



# ARCHITECTS BENEVOLENT SOCIETY

## **Board Meeting**

To be held on Wednesday 14 June 2023 at 6 Brewery Square, Copper Row, London SE1 2LF and on zoom at 2pm

***There will be an informal meeting of the trustees at 12.30pm and lunch will be served in the same location from 1pm***

<https://us02web.zoom.us/j/84503571634?pwd=WmgzTyt2ZmkyMzlrTDFwWEZ6eUx5Zz09>

Meeting ID: 845 0357 1634

Passcode: 206885

1 **Apologies for absence**

2 **Declaration of interest**

Those present to declare any prejudicial interests in items on the agenda and their nature

3 **Minutes of the last meeting**

Held on Wednesday 15 February 2023 (attached).

4 **Matters arising from the minutes**

5 **Investment manager reports**

5.1 Robert Inglis and Rory Fleming of Cazenove will attend at 2.05pm

5.2 John Hildebrand and Sabina Khan of Investec will attend at 2.30pm

6 **Trustee Officers**

6.1 Chair

The following has agreed to stand for a further year and, there being only a single nomination, the Board is recommended to elect the proposed candidate under Article 27.1.1 and for a term commencing from the conclusion of this meeting until the conclusion of the Board meeting in June 2024:

Mark Grzegorzcyk

6.2 Honorary Treasurer

The following has agreed to stand for a further year and, there being only a single nomination, the Board is recommended to elect the proposed candidate under Article 27.1.2 and for a term commencing from the conclusion of this meeting until the conclusion of the Board meeting in June 2024:

Nigel Thorne

7 **Annual business**

7.1 Adoption of the Accounts for the year ended 30 September 2022 and the reports of the Board and the Auditors thereon

Reviewed at the February Board meeting and attached separately

7.2 Charity Commission Annual Return

The Annual Return provides a summary of the Accounts and is a requirement of Charity Commission registration- Annexed at A

7.3 Appointment of the Auditors

The Finance, Audit and Risk Committee are recommending that Moore Kingston Smith are appointed as the auditors for the financial year ending 30 September 2023

8 **Board**

8.1 Appointment of new Trustees

Subject to all appropriate checks having been carried out and the candidates having signed the declaration, the Trustees are recommended to appoint the following as Trustee of the Society under the terms of Article 25 and Member under the terms of Article 28, commencing on 15 June 2023

Alison Thornton-Sykes  
(CV attached for info)

8.2 Reappointment of Trustees

Under the terms of the Articles of Association and transitional arrangements for trustee appointment provisions, the following Trustees' terms come to an end on 15 June 2023 and they are eligible for reappointment for a further term of up to three years:

<b>Trustee name</b>	<b>Notional number of years served for purposes of Article 25.2</b>	<b>No. of further years for which trustees may serve until required to retire by Article 25.2</b>
John Moakes	6	3
Nigel Thorne	6	3
Aled Rees	3	6

8.3 Welfare spending and budget review  
Paper annexed at B

8.4 Finance review update  
Hon Treasurer will report

8.4 June Board meetings schedule  
Paper annexed at D

8.5 Risk Policy  
Paper annexed at E

8.6 ABS President  
The Development and Engagement Committee is recommending to the Board that Eddie Weir PPCIAT is re-appointed as the next ABS President for a further period of 12 months

9 **Report of the Welfare Committee**  
Minutes of the meeting held on Tuesday 19 April 2023 are annexed at F

10 **Report of the Finance, Audit and Risk Committee**  
Minutes of the meeting held on Wednesday 3 May 2023 are annexed at G

11 **Report of the Nominations and Remuneration Committee**  
Minutes of the meetings held on Wednesday 22 February 2023 and Wednesday 3 May 2023 are annexed at H

12 **Report of the Development and Engagement Committee**  
Minutes of the meeting held on Thursday 27 April 2023 are annexed at J

13 **Any other business**

14 **Dates of future meetings**

Wednesday 11 October 2023

15 **Retirement of Trustees**

## ARCHITECTS BENEVOLENT SOCIETY

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# Board Meeting

Minutes of the meeting held on zoom on Wednesday 15 February 2023 at 2pm

Present:            Mark Grzegorzczuk - Chair    John Moakes            Aled Rees  
                         Rick McCluggage            Lucy Mori            Sangeeta Shenoy  
                         Andy McLeish            Karen Rogers            Sumita Singha

In attendance:    Sarah Gartshore (Chief Financial Officer)  
                         Robert Ball (Chief Executive)

### 1        **Apologies for absence**

1.1     Richard Brindley, Ant Clerici, Nigel Thorne

### 2        **Declarations of interest**

2.1     There were none.

### 3        **Minutes of the last meeting**

3.1     The minutes of the meeting held on Wednesday 12 October 2022 were approved as a correct record and signed by the Chair.

### 4        **Matters arising from the minutes**

4.1     There were none.

### 5        **Board**

#### 5.1     Annual Audit and Accounts

5.1.1   Sarah Gartshore highlighted the notable items in the accounts from the SOFA, balance sheet and the accompanying notes.

- 5.1.2 Overall there had been a net deficit of £322,000 for the year and this was also reflected on the balance sheet where total funds now stood at just over £32 millions.
- 5.1.3 The auditors were happy with the accounts as they stood, they just needed to undertake a final review of the Trustees report before the audit work was completed.
- 5.1.4 The auditors had further reported that the finance team had performed very well during the course of the year and during the audit.
- 5.1.5 The Accounts, along with the Letter of Representation were due to be signed off at the June Board meeting and then submitted to the Charity Commission and Companies House.

## 5.2 Financial Management Policy

- 5.2.1 The Financial Management Policy, annexed at C, had been amended, the principal changes including a revised list of approved signatories and increasing the limit for single signatory approval to £10,000 from £2,000.
- 5.2.2 The Financial Management Policy was approved.

## 5.3 Investment Policy

- 5.3.1 A revised Investment Policy was annexed at D.
- 5.3.2 The principal amendment within the Policy was the removal of a restriction limiting the level of non-UK equities to no more than 50%. As the UK made up around 6% of the global market this was seen as overly restrictive and would allow the managers the discretion to invest more overseas where it made sense to do so.
- 5.3.3 The other main addition was the introduction of defined ESG guidelines at Appendix A. There would need to be a transition period to allow the managers the time to adjust the portfolios where investments were at odds with the guidelines and any changes would need to be agreed with the Finance, Risk and Audit Committee first to ensure the ABS did not suffer a fall in returns and performance unnecessarily.
- 5.3.4 The Investment Policy was approved.

## 5.4 Management accounts

- 5.4.1 Sarah Gartshore gave a summary of the management accounts for the first quarter to the end of December 2022.
- 5.4.2 Income overall was a little down on budget and expenditure similarly lower, the overall net loss being £18,000 bigger than budgeted. After including investment losses and gains the bottom line showed a net loss £105,000 better off than budgeted.

## 5.5 Risk

- 5.5.1 The trustees agreed to feedback any suggested amendments to the list of strategic risks annexed at F.
- 5.5.2 Once all current items from the Risk Register had been reviewed by the Board and committees the Risk Working Group would meet again to review the register as a whole and with the hope of reducing it to more manageable levels.

## 5.6 Cazenove cash holdings, Lloyds loan and repayment

- 5.6.1 The Finance, Audit and Risk Committee were maintaining a close eye on the level of interest being charged on the Lloyds loan, this was on a variable rate and had been increasing gradually over the last 12 months.
- 5.6.2 If interest rates continued to rise it might be appropriate to part repay the loan and there was currently c. £240,000 of cash being held in the Cazenove PE portfolio which could be used for that purpose. Alternatively those monies could be invested in the main portfolios or set aside to be used for day to day expenditure later in the year.
- 5.6.3 The Board agreed to give the Committee the discretion to allocate the cash holdings as they saw fit once the options had been considered in full.

## 5.7 Routine approvals

- 5.7.1 Approvals relating to the letting of the ground third at 43 Portland Place and an updated banking mandate with C Hoare & Co were annexed at G and approved by the Board.

## 6 **Report of the Welfare Committee**

- 6.1 The minutes of the meetings held on Wednesday 19 October 2022 and Tuesday 24 January 2023 were annexed at H.
- 6.2 Sumita Singha summarised the main points from the two meetings.
- 6.3 The team had been continuing the work on interest free loans and were due to review all loans in the near future with a view to proposing to write off certain unsecured loans on the basis of the size of the loan, likelihood of repayment and other criteria.
- 6.4 A developing trend was the proportion of applicants requiring mental health and wellbeing support (c.60%) and financial support (c.30%) and the larger proportion of those being women.
- 6.5 The Committee had agreed to amend the internal audit process and this would now be carried out by the senior staff team rather than the committee members, as was the practice at some other benevolent funds.
- 6.6 The staff team had been meeting with representatives of a small trust who were keen to hand over their funds to the ABS, to be used as a student hardship fund in line with the Trusts objectives. It was likely that the transfer would happen later this year and the funds currently stood at around £70,000. Members queried if the funds might be used over the long term and although this was possible, it was not thought that the trustees of the Trust intended the monies to be used in that way. CEO
- 6.7 All of the trustees expressed their thanks to Aidan Cullen who was due to retire at the end of March and agreed to source an appropriate retirement gift. AM
- 6.8 It was agreed to circulate the latest version of the Grant Giving Policy to all of the trustees following the meeting. CEO
- 6.9 The minutes of the meeting held on Wednesday 19 October 2022 and Tuesday 24 January 2023 were approved.

## **7 Report of the Finance, Audit and Risk Committee**

- 7.1 The minutes of the meeting held on Wednesday 18 January 2023 were annexed at J
- 7.2 John Moakes summarised the main points from the meeting in January, a number of which had led to items on the Board agenda previously addressed.
- 7.3 The Investment policy work and notably the new ESG guidelines had involved a great deal of work and it was to be noted that further amendments were likely as the matter moved forwards and reviews continued.
- 7.4 There had been big improvements to the finance department noted during the audit and this was very encouraging.
- 7.5 The Committee had completed an initial review of audit proposals from a long list of firms and had shortlisted four to go through to the next stage. Safferys had been one of the firms to submit a proposal but had been rejected due to the level of fees quoted, bringing to an end a relationship of over 100 years.
- 7.6 The Committee were due to review a proposal from external consultants to assist with the finance review and it was expected a recommendation would be put to the Board in the near future for approval.
- 7.7 The minutes of the meeting held on Wednesday 18 January 2023 were approved.

