



Minutes	Friends of Windmill Gardens – Meeting of the Board of Trustees
Date	Tuesday 17 th January 2023, 7pm
Location	MS Teams
Present	Board members: Toussainte Reba (TR, Chair), Jean Kerrigan (JK), Viv Whittingham (VW), Nick Weedon (NW), Mark Gordon (MG), Edgar Sutcliffe (ES), Ann Lee (AL), Marita Brown (MB). Emma Smith-Bodie (ES-B, Minutes).

Item 1	Welcome and Apologies:
	The Chair welcomed Trustees to the first meeting of 2023. Apologies were received from Philippa Tudor (PT) and Sonam Sikka (SS).

Item 2	National Lottery Heritage Fund Update
	<p>The Board agreed to rearrange the meeting agenda to bring point 5 forward to point 2 for Abel Holsborough (AH)to join and update on the NLHF grant with MB.</p> <p>MB & AH ran through the presentation showing the Grants aims & objectives. AH relayed the process as registration being done mostly through the website with some paper registration forms. AL then reaches out to new prospective volunteers and guides them to the relevant person (Trustee Lead). There are multiple lists of volunteers in different states, these need streamlining. AL is responsible for sending out rotas ahead of events, though JK puts in work ahead of events to ensure events have enough volunteers. AH relayed that we need clarity on how many volunteers we actually have and who they are. AH presented a new list of proposed roles for volunteers to express an interest in when they sign up via the website. A query was raised by multiple members about the term ‘Stewards’ - this was clarified as covering Events and the term ‘Event Stewards’ might be more appropriate. AL commented that we’re always getting new volunteers but there is a concern about capacity to absorb them, induct them and give them a role before they lose interest. There may also be a need to review role description with this list of proposed changes. TR asked if there was a start date for the process; AH to send.</p> <p>Questions were raised about the new Volunteer Management System (VMS) Assemble; AH has started using and has submitted a setup form with a start date of February for the process of putting on roles. AH & MB to create a high-level delivery plan for the VMS for the next board meeting. Question about the invoice for the vms - to follow up with Sarah (bookkeeper).</p> <p>The Board accepted the Proposal for changing the roles pending any further comments to be sent to AH by 20/01/2023.</p>

All agreed	<ul style="list-style-type: none"> o Any further comments on the proposed list of Volunteer roles for the website should be sent to AH by EOP Friday 20th o MB & AH to create high-level delivery plan for CRM for next board meeting (14/03/2023) o AH to send a follow up timetable for the process laid out in the proposal. o AH to confirm with Sarah re invoice for vVHS Assemble. 	<p>ALL</p> <p>MB/AH</p> <p>AH</p> <p>AH</p>
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Item 3	Last Minutes (previously circulated) and matters arising
	<p>The meeting agreed that the last minutes of the November meeting were a true record and noted the only outstanding or partially outstanding actions from previous minutes and not on the Agenda were:</p> <p>(From the July meeting)</p> <ul style="list-style-type: none"> - Ann to circulate link to document on G-workspace recording all sub-group members - Nick to find out about access to reset key so Fire Drills can take place in the Centre <p>(From the September meeting)</p> <ul style="list-style-type: none"> - Nick to create a log of Health and Safety training for staff and volunteers

<ul style="list-style-type: none"> - Sonam to draft an email to the Donor of £2000 for Toussainte to send - Sonam to ensure the Cash Handling and Financial Procedures Policies are fit for purpose - Sonam to effect the transfer of the underspend of restricted funds to the general funds and - increase the FoWG Reserves by £15,000, making a total of £20,000. - Sonam to bring a revised Reserves Policy the next Board - Ann to create a list of new volunteers that have appropriate training to work in the café <p>(From the November meeting)</p> <ul style="list-style-type: none"> - Annual Report has been amended and needs to be submitted by 31st Jan. - Recruitment of a Treasurer - Toussainte to send Mark contact details of a potential Comms Group member - Toussainte to share any reports on FoWG liaison with LBL Parks Department - Sonam to update the elected Officers details on the Charity Commission website - Ann to compile a complete list of trained café volunteers - Toussainte to send an email and Nick to liaise with millers to address mill safety - The Chair to arrange a meeting with Marita and Viv to look at Trustee skills, review and succession plan as per 2b above. - To sign off the accounts when amendment made - To submit signed off accounts to Charity Commission along with revisions in Board membership Asap - To complete Reserves Policy details before the end of 2022 and circulate to the Board - To update the Financial Procedures Policy for the final version to come to the January Board, deadline 6th January - To take Jean off as a signatory to the FoWG bank account and add Mark Gordon <p>Matters Arising</p> <p>The meeting noted that:</p> <ul style="list-style-type: none"> - With vacancies arising from Trustees stepping down at Spring General meeting and the need for recruitment of new Trustees, it would be better to wait for a Team-building day later in the year - There is a real concern of lack of access to the Charity Commission website for submitting updates; TR has emailed SS to get the login details urgently. - There should be a more efficient process for drafting/reviewing and signing off Annual Reports & Annual Accounts. - Jean has let the Board know that LBL have increased the cost of installation of Jeff's memorial bench, with the cost now at approx £3k . This leaves no funds for the photography competition. An appeal needs to be done to raise the shortfall (£1.5k). - The meeting schedule has been circulated;

