



Minutes of a meeting of the Trustee Board meeting held at 5-11 Lavington Street, London, SE1 0NZ on Thursday 13 June 2019

Present: Su Sayer (Chair)  
Steve Anderson  
Margaret Clark  
Christine Drury  
Lucie Hammond  
Corinne Pluchino  
Will Rivers  
Robin Thompson  
Richard Simmons  
Andy Topley

In attendance: Crispin Truman (Chief Executive)  
Tom Fyans (Director of Campaigns and Policy)  
Elvira Meucci-Lyons (Director of Development and Marketing)  
Mark Cornish (Director of Finance and Corporate Services)  
Crewenna Dymond (Director for Volunteering and Partnerships)

Alex Jordan (Board Observer)  
Martin Tyler (Treasurer-Designate)  
Bob Empson, White Maple Consulting (item 7 only)

Min 19/19 **Apologies and Welcome**

There were no apologies. Su Sayer welcomed Martin Tyler, Treasurer-Designate, who was observing the meeting.

Su also thanked Christine Drury and Lucie Hammond who would be stepping down at the AGM; and Alex Jordan, whose term as Board Observer had now ended.

Min 20/19 **Conflicts of Interest**

Corinne Pluchino declared a conflict of interest as the new Chief Executive of Campaign for National Parks. Su Sayer congratulated Corinne on her appointment.

Min 21/19 **Minutes of the Board meetings of 21 March 2019 and 9 May 2019**

The minutes of the meetings of 21 March and 9 May were signed as a true record.

Min 22/19 **Chair's Report**

Su Sayer said that the process for direct nominations to the AGM, as detailed in article 24 of the constitution, had in error not been fully complied with. This mistake affected only the General Board Member role, and a revised AGM agenda and a new Special Resolution would be sent to Voting Members shortly. **Action**

It was agreed that two members of the County Branches Forum (CBF) would be invited to the afternoon session of the September Board. **Action**

Min 23/19

### **Matters Arising**

The matters arising were noted. There was a discussion about the implementation of the new organisational structure.

Min 24/19

### **Chief Executive's Report**

Crispin Truman said that the focus for work was linking the big-picture strategy and Purpose Project work with detailed work on the ground. He commended the staff for continuing to deliver work to a high standard of professionalism despite significant organisational change.

#### **Q1 KPIs**

The KPIs were noted.

Min 25/19

### **2020-26 Strategic Plan and Financial Strategy**

#### **Strategic Plan**

Crispin Truman said that the in-depth review following on from the Purpose Project had been a fascinating exercise in navigating the diverse range of views within the organisation. Feedback from the CBF had been reviewed by the Board and taken into consideration in the final draft of the Strategic Plan, and programme ideas had been included to give an indication of what the Plan meant in practice.

Trustees made a number of comments on drafting which would be incorporated into the final version.

Trustees thanked Bob Empson for his work as facilitator, and the members of the Strategy Task Force for their hard work on the project.

#### **Financial Strategy**

The financial strategy set overall targets for all departments to deliver.

The Board response to the final Strategic Plan and financial strategy was extremely positive and they thanked those involved, especially the project team and the project manager, Natalie Bridge.

The Board approved the 2020-26 Strategic Plan and Financial Strategy.

Min 26/19

### **AGM and Conference**

Crispin Truman introduced the item with a video recording of Sir Andrew Motion which would be played at the start of the conference.

Crewenna Dymond said that most branches and regional groups were sending representatives and that attendance was good. Each workshop would be co-hosted by staff from the national charity and a local charity member, except the recruitment workshop which was run by an external specialist.

Trustees endorsed the plans for the AGM and Conference and asked that staff allocate them to workshops and make full use of them throughout the event.

Min 26/19

### **Director of Engagement & Income Report**

The Director's report was noted.

In response to a question, Elvira Meucci-Lyons said that in future she would be reporting using the return on investment (ROI) model, which would give a better indication of true fundraising costs.

#### **CC20 Compliance Review**

The paper was noted. National support to the CPRE network on this matter would be dealt with as part of the ongoing 'Ways Of Working' group governance work and the Volunteering & Partnerships team programme.

#### **Draft Fundraising Policy**

The draft Fundraising Policy was approved. There was a discussion about sectors with which CPRE might not wish to engage; it was agreed that this would be considered further. **Action**

#### **Draft Core Messaging Development**

The paper was noted, and the Board was positive in its response to the messaging thus far developed.

#### **Headline Idea for 2020 launch of CPRE, The countryside charity**

Elvira Meucci-Lyons gave a presentation on the Headline Idea for 2020, which was currently being developed. This was very well received, and the presentation would be sent to the Board for feedback.

#### **Website Update**

The team working on the new website took the Board through the draft layouts during the lunch break.

Min 27/19

#### **Director of Campaigns & Policy Report**

Tom Fyans said that the recent Star Count had been a great example of positive engagement which also had a strong campaigning and policy angle. There had been excellent media coverage, particularly at network level; he said that there would be more of this type of work.

Solid progress was being made in moving towards an announcement of a deposit return scheme. CPRE had participated in a recent global day of action on litter.

Tom reported on his recent meeting with Kit Malthouse, Minister of State for Housing. Mr Malthouse had accepted an invitation to speak on housing policy later in the year.

CPRE staff would join a mass lobby in June organised by The Climate Coalition, of which CPRE was a member.

CPRE continued to work with a number of housing charities, including Shelter and the NHC, on the comprehensive spending review and social housing, with CPRE bringing expertise on rural housing.

A recent YouGov poll commissioned by CPRE showed strong support for Green Belt across all age groups, and also for a comprehensive deposit return scheme. Responses to other issues such as rural affordable housing were more mixed.