## **8 Report of the Nominations and Remuneration Committee**

- 8.1 The minutes of the meetings held on Wednesday 9 November 2022 and Wednesday 11 January 2023 were annexed at K.
- 8.2 Committee Chair Karen Rogers reported and the Committee continued to review hybrid working arrangements; the staff team had recently commenced a 6 month trial working a minimum a day a week in the office.
- 8.3 Richard Beer had now started work as the new Development Manager and it was agreed to send around some relevant information about his professional background for info. CEO
- 8.4 The Committee had been reviewing the Remuneration Policy and were recommending reducing the eligibility to join the ABS health insurance scheme from 3 years to 3 months. CEO
- It was agreed that all employees should be eligible to join the health scheme after 3 months service.
- 8.5 The Committee were working with management to prepare for trustee recruitment in time for the June 2023 when two of the current trustees were due to retire. There would remain a focus on improved diversity on the Board including geographical representation with the majority of regions in England and Northern Ireland having no representation.
- 8.6 The Committee were due to complete their review of the risk register items falling under their remit shortly.
- 8.7 Thanks were expressed to non-trustee committee member Kate Marks who was providing valuable HR assistance and advice to the Committee and management.
- 8.8 The minutes of the meetings held on Wednesday 9 November 2022 and Wednesday 11 January 2023 were approved.



**9 Any other business**

- 9.1 It was agreed that Board meetings in future should be held face to face as far as possible and also hybrid to allow those who could not attend in person to participate.
- 9.2 It was further agreed to consider a schedule for holding meetings away from London on a periodic basis and this would be reviewed at the following meeting in June.
- 9.3 The trustees would also look at moving meetings away from school holidays where possible.

**10 Dates of future meetings**

- 10.1 Wednesday 14 June 2023  
Wednesday 11 October 2023





# Charity Commission Annual Return 2022

## ARCHITECTS BENEVOLENT SOCIETY

Charity registration number: 265139

Most of the information you give in this form will become publicly available on the Register of Charities. Any field that the Charity Commission will not display will be clearly marked.

This document is a record of the information provided in the Annual Return 2022.

## PART A - Charity information

### Financial period

Financial period start date

01/10/2021

Financial period end date

30/09/2022

### Income and spending

Income £

£ 1,905,191

Spending £

£ 2,102,827

### Serious Incidents

**For the period of this return, were there any serious incidents in your charity that have not been reported to the Charity Commission?**

## Fundraising - professional fundraiser

**Did your charity raise funds from the public?**

**Did the charity work with any professional fundraisers?**

## Fundraising - commercial participator

**Did your charity work with any commercial participators?**

## Grantmaking

**Was grant making the main way your charity carried out its purposes?**

## Government contracts

**During the financial period for this annual return, did the charity receive income from contracts (other than grant agreements) with central government or local authorities?**

## Government grants

**During the financial period for this annual return, did the charity receive income from grants from central government or local authorities?**

## Income from outside the UK

**Did your charity receive income from outside the UK ?**

## Spending outside England & Wales

Did your charity operate outside England and Wales?

Select countries/territories your charity operated in during the financial period covered by this annual return

- Botswana
- Colombia
- Northern Ireland
- Poland
- Scotland
- South Africa

Botswana	<input type="text" value="£ 6,120"/>
Colombia	<input type="text" value="£ 500"/>
Northern Ireland	<input type="text"/>
Poland	<input type="text" value="£ 2,850"/>
Scotland	<input type="text"/>
South Africa	<input type="text" value="£ 3,400"/>

Total Spending outside England & Wales

## Spending outside England & Wales

When spending money or working outside England and Wales, did your charity transfer money other than using the regulated banking system?

## Spending outside England & Wales

**Did your charity have procedures and controls in place to monitor expenditure outside England and Wales?**

**Are the trustees satisfied that your charity's risk management policies and procedures adequately covered activities and spending outside England and Wales?**

## Trading subsidiaries

**Did the charity have any subsidiaries?**

## Trustee payments

**Did any of the trustees receive any remuneration, payments or benefits from the charity other than refunds of legitimate trustee expenses?**

**Did any of the trustees resign and then take up employment with the charity?**

## Employees' salaries

**Did any of your charity's staff receive total employee benefits of £60,000 or more? Select No if your charity does not have any staff or does not pay any staff.**

**For your highest paid member of staff only, what was the total value of their employee benefits?**

**(For example if your highest paid member of staff received £35,000 enter 35000). If you do not have any staff or did not pay any staff, enter 0 (zero)**

**£60,000 to £70,000**

**£90,001 to £100,000**

## Volunteers

How many UK volunteers, excluding trustees, did the charity have during the financial period?

## Financial controls

Did your charity review its internal financial controls?

## Safeguarding

Has the charity obtained a standard, enhanced or enhanced with barred lists DBS check on all trustees, employees and volunteers who are in roles that are eligible for these checks?

Select Yes if there are no trustees, employees or volunteers in roles that are eligible for these types of DBS checks.

## PART B - Financial information

### Account type

Does your charity prepare:

### Income and endowments

**Donations & legacies**

£ 1,236,355

**Of the total donations & legacies  
what amount is Endowments received**

£ 0

**Investment income**

£ 203,412

**Other income**

£ 465,424

**Of the total donations & legacies  
what amount is Legacies**

£ 1,079,715

**Other trading activities**

£ 0

**Income from charitable activities**

£ 0

**Total Income and endowments**

£ 1,905,191

**Expenditure****Expenditure on raising funds**

£ 523,566

**Other expenditure**

£ 0

**Of the total expenditure on  
charitable activities  
what value is Grants to institutions**

£ 0

**Of the total expenditure on raising  
funds  
what value is Investment  
management costs**

£ 323,116

**Expenditure on charitable activities**

£ 1,579,261

**Of the total expenditure on  
charitable activities  
what value is Governance costs**

£ 72,375

**Total Expenditure**



## Gains/(losses)

**Gains/(losses) on revaluation of fixed assets**

This figure should be prefixed with the minus symbol if it is a negative value.

**Net gains/(losses) on investments**

This figure should be prefixed with the minus symbol if it is a negative value.

**Actuarial gains/(losses) on defined benefit pension schemes**

This figure should be prefixed with the minus symbol if it is a negative value.

**Other gains/(losses)**

This figure should be prefixed with the minus symbol if it is a negative value.

## Assets

**Total fixed assets**

**Of the total fixed assets what value is Fixed asset investments**

**Total current assets**

**Of the total current assets what value is Current asset investments**

**Of the total current assets what value is Cash at bank and in hand**

## Funds

## Endowment funds

£ 704,992

## Restricted funds

£ 0

## Unrestricted funds

£ 31,354,802

## Total Funds

£ 32,059,794

## Liabilities

## Creditors due within 1 year

£ 291,905

## Creditors falling due after one year and provisions

£ 1,550,710

## Defined benefit pension scheme asset/(liability)

This figure should be prefixed with a minus symbol if it is a negative value

£ 0

## Total net assets/(liabilities)

£ 32,059,794

## Additional information

## Support costs

£ 358,496

## Depreciation charge for the year

£ 5,802

## Level of reserves

£ 1,806,467

## Average number of employees

12

## Privacy statement

Any information you give us will be held securely and processed only in accordance with the rule on data protection. We will not disclose your personal details to anyone unconnected to the Charity Commission unless:

- you have consented to their release; or
- we are legally obliged to disclose them; or
- we regard disclosure as either (a) necessary so that we can properly carry out our statutory functions or (b) necessary in the public interest.

We may share and disclose information about you with relevant public authorities, regulatory bodies and agencies, outside the Charity Commission but only if:

- we can lawfully do so; and
- we decide that disclosure is necessary for national security, crime detection, prevention, and law enforcement, or other issues in the public interest

Information we collect about you

We will use this information:

To enable us to carry out our statutory functions and duties;

This will include the following actions:

- (a) update, consolidate, and improve the accuracy of our records;
- (b) undertake crime detection and prevention and law enforcement and assist the third parties specified above to investigate or prevent crime and carry out law enforcement;
- (c) data analysis, testing, research, statistical and survey purposes

Information we receive from other sources.

Information we receive from other sources

We may combine this information with information you give to us and information we collect about you.

We may use this information and the combined information for the purposes set out above (depending on the types of information we receive).

We will ensure that any such disclosure and use is proportionate; considers your right to respect for your private life; and is done fairly and lawfully in accordance with the data protection principles of the Data Protection Act.

The Data Protection Act 1998 regulates the use of 'personal data', which is essentially any information, however stored, about identifiable living individuals.

As a 'data controller' under the Act, the Charity Commission must comply with it. Any changes we may make to our privacy statement in the future will be set out in the replacement version of this form.

Please check back frequently to see any updates or changes to our privacy policy.

## Declaration

**This annual return has not been submitted and no Declaration has been made**

## **ABS Welfare Budget Review**

**June 2023**

### **Current Situation**

The Welfare Budget was £98,077 overspent at the end of March, representing a 17.4% overspend at that point in time. The trend has continued, although welfare spending has reduced a little in April and May.

This overspend is due to the increase in numbers of beneficiaries combined with the significant increase in 2022 MIS budgets, on which our grant levels are based in the Grant Giving Policy (GGP).

From our recent analysis, we now know that 50% of our current beneficiaries are in the two household types which resulted in the highest increases of 27% and 28% in MIS budgets (working age single people and working age couples). Therefore, although there has only been an 8% increase in the numbers of beneficiaries compared to the previous year, the increase in spend (17%) is disproportionately higher due to the make-up of our beneficiary demographic.

ABS funds are being used more effectively since the introduction of the GGP in March 2020; shorter term, higher value support is being provided instead of smaller grants over a much longer period.

Even with knowledge of the wider social and economic context in which ABS operates, it is a significant challenge to predict beneficiary numbers, and this has always been the case.

### **Context**

These are challenging financial times for all organisations, especially charities, requiring prudent financial decisions. In the long term, ABS has assets of £31m and is undergoing a financial review (carried out with Epoch, financial consultants) to help ensure financial sustainability going forward.

Whilst the overspend is concerning in terms of the annual budget for this financial year, the impact that ABS grants have for people experiencing severe financial hardship during the cost-of-living crisis is unquantifiable, and that should be acknowledged in the budget review. The increase in beneficiary numbers reflects not only the significant hardship that people are facing, but also the result of successful awareness raising by ABS among the architectural community.

ABS exists to support people in times of need, and the need has never been greater than now.

At this point, a review of the whole ABS budget will inform a decision about how to manage the welfare overspend.

Two options are outlined below.

## **Option 1**

### ***Increase the 2022-23 welfare budget assume current level of spending.***

The Welfare Committee asked the executive team to prepare an 'upper end scenario' for welfare spend in the remainder of this year. From our analysis, it seems unlikely that we would need to reforecast along the lines of this scenario, but it is possible. We have therefore prepared two scenarios/forecasts for increasing the budget for this financial year, the second of which we think is most realistic. Please see Annex A for details.

- i. 4% uplift each month resulting in £290,919 overspend on welfare budget
- ii. 1.5% uplift each month resulting in £244,553 overspend on welfare budget.

Either forecast allows ABS to continue to provide support to existing and new beneficiaries at the current level. It enables ABS to continue to meet its charitable objectives and uphold its values in a time of unprecedented need for the architectural community (and beyond).

Overspend on the welfare budget should be considered in the context of the overall ABS budget, and as at the end of the last quarter (31<sup>st</sup> March), the overspend on the welfare budget was offset by savings including the sale of assets (welfare cars totalling £13,700), a service charge rebate for amounts paid in prior years for vacant floors (£62k), along with savings on staff costs, marketing costs, professional fees and wellbeing programme spend.