All agreed	<ul style="list-style-type: none"> o Outstanding actions from July, September Boards and November (highlighted above) be brought forward o In compiling a list of new volunteers who are trained to work in the café, Jean to send link to Ann of list of volunteers who trained o An appeal to be organised for £1000 for Jeff Thomas's photography competition. o Book the Centre for in-person Board meetings o List of Trustees on Charity Commission website to be updated asap once login details are available 	AL/NW/ SS/TR JK/AL JK/ES ES-B ES-B
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Item 4	Trustee Reports
.1 & .2	Chair and Financial reports have not changed since last Board meeting. There was a comment that it needs to include the £100k from HLF. The Chair expressed thanks to Abel, Viv and the Fundraising subgroup for their work. An action was noted that the Connections Crew needs to be recognised in the report.
.3	Governance: Update later in the meeting with the Strategic Objectives and Delivery plan presentation.
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.5	Events: The Winter Festival was very successful despite the cold, our second best event after the Beer and Bread festival. Over 700 people attended. There is a summary in the Events folder. AL added that the QR code survey was launched at the Winter Festival. AL hopes to follow on the next phase by introducing the QR code at Open Days. We need to see the report from Dean. Events responsibilities will be handed over from JK to Catherine.
.6	Risk Register: PT sent an update to Board by email.
.7	Maintenance: Report in folder. NW expressed difficulty in getting volunteers - AL commented she has a few that would be interested. ES also expressed interest in attending. The new CRM Assemble can be a part of the solution to the struggle to get volunteers for maintenance. Information about the building often comes to NW through JK.
.8	Fundraising & Social Impact: VW expressed concern that the Treasurer had not produced signed off up to date Annual Accounts or Financial Procedures, including updated Reserves and Cash Handling policies. The Fundraising group finds that for significant grants the organisation needs to provide Financial Procedures so this is a problem. VW suggested speaking with Sarah (bookkeeper) and potentially paying her extra to get this done. The board agreed that this was a viable solution. Thanks were expressed to NW for updating the forward budget, VW to speak to NW directly about queries. VW asked ES to review fundraising and commercial incomes; ES to do separately. ES and VW to have a report and recommendations by the next board meeting. As part of this it was noted that recruitment for a new Treasurer was urgent. JK suggested starting a handover note, and the Chair noted that there should be a focus on closing outstanding items. Sarah (bookkeeper) can be used to do payroll, bookkeeping to take pressure off the Treasurer. There is also the question about bank signatories and access to online banking - this should be put in place before a new Treasurer is recruited. TR and MB to meet with SS to start the handover process.
.9	Volunteering: Guides & stewards training will start this month, AL invited the Board to participate - contact AL directly if interested. There are more lists in the folder for volunteers now.
.10	Archives & History: There has been some progress on Museum Accreditation. The group recently visited the Pumping Station at Walthamstow for insight into the process. Comms: Group meeting regularly on Wednesdays at the Centre; AL asked for invitation, MG suggested when the group grows with volunteers they could look at broader timings i.e. evenings. Current focus is the website front page, which will be finished by February. Membership is likely becoming a part of the Comms oversight but would need volunteers to help make it happen. JK and MG to bring a recommendation for how Membership can go forward (prices, resource needed) for the next Board meeting. It was clarified that the new CRM Assemble for volunteering will not be a tool for Membership.