## **Draft Minutes of April Policy Committee**

Richard Simmons updated the Board on the Policy and Planning Advisory Panel (PPAC) sub-committee of the Policy Committee, which offered a space to talk about planning, with the aim of producing ideas about how to improve the planning system.

Richard also updated the Board on progress made by the Climate Change sub-committee which now had three active Task & Finish groups, on Energy, Biodiversity and Transport. The groups would feed into the review of CPRE's response to climate change.

Will Rivers reported on the first meeting of the Energy Task & Finish Group, which he led. There was a discussion about low carbon vs net zero carbon by 2050, and Will said that the group would focus on the best available evidence.

There was a discussion about how CPRE made policy as an organisation. It was agreed that policy making should be reviewed by the Board in light of the new Strategic Plan. It was also suggested that the Board consider its own role, and whether changes needed to be made to align governance more generally, with the new strategic direction.

It was agreed that a small group made up of two trustees and Tom Fyans would consider the issue of policy making and report back to the Board in December.

Terms of Reference for the policy review will be brought to the September Board for agreement. **Action**

A project for wider review of governance in 2020 will be worked up in the operational planning process this autumn. **Action**

Min 28/19

## **Director for Volunteering & Partnerships Report**

Crewenna Dymond reported on the appointment of two members of the Volunteering Development team, Cassa Townsend and Louise Hall, who had just started work. Further team appointments were expected shortly.

Crewenna updated the Board on the joint AGM/Conference, the Ways of Working (WoW) group, the regular regional Chairs meetings and support being given to CPRE Lincolnshire,

It was agreed that Crewenna would produce a Board paper considering what a successful charity looked like and how local charities could be helped to achieve standards being discussed by the WoW group. **Action**

It was also agreed that there should be a review of the role of the regional groups. **Action**

Crewenna reported on National Volunteers Week, which CPRE had participated in for the first time. National staff had participated in two events organised by The Ramblers, in Shropshire and in London.

Min 29/19

## **Director of Finance & Operational Effectiveness Report**

The report was noted. Mark Cornish said that he and Tom Fyans would be meeting CCLA in early July to discuss ethical investing.

Mark commented on human resources, including turnover and the results of the staff survey. He said that the IT upgrade was continuing, with the focus currently on document management.

#### **Management Accounts**

Mark reported that income was £200,000 better than budget at the end of March, largely due to unrealised investment gains.

#### **GDPR Compliance Reporting**

The report was noted. A new online training programme would be introduced shortly.

Min 30/19

### **Governance**

#### **Observer to the Board**

The Board approved the proposal that Lynn Ladbroke become the next Board Observer. Her first meeting would be in September.

**It was agreed that further consideration would be given to the process of selection before appointing the next Board Observer.**

#### **Trustee Board Meeting Dates 2020 and 2021**

The dates were noted.

#### **President and Vice President Role Descriptions**

The role descriptions were noted. It was agreed that the Vice President role description might vary according to what CPRE required of the role.

#### **Appointment of Honorary Standing Counsel**

The Board thanked John Hobson QC for his 17 years of service as Honorary Standing Counsel. Christine Drury paid tribute to his generosity in coming forward to help CPRE during those years.

The Board approved the appointment of Paul Brown QC as the new Honorary Standing Counsel, noting that he was a member of the Legal Panel and already much involved with CPRE's work.

#### **CPRE Board Annual Awaydays 2019**

Crispin Truman said that the Awaydays provided a valuable opportunity to discuss the big long-term strategic issues; to build the team; to build relationships with the local CPRE groups; and to build relationships with contacts in the local area. He had received great feedback after the network dinner. Crispin thanked trustees and staff for their time, effort and support.

#### **Network Visit Reports**

Margaret Clark reported on generally positive visits to CPRE South West Regional Group and CPRE Dorset.

Martin Tyler had attended the CPRE Norfolk AGM.

Min 31/19 **Risk Management**

**Current Significant Risks**

Mark Cornish said that the team risks had been reviewed and updated as necessary. The Finance, Audit and Operational Effectiveness Committee (FAOSC) continued to review risk on a regular basis.

The risk list identified in the awayday discussions would be reviewed and incorporated into the main risk register. **Action**

Min 31/19 **Any Other Business**

It was reported that Julia Marley had stood down as Chair of CPRE North Yorkshire,.

The minutes of the June CBF meeting, which had been submitted after the Board agenda had been finalised, were noted.

In response to a query about CPRE Northamptonshire’s search for trustees, Crewenna Dymond said that recruitment support was being given to the branch. A Volunteer Management System was in the process of being chosen, and this would give all branches access to recruitment and volunteer management tools.

Christine Drury thanked the Board for their support during her term of office.

Alex Jordan thanked the Board for giving him the opportunity to see how a Board functioned and said that it had been a fantastic experience.

For Action

Minute	Item	Action	Status
22/19	AGM agenda and special resolution	Revised AGM agenda and special resolution emailed / posted to Voting Members	Completed
22/19	CBF attendance at Board	Invite two members of the CBF to the afternoon session of the September Board	
26/19	Headline ideas for 2020	Presentation to be sent to the Board for feedback	
27/19	Policy-making review	In light of the strategic plan, Board to review how policy is made and consulted on, and the role it plays in it.  Terms of Reference to September Board Report to the December Board	
28/19	Supporting local CPREs	How local charities could be helped to achieved standards being discussed by the WoW group  Paper to the Board (date tbc)	
28/19	Review of role of regional groups	To be incorporated in a wider governance review project in 2020, proposals for which will be brought to the Board as part of the operational plan	

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		being worked up this autumn.	
30/19	2020-21 Board Observer	Guidelines on how to recruit a Board Observer to be drafted for the March 2020 Board.	
31/19	Risk register	The risk list identified in the awayday discussions would be reviewed and incorporated into the main risk register	