State welfare benefits have increased from April, which will have some impact on reducing regular grants as income will increase for those beneficiaries in receipt of benefits, meaning that their ABS grants will reduce accordingly when cases are reviewed; spend did reduce a little in April and May.

### **Impact on beneficiaries**

Beneficiaries will continue to be supported by ABS to have an adequate standard of living and a stable financial situation for a period of time, enabling them to effect changes to improve their financial situations where possible. We will be able to give notice of any changes to policy that may be required in terms of affordability for next year's budget, allowing beneficiaries to prepare, and allow a transitional period to move to new policy decisions.

There is significant anecdotal evidence that the level of support that we provide through MIS is effective. People do not want to be reliant upon the ABS for support, but where they are reliant (unable to work due to health issues, discrimination in the job market, for example) there is a real need and commensurate appreciation for the support offered.

### **Impact on overall ABS budget**

The increase to the overall ABS budget deficit is less than the welfare overspend due to savings made elsewhere in the budget, which offset the overspend. Please see Annex B for details.

### **Risk**

ABS risks ending the financial year with a higher overall deficit at the end of 2022-23 than the budgeted £1,034,792 and reducing its investment portfolio to fund charitable spend. However, during this financial year, we have had to withdraw significantly less money than last year due to the large legacy received at the beginning of the year. The money invested is available and, could be argued, should be used to fund charitable activities at this time of unprecedented need. After accounting for investment gains, we are reporting a deficit of £352k at 31 Mar 2023, versus our budgeted deficit of £577k, which is £225k ahead of budget.

## **Option 2**

### ***Adjust Grant Giving Policy to reduce grant giving in the remaining part of the financial year to remain on budget.***

This option would enable ABS to stay within budget for the year. In order to stay within the original budget, grant spend would need to reduce on average by £32,536 a month (a third of current spend). Consequently, less money would need to be withdrawn from investments.

There are different ways in which the GGP could be adjusted to achieve a reduction in spend. The most effective way to adjust the GGP would need to be carefully considered to ensure that sufficient savings are made, whilst maintaining an equitable approach. This is a complex process due to the flexible, individualised approach integral to our GGP.

### **Risk**

By reducing beneficiary grants midyear and in the short term, ABS risks harming its longstanding reputation among the architectural community, notably beneficiaries, ambassadors and donors. We would be breaking commitments we have made to beneficiaries in their grant awards, which were made in line with the GGP. The consequences of this harm to our reputation could be long lasting and affect income generation in the future. The reputational risk almost certainly outweighs the financial benefit for this year.

We have been advised by Epoch (financial consultants) verbally that an overspend in the current year is not going to have a significant impact on ABS' long-term financial situation. ABS is far from a position in which it is facing financial ruin and the financial information which is publicly available would not support a reduction in spending at this time.

It is also likely that following the outcome of the financial review, we will need to make adjustments to our GGP. Performing this exercise twice in a few months would lead to even more disruption for staff and beneficiaries.

### **Impact on beneficiaries**

ABS beneficiaries depend on their grants to enable them to maintain an adequate standard of living. If grants were reduced at this point, beneficiaries would experience even greater levels of hardship, and at a time when they are in significant need. In line with our GGP, grants are awarded for periods of time ranging from 1 month to 12 months. Reducing grants during an existing grant term could be catastrophic for some beneficiaries and amounts to a breach of our agreement to provide support already committed.

New applications for financial support would have to be refused due to budget constraints, meaning that people in financial hardship would not receive the help they need.

Both consequences are contrary to ABS charitable objectives.

## **Future planning, budgeting and oversight**

- Analytical review into expenditure on overheads and any potential savings and efficiencies has commenced; we will implement any agreed changes in a timely manner and adjust budgeting and forecasting accordingly (any reduction in principal head office costs following the review of future office needs for example would not be possible until the current lease expires in November 2024)
- Review into the Grant Giving Policy and potential changes, both short and long term, to our holistic support for beneficiaries is now under way. This will include the ongoing evaluation of current expenditure and assessing financial limits (for example on housing grants), financial eligibility criteria (for example, the current thresholds applied to the level of savings and assets) and the current time limits for financial support (for example, the limits applied to those who do not have long term health conditions/disabilities).

As our approach to support is flexible and responsive to individual need, rather than a 'one size fits all' approach, a comprehensive review and fundamental adjustment to the GGP is complex and requires time to ensure that support provided by ABS is meaningful for beneficiaries in terms of impact, but also affordable for ABS, in terms of finances. Any substantial changes would require a transitional period, in order to allow existing beneficiaries to adjust, particularly those with long term health conditions/disabilities. Any transitional period would likely take up to 12 months for those on longer term support who are typically reviewed every 12 months and shorter for other beneficiaries where the review periods are shorter, typically between 3 and 6 months. New beneficiaries would be aligned with any new criteria from the outset and those criteria will continue to ensure ABS remains true to the core objectives, as well as ensuring our short, medium and longer term financial investments are working most efficiently on behalf of the beneficiaries to meet the needs and demands of a changing world.

- Hon Treasurer and Chair to attend quarterly management accounts reviews with the leadership team and to additionally be sent the monthly management accounts; this should help to highlight any arising issues at an early stage. Management accounts are now supplemented by newly built reports providing greater detail of the level of grant giving to beneficiaries, this will help to identify when, where and why there are pressure points on overall expenditure, for example, by highlighting an increase in the numbers of specific groups (such as single working age people), the average spend on the beneficiaries within those groups and the impact of this on expenditure if the numbers continued to rise. Additionally, as a further step to improved oversight, the plan is to complete a first review of the annual budget at the quarterly management meeting with the Hon Treasurer and Chair in July each year, starting July 2023, earlier than budgets have been prepared and reviewed to date.
- Prepare annual budget with a range of direct charitable expenditure from higher spend on the basis of beneficiary numbers increasing beyond current levels, to lower spend on the basis of beneficiary numbers staying the same or decreasing, including uplifts in the Minimum Income Standard (MIS) both generally and for specific groups (for example, working age individuals and families, pensioners). It should be noted that it is difficult to predict with any certainty the number of enquiries for help we are likely to receive in any



given period and thought will need to be given as to what measures could be taken if and when there are indications that expenditure might exceed even the higher level of budgeted spend (for example, one step might be to notify beneficiaries at the outset that grant levels may be subject to change at the next review and the reasons why, also that time limits on grant giving might have to be amended).

- Welfare Committee and Finance, Audit and Risk Committee to consider any potential changes highlighted as a result of the above and to recommend these to the Board where agreed.
- All of the above to be carried out alongside the current financial review which will help to inform long term affordability, with a view to reducing the annual deficit to a sustainable level and informing annual budgets and longer term forecasting and strategic planning.

### **Recommendation**

The Board is recommended to approve Option 1 so that the 2022-23 budget is increased.

Once the financial review of ABS assets is completed later in 2023, ABS will have the information it needs to be able to develop a strategic plan which is affordable and sustainable.

It is the view of the Welfare Committee and the executive team that until such time as informed decisions can be made, any action taken to reduce welfare spend would be premature and detrimental in terms of impact on beneficiaries, reputation of the organisation and fulfilment of charitable objectives. The executive team is committed to working with the Welfare Committee and the Board to review the GGP linked to the financial review to identify any adjustments which need to be made to develop an affordable and sustainable budget for the future.

## Annex A

		Monthly Split												
		Annual Total	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Original budget	Monthly grants	(880,800)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)	(73,400)
Original budget	One-off grants	(240,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Original budget	Welfare services	(15,000)	(1,667)	(1,667)	(1,667)	(667)	(667)	(667)	(2,000)	(2,000)	(2,000)	(667)	(667)	(667)
<b>A</b>		<b>(1,135,800)</b>	<b>(95,067)</b>	<b>(95,067)</b>	<b>(95,067)</b>	<b>(94,067)</b>	<b>(94,067)</b>	<b>(94,067)</b>	<b>(95,400)</b>	<b>(95,400)</b>	<b>(95,400)</b>	<b>(94,067)</b>	<b>(94,067)</b>	<b>(94,067)</b>
<b>Original budget based on uplifted MIS figures</b>														
Reforecast with 4% increase	Monthly grants	(1,136,962)	(77,012)	(75,670)	(92,248)	(89,738)	(94,772)	(96,264)	(85,951)	(96,986)	(100,865)	(104,900)	(109,096)	(113,460)
Reforecast with 4% increase	One-off grants	(274,473)	(24,731)	(20,652)	(14,191)	(17,626)	(30,503)	(24,382)	(20,292)	(22,542)	(23,444)	(24,382)	(25,357)	(26,371)
Reforecast with 4% increase	Welfare services	(15,284)	(2,927)	(1,066)	120	(377)	(2,667)	(367)	(2,000)	(2,000)	(2,000)	(667)	(667)	(667)
<b>D</b>		<b>(1,426,719)</b>	<b>(104,670)</b>	<b>(97,387)</b>	<b>(106,319)</b>	<b>(107,741)</b>	<b>(127,942)</b>	<b>(121,013)</b>	<b>(108,243)</b>	<b>(121,528)</b>	<b>(126,309)</b>	<b>(129,948)</b>	<b>(135,120)</b>	<b>(140,498)</b>
6 monthly % increase								16%						30%
<b>A vs D</b>		<b>(290,919)</b>	<b>(9,603)</b>	<b>(2,321)</b>	<b>(11,252)</b>	<b>(13,675)</b>	<b>(33,875)</b>	<b>(26,947)</b>	<b>(12,843)</b>	<b>(26,128)</b>	<b>(30,909)</b>	<b>(35,882)</b>	<b>(41,053)</b>	<b>(46,431)</b>
Reforecast with 4% increase includes actuals to April 23. May-September 23 reforecast is based on the average of Dec22-Mar23 spend (the higher months) uplifted by 4% each remaining month. Analysis of Year to Date actual monthly increases shows an average monthly increase of 2.3% for regular grants and 1.5% for one-off grants. However, April and May were lower than the peak to March. With April and May actuals excluded the average monthly increase in regular grants is 5%, and for one-off grants is 3%. We feel that using the higher spend months of Dec-Mar as a starting point, and then applying a 4% increase for both monthly and regular grants is a reasonable estimate of the upper end scenario for welfare spend, resulting in a £291k overspend compared to budgeted welfare spend.														
Reforecast with 1.5% increase	Monthly grants	(1,099,340)	(77,012)	(75,670)	(92,248)	(89,738)	(94,772)	(96,264)	(85,951)	(94,654)	(96,074)	(97,515)	(98,978)	(100,463)
Reforecast with 1.5% increase	One-off grants	(265,729)	(24,731)	(20,652)	(14,191)	(17,626)	(30,503)	(24,382)	(20,292)	(22,001)	(22,331)	(22,666)	(23,006)	(23,351)
Reforecast with 1.5% increase	Welfare services	(15,284)	(2,927)	(1,066)	120	(377)	(2,667)	(367)	(2,000)	(2,000)	(2,000)	(667)	(667)	(667)
<b>E</b>		<b>(1,380,353)</b>	<b>(104,670)</b>	<b>(97,387)</b>	<b>(106,319)</b>	<b>(107,741)</b>	<b>(127,942)</b>	<b>(121,013)</b>	<b>(108,243)</b>	<b>(118,655)</b>	<b>(120,405)</b>	<b>(120,848)</b>	<b>(122,650)</b>	<b>(124,480)</b>
<b>A vs E</b>		<b>(244,553)</b>	<b>(79,939)</b>	<b>(76,736)</b>	<b>(92,128)</b>	<b>(90,115)</b>	<b>(97,439)</b>	<b>(96,631)</b>	<b>(86,743)</b>	<b>(97,155)</b>	<b>(98,905)</b>	<b>(99,348)</b>	<b>(101,150)</b>	<b>(102,980)</b>
Reforecast with 1.5% increase' includes actuals to April 23. May-September 23 reforecast is based on the average of Dec22-Mar23 spend (the higher months) uplifted by 1.5% each remaining month. Analysis of Year to Date actual monthly increases shows an average monthly increase of 2.3% for regular grants and 1.5% for one-off grants. However April and May were lower than the peak to March. With April and May actuals excluded the average monthly increase in regular grants is 5%, and for one-off grants is 3%. We feel that using the higher spend months of Dec-Mar as a starting point, and then applying a 1.5% increase for both monthly and regular grants is a reasonable estimate of welfare spend for the remainder of the year, resulting in a £245k overspend compared to budgeted welfare spend.														