All agreed	<ul style="list-style-type: none"> ○ Toussaint to ensure Connections Crew is recognised in the Chair's report ○ Get report on QR code survey from Dean ○ Review reports for Fundraising income as part of an Income Generation strategy ○ Meeting with SS to begin handover note/process & closing off outstanding items ○ Review and Recommendation of Membership 	TR AL VW/ES TR/MB/SS MG/JK
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Item 5	Other Updates and Reports	
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a	<p>FoWG Centre Manager report (previously enclosed)</p> <p>The Board were happy to accept the Centre Manager (CH) report with a couple of comments and questions:</p> <ul style="list-style-type: none"> - The cost of the keyholder is high and should be reviewed. Is this charge reflected in the hire costs. These costs reaffirm the importance of the Fundraising group's work. - A review will be done on the Centre income and Manager costs on a quarterly basis. - A review needs to be done on the hire charges. We will ask the Centre Manager to set up this meeting - It was noted in the report that the Evaluator has not yet been appointed for the Heritage Lottery Project. The Board wants to follow up to find out if deadlines are being missed and if the Centre Manager needs support with this. - The Fundraising group needs to know details about the new Events and Education project that needs funding as listed in the report. - JK expressed thanks to the Centre Manager for expanding the activities the Centre provides and working to bring in more people and activities. - JK noted one issue for activities and the Centre will be increased energy costs in the future months and suggests the Board revisits discussing renewable energy sources, namely solar panels, with Lambeth Council. AL noted that the Environmental policy is due for review in February 2023, which links to this desire to have more sustainable energy sources. NW will review this policy. MB noted that the lead responsible for each policy should do the first review. 	
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All agreed	<ul style="list-style-type: none"> o Set up a quarterly meeting to review Centre income and Managerial costs with NW & MB o Set up a meeting to review Hire Charges with ES, NW & TR o Find out if Centre Manager requires support re item 3 in report o Environmental Policy to be reviewed and circulated with amendments 	<p>TR</p> <p>CH</p> <p>ES-B</p> <p>NW</p>
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Item 6	Policies up for review	
a	Complaints Policy: AL commented there should be more emphasis on informal resolution before taking a more formal route; MB and VW agreed to make change.	
b	Equal Opportunities: MB to review with AL; MB noted that the term 'Equal Opportunities' is an outdated term.	
All agreed	<ul style="list-style-type: none"> o Final amends to Complaints policy o Review of Equal Opportunities policy 	<p>VW/MB</p> <p>MB/AL</p>

Item 7.1 & 7.2	Strategic Objectives and Business Plan 2023-26 (previously circulated) and Appointing new Trustee Leads	
a	<p>MB summarised the presentation which now incorporated feedback from previous meetings. These objectives were signed off by the Board. It was noted that these objectives are aspirational for the organisation.</p> <p>Thanks was expressed to MB for all the work done and running the engagement sessions. It was suggested that we should do comms to thank everyone for participating, and could be added to the next newsletter.</p>	
b	<p>The delivery plan has been created with certain Trustee Leads in place or suggested. There have been three vacancies identified, and a need for a lead in Business Planning which is a gap in our skillset as a Board. Even with the introduction of ES and ES-B to the Board in October there are gaps and we have vacancies.</p> <p>AL asked if Income Generation and Business Planning were related enough to be done by the same person; ES the nominated lead for Income Generation agreed with MB that they are separate roles. The Board then agreed with this decision.</p> <p>JK commented that in fact after the Spring General Meeting there will be four vacancies (after JK, PT and VW step down). It was identified that we have gaps or need replacements</p>	

	<p>for leads on Business Planning, Treasurer and Education. It was asked if we needed a Millwright role? We need to show the Milling group that it is a priority and we need to make it a viable activity. JK commented that it is important to have a Milling lead to show our commitment to the activity. We cannot rely on Abel to engage the subgroup, it needs a lead from the Board. Do any of the existing millers have the experience and desire to become a Trustee? AL suggested we look again at the volunteers we have that are interested in Milling, as well as ask SPAB for advice. We will need a lead who can look again at the financial models and pricing for our milling activity.</p> <p>VW commented that we should not forget the Risk Register and asked if that should have a Trustee Lead and be included on the delivery plan.</p> <p>ES-B offered to help MB with recruitment. The first step will be to longlist what we're looking for. It was noted we will need to keep diversity in mind in line with good governance. We can use the same volunteer Robert who helped on the panel last time. Other suggestions were Priscilla or Allen. AL said there are other long-term volunteers we could use too.</p> <p>MB commented that there was a previous interviewee who was interested in Events that could be approached. If the Trustees know anybody that could be suitable, they are encouraged to approach them and let MB know about them</p>	
All agreed	<ul style="list-style-type: none"> o Strategic Objectives added to the website o Comms sent out to thank community and tell them about the work such as newsletter o Update the Delivery plan following discussion o Touch base with previous Trustee interviewee o Longlist recruitment needs and start recruitment process 	MG/CH MG/CH MB MB MB/ES-B

Item 7	Any other business	
	<ul style="list-style-type: none"> - VW gave "early warning" about April General Meeting. ES-B to confirm booking of Centre starting with April General Meeting. Once booked, ES-B to confirm April General Meeting date. Planning committee to be created with TRK, ES-B, NW - Business Plan was noted as being outdated, and a question was raised as to who does the copy for it. It needs to match the new Strategic Objectives, MG to be approached about doing this with NW & TR. NW noted a working ops session would work. TR noted she is away until 11th Feb. - Thanks was expressed by TR to all for their attention and work, and a special thanks to VW for her work as Secretary and a smooth handover to ES-B 	ES-B NW

Item 8	Confidential Items (see separate sheet)	
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Next Meeting	Board Meeting on Tuesday March 14th	ALL
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