framlingham; two others were not progressed.</p>	
6.2	<p>CAS Engagement Strategy - in the recent discussion, both the AA and Tom Thompson outlined a career pyramid for steps and elements to include mapping out career processes. Once refined, this will be included for consideration by the Professional Committee then on to the Board.</p> <p><b>Action:</b> A further phone call has been scheduled; SW to update Trustees when a conclusion has been drawn up.</p>	SW
6.3	<p>KS has been approached by Andy Lederer from ICF as they are producing a video outlining a similar pyramid leading into chartered status.</p> <p><b>Action:</b> SW is meeting Shireen Chambers (ICF) in September/October; update to follow.</p>	SW
6.4	<p>VALID - the training course was deemed to be a useful tool, but it remains in early development. Therefore, the AA will not formally endorse it until suitably accredited and peer reviewed.</p>	
6.5	<p>UAG, Terms of Reference - this needs to change and be agreed by the Board as the current ones have never been agreed. MS has offered to work with SH &amp; Andy Gardner to draft up. RJ would like to be consulted for training certification provider input and Co-options.</p> <p><b>Action:</b> MS to contact Andy Garner with his offer of help.</p>	MS
6.6	<p>RC Scheme - Kew has been confirmed for 2018 venue.</p> <p><b>Action:</b> AA to consider sourcing RC's accommodation because of early start and consider running the event from lunchtime to lunch next day.</p>	AA
7.	<p>Presentation: Association Membership Engagement - the challenges facing associations. John Hall, CEO Hall Associates presented slides to the Board to highlight the main challenges membership organisations face. In attendance with Paul Whitton.</p> <p>A copy of the presentation will be circulated to trustees with the minutes.</p>	
8.	<p>2018 activity &amp; Strategy Development 2018 - 2020</p>	
8.1	<p>CEO draft Strategic Plan - to be produced in September and finalised for November's meeting, it will then be public facing on the website. The current Strategic Plan expires in January 2018.</p> <p><b>Action:</b> Board to review the first 4 key questions, in particular in the strategic document, and send individual feedback to SW to shape the plan, which must be the Board's plan. Any strategic plan must be owned by the Board. Any plan must include provision for the tools for the CEO to deliver the strategy and achieve the goals with the Board's support. Business cycles will be shorter in future, so the next strategy will cover the following 3 years.</p> <p><b>Action:</b> Board to inform SW of comments and suggestions, which SW will bring back to the Board in November.</p>	<p>Board</p> <p>Board SW</p>



8.2	<p>Membership Fees; 2018 Preliminary Proposal - options were presented to Trustees. <b>Action:</b> To be considered and agreed at September board meeting.</p>	Board
9.	<p>AOB</p> <p>1. Approved Contractors - feedback from AC's via AWG was general unhappiness over the new Affiliate Scheme and with logos becoming available to all. The AC Scheme has also met with some scepticism when compared against CHAS and 'Trust a Trader' alternatives. <b>Action:</b> Engage with AC's by running an event that replicates RCs day. <b>Action:</b> JB and SW to schedule a day for ArbACs; opportunities to identify what they want out of the scheme and improvements.</p> <p>2. Invitations to Conference - for past Chair. <b>Action:</b> The previous chairman, Jago Keen, is to be invited to Conference dinner and offered Life Fellowship as a thank you from the association in recognition of his considerable contribution over recent years. Note, this is not a requirement for every past Chair who steps down, but as a special appreciation and gratitude in this instance only. All in agreement. Mention was made regarding consideration for a public award.</p> <p>3. AGM Plan - HQ to provide Trustees with an activity list detailing actions required of trustees at the AGM.</p>	<p>AA AA</p> <p>AA</p> <p>AA</p>
10.	<p><b>Dates and venues of 2017 meetings:</b></p> <ul style="list-style-type: none"> <li>➤ Monday 11<sup>th</sup> September (AGM) - Alumni Auditorium, The Forum, Streatham Campus, University of Exeter, EX4 4QJ</li> <li>➤ Thursday 16<sup>th</sup> November - AA HQ, The Malthouse, Stonehouse, GL10 3DL</li> </ul>	