## Annex B

## i. 4% uplift each month

		Reforecast						30-Sep-23	Original budget						30-Sep-23
		Including Salary split						Reforecast	Including Salary split						Budget
		Welfare	Wellbeing	Development	Property	Investments	Total	Welfare	Wellbeing	Development	Property	Investments	Total		
<b>Income</b>		<b>Income</b>													
Donations	Donations	-	-	167,792	-	-	167,792	-	-	190,550	-	-	190,550		
Legacies	Legacies	-	-	250,000	-	-	250,000	-	-	250,000	-	-	250,000		
Commercial rent	Commercial rent	-	-	-	597,530	-	597,530	-	-	-	650,279	-	650,279		
Investment income	Investment income	-	-	-	-	232,732	232,732	-	-	-	-	206,920	206,920		
Wellbeing programme income	Wellbeing programme income	-	5,000	-	-	-	5,000	-	-	-	-	-	-		
		-	5,000	417,792	597,530	232,732	1,253,054	-	-	440,550	650,279	206,920	1,297,750		
<b>Expenditure</b>	<b>Expenditure</b>														
Grants	Grants	(1,426,719)	-	-	-	-	(1,426,719)	(1,135,800)	-	-	-	-	(1,135,800)		
Wellbeing programme	Wellbeing programme	-	(12,139)	-	-	-	(12,139)	-	-	-	-	-	-		
Staff costs	Staff costs	(353,122)	(75,425)	(134,841)	(75,658)	(26,368)	(665,414)	(358,573)	(77,243)	(138,092)	(77,482)	(27,004)	(678,395)		
Office costs	Office costs	(56,041)	(12,191)	(21,795)	(14,979)	(4,262)	(109,269)	(55,554)	(13,085)	(21,605)	(15,123)	(4,225)	(109,592)		
Insurance	Insurance	(3,746)	(815)	(1,457)	(1,368)	(285)	(7,671)	(5,246)	(815)	(1,457)	(1,368)	(285)	(9,171)		
Commercial property costs	Commercial property costs	-	-	-	7,194	-	7,194	-	-	-	(65,741)	-	(65,741)		
Governance costs	Governance costs	(1,264)	(275)	(492)	(276)	(96)	(2,402)	(2,104)	(458)	(818)	(459)	(160)	(4,000)		
Marketing costs	Marketing costs	(13,393)	(2,914)	(22,004)	(2,923)	(1,019)	(42,252)	(14,521)	(8,159)	(26,147)	(3,169)	(1,104)	(53,100)		
IT costs	IT costs	(28,518)	(6,204)	(15,491)	(6,223)	(2,169)	(58,604)	(28,518)	(7,704)	(15,491)	(6,223)	(2,169)	(60,104)		
Professional fees	Professional fees	(15,892)	(3,370)	(15,625)	(3,381)	(1,178)	(39,446)	(22,878)	(15,498)	(11,053)	(3,508)	(1,223)	(54,160)		
Investment management fees	Investment management fees	-	-	-	-	(74,387)	(74,387)	-	-	-	-	(78,000)	(78,000)		
Loan interest & Bank charges	Loan interest & Bank charges	-	-	-	(84,479)	-	(84,479)	-	-	-	(84,479)	-	(84,479)		
Property Amortisation	Property Amortisation	-	-	-	-	-	-	-	-	-	-	-	-		
Depreciation	Depreciation	-	-	-	-	-	-	-	-	-	-	-	-		
Gain on property sale	Gain on property sale	13,700	-	-	-	-	13,700	-	-	-	-	-	-		
Net p	Bad debt write off	-	-	-	-	-	-	-	-	-	-	-	-		
	VAT expense	-	-	-	-	-	-	-	-	-	-	-	-		
		(1,884,995)	(113,333)	(211,705)	(182,091)	(109,764)	(2,501,889)	(1,623,194)	(122,962)	(214,664)	(257,552)	(114,170)	(2,332,542)		
	Realised loss on investments	-	-	-	-	-	-	-	-	-	-	-	-		
	Unrealised loss on investment	-	-	-	-	-	-	-	-	-	-	-	-		
	Unrealised gain on assets	-	-	-	-	-	-	-	-	-	-	-	-		
		(1,884,995)	(108,333)	206,087	415,439	122,968	(1,248,834)	(1,623,194)	(122,962)	225,886	392,727	92,751	(1,034,792)		

## i. 4% uplift cont.

2022/23 reforecast vs 2022/23 budget					
			variance		
Welfare	Wellbeing	Development	Property	Investments	Total
-	-	(22,758)	-	-	(22,758)
-	-	-	-	-	-
-	-	-	(52,749)	-	(52,749)
-	-	-	-	25,811	25,811
-	5,000	-	-	-	5,000
-	5,000	(22,758)	(52,749)	25,811	(44,696)
(290,919)	-	-	-	-	(290,919)
-	(12,139)	-	-	-	(12,139)
5,452	1,818	3,251	1,824	636	12,981
(488)	894	(190)	144	(37)	323
1,500	-	-	-	-	1,500
-	-	-	72,936	-	72,936
841	183	327	183	64	1,598
1,128	5,245	4,143	246	86	10,848
-	1,500	-	-	-	1,500
6,986	12,127	(4,572)	128	45	14,714
-	-	-	-	3,613	3,613
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
13,700	-	-	-	-	13,700
-	-	-	-	-	-
-	-	-	-	-	-
(261,801)	9,629	2,959	75,461	4,406	(169,346)
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
(261,801)	14,629	(19,799)	22,712	30,217	(214,042)

## ii. 1.5% uplift each month

		Reforecast					30-Sep-23		Original budget					30-Sep-23	
		Including Salary split					Reforecast		Including Salary split					Budget	
		Welfare	Wellbeing	Development	Property	Investments	Total	Welfare	Wellbeing	Development	Property	Investments	Total		
<b>Income</b>	<b>Income</b>														
Donations	Donations	-	-	167,792	-	-	167,792	-	-	190,550	-	-	190,550		
Legacies	Legacies	-	-	250,000	-	-	250,000	-	-	250,000	-	-	250,000		
Commercial rent	Commercial rent	-	-	-	597,530	-	597,530	-	-	-	650,279	-	650,279		
Investment income	Investment income	-	-	-	-	232,732	232,732	-	-	-	-	206,920	206,920		
Wellbeing programme income	Wellbeing programme income	-	5,000	-	-	-	5,000	-	-	-	-	-	-		
		-	5,000	417,792	597,530	232,732	1,253,054	-	-	440,550	650,279	206,920	1,297,750		
<b>Expenditure</b>	<b>Expenditure</b>														
Grants	Grants	(1,380,353)	-	-	-	-	(1,380,353)	(1,135,800)	-	-	-	-	(1,135,800)		
Wellbeing programme	Wellbeing programme	-	(12,139)	-	-	-	(12,139)	-	-	-	-	-	-		
Staff costs	Staff costs	(353,122)	(75,425)	(134,841)	(75,658)	(26,368)	(665,414)	(358,573)	(77,243)	(138,092)	(77,482)	(27,004)	(678,395)		
Office costs	Office costs	(56,041)	(12,191)	(21,795)	(14,979)	(4,262)	(109,269)	(55,554)	(13,085)	(21,605)	(15,123)	(4,225)	(109,592)		
Insurance	Insurance	(3,746)	(815)	(1,457)	(1,368)	(285)	(7,671)	(5,246)	(815)	(1,457)	(1,368)	(285)	(9,171)		
Commercial property costs	Commercial property costs	-	-	-	7,194	-	7,194	-	-	-	(65,741)	-	(65,741)		
Governance costs	Governance costs	(1,264)	(275)	(492)	(276)	(96)	(2,402)	(2,104)	(458)	(818)	(459)	(160)	(4,000)		
Marketing costs	Marketing costs	(13,393)	(2,914)	(22,004)	(2,923)	(1,019)	(42,252)	(14,521)	(8,159)	(26,147)	(3,169)	(1,104)	(53,100)		
IT costs	IT costs	(28,518)	(6,204)	(15,491)	(6,223)	(2,169)	(58,604)	(28,518)	(7,704)	(15,491)	(6,223)	(2,169)	(60,104)		
Professional fees	Professional fees	(15,892)	(3,370)	(15,625)	(3,381)	(1,178)	(39,446)	(22,878)	(15,498)	(11,053)	(3,508)	(1,223)	(54,160)		
Investment management fees	Investment management fees	-	-	-	-	(74,387)	(74,387)	-	-	-	-	(78,000)	(78,000)		
Loan interest & Bank charges	Loan interest & Bank charges	-	-	-	(84,479)	-	(84,479)	-	-	-	(84,479)	-	(84,479)		
Property Amortisation	Property Amortisation	-	-	-	-	-	-	-	-	-	-	-	-		
Depreciation	Depreciation	-	-	-	-	-	-	-	-	-	-	-	-		
Gain on property sale	Gain on property sale	13,700	-	-	-	-	13,700	-	-	-	-	-	-		
Bad debt write off	Bad debt write off	-	-	-	-	-	-	-	-	-	-	-	-		
VAT expense	VAT expense	-	-	-	-	-	-	-	-	-	-	-	-		
		(1,838,629)	(113,333)	(211,705)	(182,091)	(109,764)	(2,455,523)	(1,623,194)	(122,962)	(214,664)	(257,552)	(114,170)	(2,332,542)		
Realised loss on investments	Realised loss on investments	-	-	-	-	-	-	-	-	-	-	-	-		
Unrealised loss on investment	Unrealised loss on investment	-	-	-	-	-	-	-	-	-	-	-	-		
Unrealised gain on assets	Unrealised gain on assets	-	-	-	-	-	-	-	-	-	-	-	-		
		(1,838,629)	(108,333)	206,087	415,439	122,968	(1,202,468)	(1,623,194)	(122,962)	225,886	392,727	92,751	(1,034,792)		

## ii. 1.5% uplift cont.

2022/23 reforecast vs 2022/23 budget					
			variance		
Welfare	Wellbeing	Development	Property	Investments	Total
-	-	(22,758)	-	-	(22,758)
-	-	-	-	-	-
-	-	-	(52,749)	-	(52,749)
-	-	-	-	25,811	25,811
-	5,000	-	-	-	5,000
-	5,000	(22,758)	(52,749)	25,811	(44,696)
(244,553)	-	-	-	-	(244,553)
-	(12,139)	-	-	-	(12,139)
5,452	1,818	3,251	1,824	636	12,981
(488)	894	(190)	144	(37)	323
1,500	-	-	-	-	1,500
-	-	-	72,936	-	72,936
841	183	327	183	64	1,598
1,128	5,245	4,143	246	86	10,848
-	1,500	-	-	-	1,500
6,986	12,127	(4,572)	128	45	14,714
-	-	-	-	3,613	3,613
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
13,700	-	-	-	-	13,700
-	-	-	-	-	-
-	-	-	-	-	-
(215,435)	9,629	2,959	75,461	4,406	(122,980)
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
(215,435)	14,629	(19,799)	22,712	30,217	(167,676)

## **Board meetings away from London**

- 1 Prior to the pandemic the Board routinely met away from London every other year in June, this in part to reflect the UK wide reach of the charity.
  
- 2 The places meetings took place included Edinburgh, Manchester, Cardiff and Belfast and the Board is asked to consider whether or not to reintroduce a schedule of a similar nature looking ahead, whether other locations might also be included and if the meetings might be used as opportunities to encourage and assist with regional engagement.





ARCHITECTS  
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**ARCHITECTS BENEVOELNT SOCIETY**

**RISK POLICY**

**April 2023**

## Risk Policy

### Revision Log

Revision number	Revision date	Nature of revision	Approved by	Effective from

## **RISK POLICY**

### **Risk policy purpose**

This policy:

- is a formal acknowledgement that the Board is committed to maintaining a strong risk management framework. The aim is to ensure that the ABS makes every effort to manage risk appropriately by maximising potential opportunities whilst minimising the adverse affects of risks.
- should be used to support the internal control systems and policies of the ABS, enabling the ABS to respond to operational, strategic and financial risks regardless of whether they are internally or externally driven.

### **Risk policy objectives**

Risk in this policy describes the uncertainty surrounding events and their outcomes that may have a significant impact, either enhancing or inhibiting, on any area of our operations. The objectives of the policy are:

- to confirm and communicate our commitment to risk management.
- to establish a consistent framework and protocol for determining appetite for and tolerance of risk and for managing risk.
- to assign accountability to management and staff for risks within their control and provide a structured process for risk to be considered, reported and acted upon throughout the organisation.

All of these are intended to support the achievement of strategic objectives, protect beneficiaries, staff and business assets and ensure business operations and financial sustainability.

### **Risk policy statement**

The Trustees and management of the ABS believe that exposure to risk is an inevitable consequence of working to meet our charitable objectives. Sound risk management is therefore integral to both good management and good governance practice.

Risk management should form an integral part of our decision-making and be incorporated within strategic and operational planning.

Risk assessments will be conducted on all new activities and projects to ensure they are in line with the charity's aims, objectives and values.

Any risks or opportunities arising from current and new activities will be identified, analysed, reported and managed at the appropriate level.

A risk register covering key strategic risks will be maintained, reviewed and updated on a regular basis by the Finance, Audit and Risk Committee and reviewed no less than annually by the Board and more frequently where risks are known to be volatile.

Operational risks will be monitored by the relevant committees and managed by the staff team member with responsibility for those activities.

The ABS will regularly review and monitor the effectiveness of the risk management framework and update it as considered appropriate.

### **Risk policy key documents**

- Roles and responsibilities are detailed at appendix A
- Risk assessment and scoring criteria are detailed at appendix B
- Strategic risk register is detailed at appendix C
- Operational risk register is detailed at appendix D

## **APPENDIX A**

### **Roles and Responsibilities**

#### **The role of the trustee board**

- Understand risks inherent in the business model and strategic plans
- Ensure that resourcing and reserves fit the model and plans
- To ensure that a culture of risk management is embedded throughout the ABS
- To set the level of risk appetite and risk tolerance for the organisation as a whole and in specific circumstances
- To communicate the Society's approach to risk and set standards of conduct expected of staff
- To approve major decisions affecting the charity's risk profile or exposure
- To satisfy itself that less fundamental risks are being actively managed and controlled

#### **The role of the Finance, Audit and Risk Committee**

- Oversee the risk management process
- To regularly review the approach to risk management and recommend any changes
- To receive reports from the other committees, management and any other relevant parties and to make recommendations on these
- To ensure risk management is included in the development of business plans, budgets and when considering strategic decisions
- Consider how the Board can obtain assurance that risks are being managed effectively

#### **The role of the other committees**

- To ensure the activities they are responsible for overseeing are carried out with due consideration of risk management

#### **The role of the CEO and the management team**

- To ensure that risk management policy is implemented throughout the organisation
- Help identify strategic risks and mitigating actions
- Lead mitigating actions
- To anticipate and consider emerging risks and to keep under review the assessed level of likelihood and impact of strategic risks
- Provide regular and timely information to the trustees on the status of risks and their mitigation
- Ensure that appropriate management of operational risk is in place

## Appendix B

### Risk assessment and scoring criteria (likelihood and impact)

#### Risk heat map

Extreme/Catastrophic	5	5	10	15	20	25
Major	4	4	8	12	16	20
Moderate	3	3	6	9	12	15
Minor	2	2	4	6	8	10
Insignificant	1	1	2	3	4	5
		1	2	3	4	5
		Remote	Unlikely	Possible	Probable	Highly probable
		<b>Likelihood</b>				

#### Likelihood and impact definitions

Likelihood	Certainty	Number of instances	Time period
Highly probable / Very high (5)	Almost certain	1/10	Once in 3 months
Probable / High (4)	More likely than not	1/100	Once in a year
Possible / Medium (3)	Fairly likely	1/1,000	Once in 5 years
Unlikely / Low (2)	Unlikely	1/10,000	Once in 10 years
Remote / Very low (1)	Extremely unlikely	<1/10,000	Not in 50 years

Level of impact	Strategic	Operational	Financial	Reputational	Compliance
<b>Very High</b>	Would require a fundamental change in organisational strategic/critical objectives.	Fundamental organisational changes would need to be implemented. Delay of 1 year+ in delivery of project.	If the risk materialised the cost to the charity would be greater than £3 million.	Significant and irreparable damage to reputation. Sustained negative publicity resulting in loss of public/professional/ political confidence in the charity.	Serious breach of governance regulations that would lead to status of the charity being reviewed.
<b>High</b>	Would require a significant shift from organisational strategy/critical objectives that would require BoT input.	A significant amount of work would need to be done at all levels to resolve the matter. Delay of 6-12 months delivery on the project.	If the risk materialised the cost to the charity would be between £1 million and £3 million.	Significant and irreparable damage to reputation. High negative impact on the charity's reputation. Could impact on charity's ability to influence public/professionals/politicians. Generates significant number of complaints.	Significant breach of governance regulation requiring immediate notification of regulatory bodies.
<b>Medium</b>	Would impact on the organisational strategic/critical objectives and would require management discussion.	A significant amount of work would be required by a team to repair operational systems. Delay of 3-6 months in delivery of project.	If the risk materialised the cost to the charity would be between £500k and £1million.	Minor damages but widespread. Significant localised low level negative impact on the charity's reputation/ generates limited complaints.	Breaches governance regulations and would require significant work to rectify.
<b>Low</b>	May have an impact on achieving organisational strategy but this could be resolved.	Low level processes would need to be revised but the matter could be resolved. Delay of 1-3 month's in the delivery of project.	If the risk materialised the cost to the charity would be between £100k and £500k.	Minor damages in a limited area. May have localised, low level negative impact on the charity's reputation/ generates low level of complaints.	May breach low level governance regulations but can be rectified.
<b>Very Low</b>	Little impact on the organisational strategy.	Has no impact on the day to day operation of the charity. Less than 1 months delay in delivery of project	If the risk materialised the cost to the charity would be no more than £100k.	Has no negative impact on the charity's reputation/no media interest.	No impact on the charity's governance structures.

## **Appendix C**

### **Strategic Risk Register**

TBC

## **Appendix D**

### **Operational risk registers/frameworks**

TBC



# ARCHITECTS BENEVOLENT SOCIETY

## Welfare Committee

Minutes of the meeting held on Wednesday 26<sup>th</sup> April 2023 (hybrid meeting).

Present: Richard Brindley *Welfare Committee Chair*  
Benna Schellhorn  
Sumita Singha  
Andy McLeish  
Mark Grzegorzczak *ABS Chair*  
Nigel Thorne *Honorary Treasurer*

In attendance: Katie Vivian, Operations Manager  
Helen Stanley, Welfare Lead  
Robert Ball, Chief Executive  
Sarah Gartshore, Chief Financial Officer  
Ruth Dawson, Welfare Caseworker

### 1 Apologies for absence

Anne Cosentino, Alison Wyman, Deirdre Anthony

### 2 Declaration of interest

None

### 3 Welcome to new team members: Anne Cosentino, Wellbeing Programme Lead Ruth Dawson, Welfare Caseworker

### 4 Minutes of the last meeting

4.1 The minutes of the meeting held on Tuesday 24<sup>th</sup> January 2023 were approved and signed by the Chair.

### 5 Matters arising from the minutes

5.1 Update on Interest Free Loans will be given in the next meeting.

### 6 Welfare Quarter 2 Report

6.1 The quarterly report is attached.

## **7 Budget Review**

- 7.1 The welfare budget is overspent by £98,000 (17.4%) as at the end of March. A paper had been sent to the Committee prior to the meeting, providing analysis of the reasons for this overspend and outlining 2 options as to how to manage this, along with an overall budget reforecast.
- 7.2 The increase in beneficiary numbers (7%) is disproportionate to the overspend (17.4%). Analysis showed that this is due to 50% of ABS beneficiaries being in the two household types where the increase in MIS budgets was the highest (27% and 28% respectively).
- 7.3 A discussion was had about why the original 2022-23 welfare budget had been set lower than the previous year given that the MIS budgets had increased significantly, and there is a cost-of-living crisis.
- 7.4 The original budget was based on beneficiary numbers at the current time and allowed for a small increase in numbers of people. The one-off grants budget was lowered as there was an expectation that the larger monthly grants would offset the need for some of the one-off items requested by beneficiaries. There was also a consideration that the overall ABS budget again had a large deficit, and therefore some expenditure was removed (festive grants and student hardship fund).
- 7.5 During the discussion, it was acknowledged that it is almost impossible to predict beneficiary numbers. It was also acknowledged that the budget was not interrogated in detail when it was presented for trustee approval. Going forward, It was agreed that there will be more scrutiny by all of budgets prepared. It was also suggested that preparing a welfare budget with a range of expenditure might be more appropriate as it will allow for the unpredictability of beneficiary numbers and economic/social context.
- 7.6 It was agreed that the information gathered for the budget review paper would be very useful in budgeting for the next financial year, as we have a clear picture of our beneficiary demographic and can analyse the trends in needs. Although, these do not remain constant, so it is difficult to be exact.
- 7.7 The finance review conducted by Epoch will be useful in terms of providing information about affordability, which will also help with budgeting.
- 7.8 Mark Grzegorzcyk requested that a 'worst case scenario' reforecast was prepared so that we do not have to approach the Board for another budget review this financial year. Richard Brindley also requested that the paper was amended to clarify impact on welfare budget as distinct from the overall budget to make impact of the reforecast clearer.
- 7.9 Andy Mcleish and Nigel Thorne stated they felt very uncomfortable about reducing any welfare expenditure in this financial year due to the negative impact on beneficiaries. This was also the view of the executive team, and, following discussion, other trustees in the meeting also agreed.
- 7.10 The Committee agreed to recommend Option 1 outlined in the paper, which entails asking the Board to increase the welfare budget, subject to the amendments referred to in 7.8 being made to the paper.

## **8 Wellbeing Programme Update**

- 8.1 Katie presented update slides on the Wellbeing Programme, prepared by Anne Cosentino who was unable to attend the meeting.
- 8.2 The programme has been named 'Workplace Wellbeing Essentials' and consists of 4 interactive workshops (Individual Perspective, Leader Manager Perspective, Resilient Team and Practice Perspective). These have been developed specifically for the architecture community, addressing some of the common challenges faced in the profession.

8.3 Activities so far have been developing the core programme, creating web pages, starting the CPD accreditation process and making a promotional video.

8.4 Workshop Delivery  
 1 January – 30 April: 6 workshops delivered.  
 113 people attended to date.  
 1 May – 30 September: 12 workshops booked to date.

These bookings have all been made with very little marketing and prior to official launch.

8.5 The programme will be launched during Mental Health Awareness Week (15<sup>th</sup> – 21<sup>st</sup> May), with the promotional video.

**9 Financial support beyond 2 years – record of decisions**

9.1 A record of approval for beneficiaries requiring more than two years regular financial support which was given by the Welfare Committee in quarter 2 was appended to the papers for recording/audit purposes.

**10 Dates of future meetings**

10.1 A change to the date of the next meeting was requested by the Committee. Katie will set up a doodle poll.

**11 AOB**

11.1 A representative from the Welfare Committee was requested to join the finance review workshop on 23<sup>rd</sup> May.

**ACTIONS AGREED**

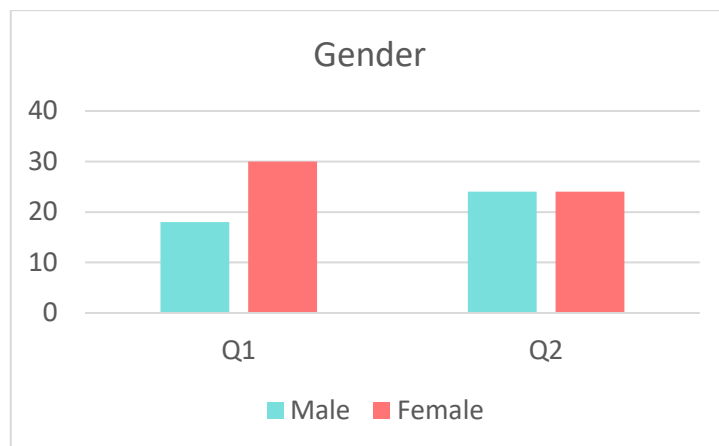
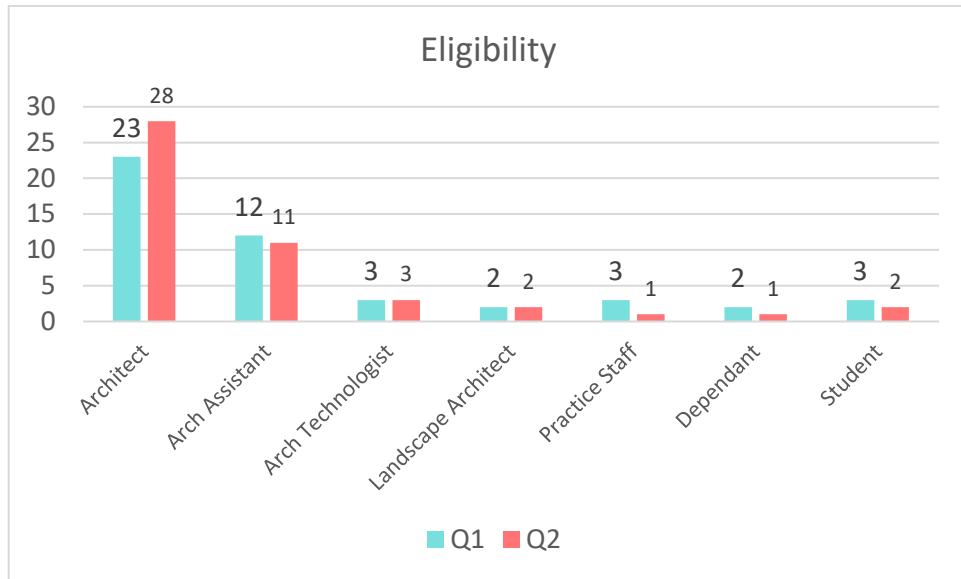
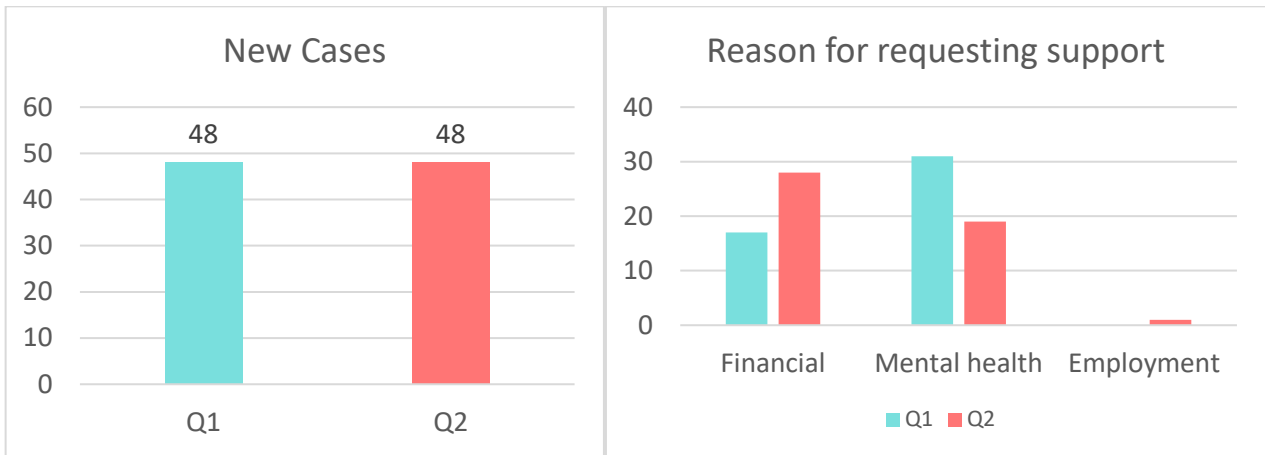
Agenda item	Action	Tasked to
5.1	Prepare update on Interest Free Loans for next committee meeting in July.	KV/SG
7.8	Amend Budget Review paper for Finance, Audit & Risk Committee/Board.	KV/SG/RBall
10.1	Set up Doodle poll to find a new date for the July meeting.	KV
11.1	Nominate a Welfare Committee representative for Finance Review workshop. Ask Alison Wyman.	RBrindley

## Architects Benevolent Society

### Welfare Committee Quarterly Report Jan - March (Q2)

#### 1. New cases

48 new cases for beneficiaries requiring support were opened in this quarter. 40% of requests were for mental health support this quarter, and 58% were for financial support. This is an increase of 23% in requests for financial help compared to the previous quarter.

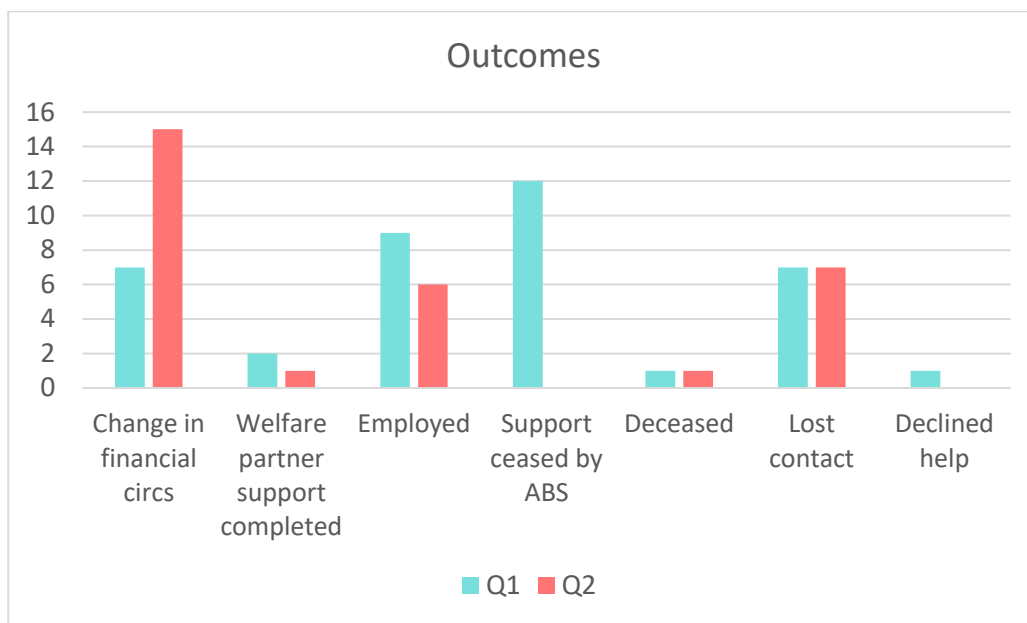


## 2. Monthly grants

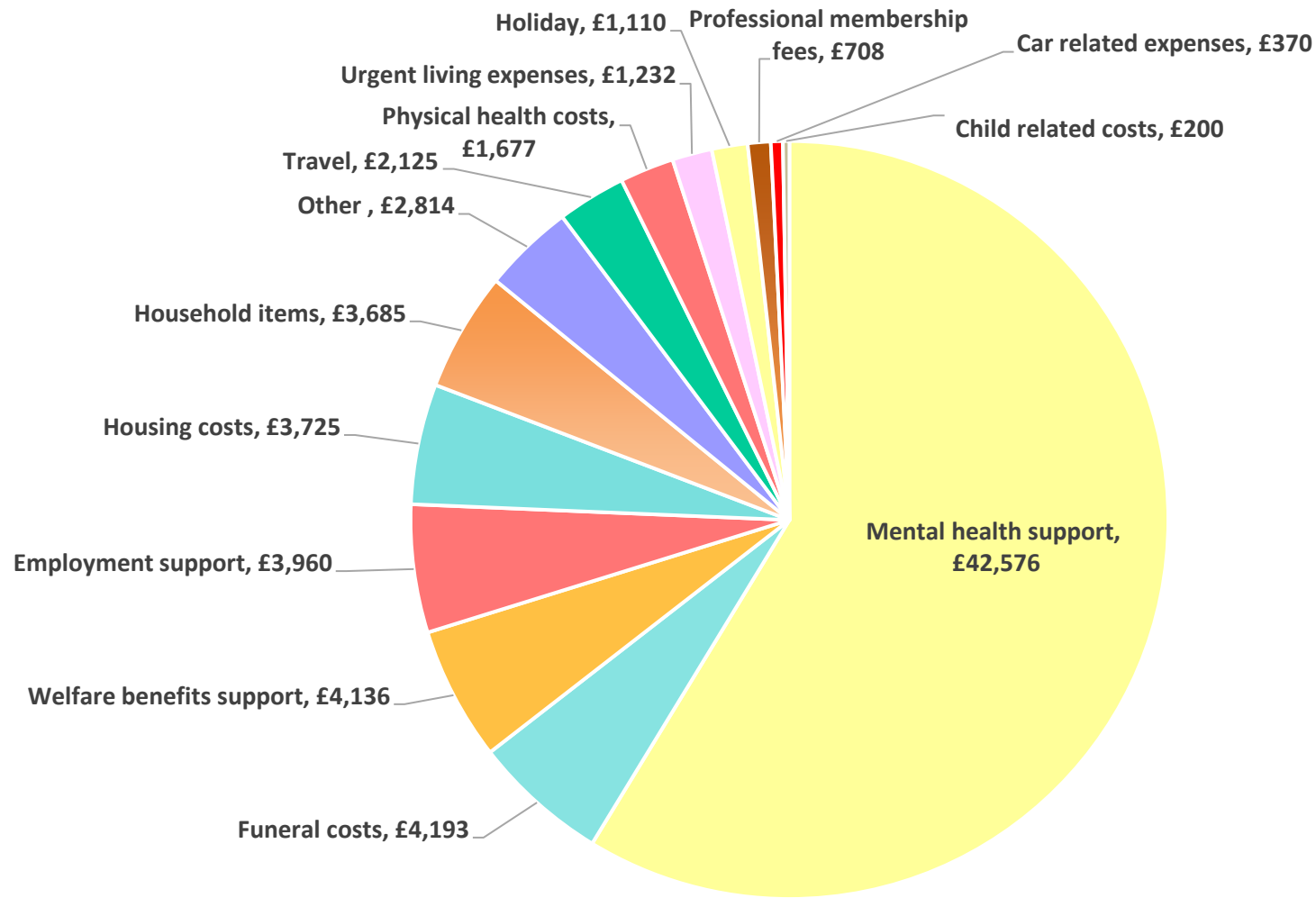
This quarter, the average monthly spend on regular grants was £93,591, with the average housing expenses grant being £356 per beneficiary (98 beneficiaries) and the average living expenses grant being £448 per beneficiary (132 beneficiaries).

## 3. Outcomes

30 cases were closed this quarter. In 70% of these cases, beneficiaries no longer need our help as they can manage financially due to a positive change in circumstances, including finding employment. Lost contact includes those who did not reply to requests for updates for reviews. It could be assumed in some cases that their situations have improved, and they no longer need our help.

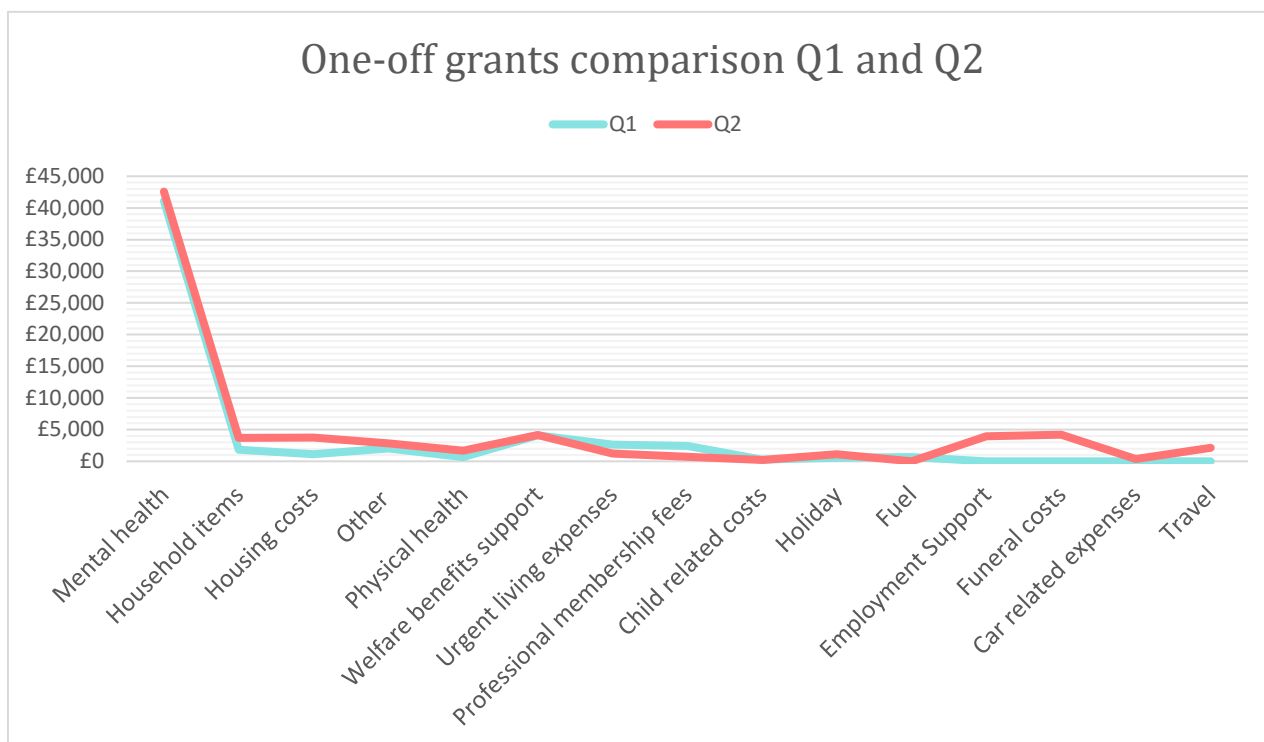


#### 4. Breakdown of spend on different categories of one-off grants (total spend £72,511)



**One-off Grants  
Jan-Mar 2023**

#### 4.1 One-off grants comparison between quarters



#### 5. Budget vs. Actual:

Period	Monthly grants Actual	Budget	One-offs Actual	Budget	Welfare Services Actual	Budget	Total	Budget total	Variance
Q1	£244,930	£220,200	£59,573	£60,000	£3,873	£5,000	£308,376	£285,200	-\$23,176
Q2	£280,774	£220,200	£72,511	£60,000	£3,411	£2,000	£356,696	£282,200	-\$74,496
Q3		£220,200		£60,000		£6,000	£0	£286,200	
Q4		£220,200		£60,000		£2,000	£0	£282,200	
<b>TOTAL</b>	<b>£525,704</b>	<b>£880,800</b>	<b>£132,084</b>	<b>£240,000</b>	<b>£7,284</b>	<b>£15,000</b>	<b>£665,072</b>	<b>£1,135,800</b>	<b>-\$97,672</b>

#### Notes:

- There is a significant overspend on budget, largely due to the increase in MIS amounts, in conjunction with an increase in requests for financial support this quarter.
- The Welfare Services spend includes the Anxiety UK annual management fee and monthly running costs for AUK helpline and email support, Shelter annual support cost as well as Law Express support.

**6. Partnership referrals**

<b>Partnership Referrals</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Notes</b>
Anxiety UK	41	33			
Renovo	2	8			
Shelter	2	6			Jan & Feb only
Law Express	7	3			Personal injury, motoring, employment
Welfare Benefits Support	5	6			



## 7. Case Studies

W is a 30yr old architectural practice administrator. When she approached ABS for support, she explained how she came to be in her current situation and needing financial assistance. This involved an abusive relationship and being left to pay a very high rent for a property that she had been sharing with her ex-partner. A friend had since moved into the house and pays half the rent, but W already had rent arrears. Although her situation is very difficult financially (and emotionally), there will be a positive financial change resulting from a promotion at work, which means that she will be in a better position financially by the beginning of May. She asked ABS for financial support to tide her over and provide her with some breathing space.

**ABS Support provided:**

- £810 pcm for living expenses for 2 months only
- £2,170 to cover 50% of housing arrears.
- Referral to Shelter for support to negotiate with her landlord

M is a 41yr old architectural technician. He is divorced and still paying the mortgage of joint property plus rent for a room. He was made redundant in September 2022 after a knee injury left him unable to work. He was claiming ESA but this was stopped in March due to job offer and was then told that to claim UC, although he would not receive any money for a number of weeks. M will receive no money until the end of April. He needs financial support to tide him over until he receives his first salary.

**ABS Support provided:**

- £500 for living expenses - urgent living expenses grant
- £250 for housing costs for 1 month

M is a retired architect, living on his own in privately rented accommodation. He receives the state pension as income. M is a divorcee with 2 grown up children. Before contacting ABS, he had contacted CAB to see whether he would be entitled to Pension Credit or Attendance Allowance but was told he was not eligible. M is taking medication for several health conditions including diabetes, and a recent heart attack. He is looking for financial support.

**ABS Support provided:**

- £120 pcm for living expenses for 3 months
- £113 pcm for housing costs for 3 months
- Referral to Welfare Benefits Advisor for benefits check



## ARCHITECTS BENEVOLENT SOCIETY

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### Finance, Audit and Risk Committee

Minutes of the meeting held on Wednesday 3 May 2023 at 6 Brewery Square, London SE1 2LF and on Zoom at 10.00am

Present: Nigel Thorne (Chair)  
Tony Cartmell  
John Moakes  
Simon Still - on zoom

In attendance: Mark Grzegorzcyk  
Richard Brindley - on zoom  
Andy McLeish - on zoom  
Sarah Gartshore (Chief Financial Officer)  
Robert Ball (Chief Executive)

#### Actions

#### 1. Apologies for absence

None

#### 2. Declaration of interest

There were none.

#### 3. Minutes of the last meeting

The minutes of the meeting held on Wednesday 18 January 2023 were approved as a correct record and signed by the Chair.

#### 4. Matters Arising

4.1 There were none

## 5. Finance

### 5.1 Investments and ESG

- 5.1.1 Valuation reports to the end of March had been received and the overall impact was noted within the management accounts.
- 5.1.2 After accounting for withdrawals, the main Cazenove portfolio was up £63,000 over the last quarter, £125,000 for the year to date and stood at £4,937,136 on 31 March.
- 5.1.3 After accounting for withdrawals, the main Investec portfolio was up £109,000 over the last quarter, £117,000 for the year to date and stood at £4,839,914 on 31 March.
- 5.1.4 ESG reports from both managers had been received shortly before the meeting and there were no current concerns with the holdings in the portfolios as these were within ABS guidelines. Exposure to 'sin stocks' was likely to decrease further as the new investment policy was applied, however the committee would keep exposure levels and performance under review
- 5.1.5 The level of exposure to 'sin stocks' was likely to decrease further as the transition to the new investment policy continued over the next 12 months or so and the committee would keep exposure levels and also performance under review to help ensure the impact of the new policy was positive, the staff team would continue to discuss the matter with the managers on an ongoing basis. CFO
- 5.1.6 The managers were to be asked to produce ESG reports quarterly in line with the timing of the valuation reports as far as possible. It was thought this might necessitate slightly out of date data with regards to ESG information as this took longer to process than the quarter end financial data. The CFO would speak to the managers and report back. CFO

### 5.2 Cazenove cash holdings and Lloyds loan

- 5.2.1 The committee had been considering how to use the cash holdings in the Cazenove private equity portfolio which stood at c.£240,000. The Board had agreed the committee could use its discretion to make use of the funds in the most appropriate way and three options were considered.
- 5.2.2 The first was to set the money aside in an interest bearing treasury account, the second to part repay the Lloyds loan and the final option to use the monies to fund expenditure for the remainder of the financial year.
- 5.2.3 It was unclear at this stage as to whether or not part repaying the loan would make sense financially, the future of interest rates and stock market investments remaining unpredictable.

- 5.2.4 If the funds were to be used to fund expenditure for the remainder of the year it would result in having to withdraw very little, if any additional monies from the main investment portfolios this year which would be helpful in allowing those portfolios to recover. CFO
- 5.2.5 The committee agreed to withdraw the monies from the Cazenove PE portfolio, to be set aside and used to fund expenditure over the remaining months of the financial year. CEO/CFO
- 5.3 Management accounts and welfare spending
- 5.3.1 The management accounts detailed income and expenditure vs budget to the end of March.
- 5.3.2 Income was down £73,000 overall at £540,000, donation and legacy income being below budget, offset by better than budgeted investment income.
- 5.3.3 Expenditure was £23,000 better than budget at £1,167,572, despite the large welfare spend. The principal variance to budget otherwise were commercial property costs which were much lower than budgeted due to a rebate on 43 Portland Place service charge monies paid by ABS previously for vacant offices.
- 5.3.4 Overall the net deficit was £50,000 larger than budgeted before investment gains and losses were taken into account. At the bottom line, which included net investment gains, the net deficit was £225,000 better than budgeted at -£351,964.
- 5.3.5 Regarding the balance sheet position in the accounts, overall funds stood at £31.71M at 31 March, versus £32.1M at the start of the financial year.
- 5.3.6 The committee noted the effect of inflation at the current time which was placing more pressure on the net position overall and it was important to consider that as part of the financial review and in formulating the reserves policy.
- 5.3.7 A paper prepared for the Welfare Committee in advance of being sent to the Board for consideration at the June meeting had been distributed shortly before the FAR Committee meeting. This detailed the welfare overspend for the year to date and the options going forwards. CEO
- 5.3.8 Richard Brindley, Chair of the Welfare Committee attended the meeting and provided a summary of the paper and the two options the welfare committee had considered, these being to either increase the budget in line with reforecast expenditure or to cut spending to bring it back in line with budget; the Welfare Committee were recommending that the budget was increased.
- 5.3.9 The FAR committee was recommended to approve the proposal to increase the welfare budget but it was agreed that more time was needed to consider the welfare paper in detail and an updated version would be sent to all members shortly after the meeting. CEO/CFO

## 5.4 Finance review

- 5.4.1 Epoch had commenced work on assessing the ABS finances and assets and using the forecasting data provided by the CFO. A meeting was planned for the following week and a workshop was scheduled for 23 May, this would be attended by a selection of the management team and representatives of the Board and committees.
- 5.4.2 The findings would be presented to the committee and ultimately the Board and it was thought it would be helpful to test these in advance with some of the trustees and Simon Still, this would be discussed at the workshop on 23 May.

## 6. **Property**

- 6.1 The letting of the first floor at 43 Portland Place had not materialised, having agreed terms and instructed solicitors the other party had changed their minds and walked away from the deal.
- 6.2 Viewings of both the first and fourth floors were continuing but there was no other firm interest at present.
- 6.3 There were some maintenance issues at the mews house and these were being handled by the property officer. One of them involved a leak from the upstairs bathroom and this was being investigated as it was unclear as to the cause of the leak and where liability lay, with ABS or related to the works completed in 2020. The CEO would provide further info.

CEO

## 7. **Risk**

- 7.1 The Working Group had met the previous week, having received comments back on the contents of the risk register by all of the committees.
- 7.2 The hoped for reduction in the overall number of risk items had been a little lower than hoped for and the working group were now considering a potential new format and structure for the risk register in order to simplify matters and help to ensure the risk register was more manageable, the other key element being to introduce effective controls of risk.
- 7.3 A draft new risk policy was reviewed and this was to be put to the Board for approval in June.

## 8. **Auditor review**

- 8.1 Four firms; Moore Kingston Smith (£16,750), Chariot House (£12,000), Sayer Vincent (£16,700) and PKF (£18,000) had been shortlisted to take part in a second

round of interviews following submission of the original proposals to be appointed as ABS auditor for the year ending September 2023.

- 8.2 Interviews had taken place in March and Chariot House and Sayer Vincent were ruled out at an early stage, the quality of their interviews and proposals being inferior to the two other firms.
- 8.3 A further meeting took place with Moore Kingston Smith due to the fact that the audit manager had been unable to attend due to a family bereavement and following this meeting it was agreed by the panel, which included Mark Grzegorzcyk, Tony Cartmell, the CFO and CEO, that Moore Kingston Smith were the preferred firm over PKF. In summary, Moore Kingston Smith had proposed a very competitive fee, were able to offer a range of additional services over and above audit that would be beneficial to ABS and it was felt their team would work well with the ABS team.
- 8.4 The Finance, Audit and Risk Committee were happy to agree with the recommendation that Moore Kingston Smith be appointed as the next ABS auditors and this would be put to the Board at the meeting in June.

CEO

## **9. Any other business**

- 9.1 Members asked what oversight there was of the potential move out of 6 Brewery Square in November 2024.
- 9.2 This was linked to some degree to an ongoing review of staff team working practices and was being overseen by the Remuneration and Nominations Committee.
- 9.3 It was agreed that the very latest a decision should be made about the future of ABS in the current office would be by the time of the Board meeting in February 2024.

## **10 Future meeting dates**

- 10.1 Wednesday 6 September at 10am

CEO





# ARCHITECTS BENEVOLENT SOCIETY

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## Nominations and Remuneration Committee

Minutes of the meeting held on Wednesday 22 February 2023 on zoom at 3pm

Present: Karen Rogers (Chair)  
Mark Grzegorzczak  
Kate Marks

In attendance: Katie Vivian, Operations Manager  
Robert Ball, Chief Executive

Action

### 1 Apologies for absence

None

### 2 Declarations of interest

None

### 3 Minutes of the last meeting

3.1 The minutes of the meeting held on Wednesday 11 January 2023 were approved and signed by the Chair.

### 4 Matters arising

4.1 Regarding item 5.7, staff salaries, it was acknowledged that staff had seen a fall in salaries in real terms, despite the additional cost of living payments which had been well received. It was agreed that inflation would be considered in detail at the next salary review due later in the year and with an emphasis on the fall in salaries over the last 1-2 years where previously ABS salaries had kept pace with inflation.

### 5 Matters to address

5.1 Hybrid Working Policy

5.1.1 The CEO reported that of the similar sized property/construction related benevolent funds, one had recently ended their office lease and all of the staff were now working from home, the other retained their office but staff were only required to attend for meetings or events.

5.1.2 This matter would be kept under review and as the end of the current hybrid working trial period approached in June consideration would need to be given to the potential benefits and also drawbacks of the working arrangements, to include analysis of the costs of the current office and alternative office provision.

CEO/OM

## 5.2 Employee Handbook

5.2.1 There were no updates for this meeting and it was agreed to carry out a full review prior to the next Committee meeting in early May.

CEO/OM

## 5.3 Staffing update

5.3.1 Anne Cosentino was due to start work the following week and this would allow the Wellbeing Programme to commence in full.

5.3.2 Richard Beer was settling in well and was currently reviewing development and engagement activities and paying particular regard to income generation and whether this might necessitate some refocusing of efforts.

5.3.3 Interviews for the soon to be vacant welfare team role had been carried out the previous week. The quality of applicants had been exceptional and the candidate selected was particularly outstanding. Subject to references she was due to start work at the beginning of April, immediately after the current incumbent, Aidan Cullen, retired, there being no need for a handover period.

## 5.4 Trustee and Committee member recruitment

5.4.1 ABS is looking to recruit one or two new trustees this year and last years trustee recruitment pack was annexed at A.

5.4.2 The pack would need to be updated to reflect the current branding guidelines and there were some changes to make to the details of who the ABS wanted to encourage to apply.

5.4.3 These included those who lived and worked in Northern Ireland and in England other than in London.

5.4.4 It was agreed to start advertising the vacancies towards the end of March, with a deadline after the Easter holidays and interviews around the beginning of May.

5.4.5 The recruitment pack would be shared with the Committee prior to being distributed and the team would be responsible for selecting the most appropriate places to advertise, which would include within the Ambassador network.

CEO/OM

**6 Any other business**

6.1 It was agreed to include salary increases in future minutes where these were over and above any cost of living increase.

**7 Date of next meeting**

Wednesday 3 May 2023 at 4pm



# ARCHITECTS BENEVOLENT SOCIETY

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## Nominations and Remuneration Committee

Minutes of the meeting held on Wednesday 3 May 2023 on zoom at 4pm

Present: Karen Rogers (Chair)  
Mark Grzegorzczuk  
Kate Marks

In attendance: Robert Ball, Chief Executive

Action

### 1 Apologies for absence

Katie Vivian, Operations Manager

### 2 Declarations of interest

None

### 3 Minutes of the last meeting

3.1 The minutes of the meeting held on Wednesday 22 February 2023 were approved and signed by the Chair.

### 4 Matters arising

4.1 None

### 5 Matters to address

#### 5.1 Hybrid Working

5.1.1 The trial hybrid working period was due to end in June and the management team were meeting the following week to start assessment of the trial.

5.1.2 The outcome of the trial would have an impact on office requirements beyond November 2024 when the current office lease expired. If alternative office arrangements were necessary it would be beneficial to start planning with that in mind as soon as possible.

CEO

## 5.2 Employee Handbook

5.2.1 The employee handbook had been overhauled and a new draft was reviewed. The policy documents had been relocated and were now referenced as links under the relevant categories rather than included verbatim, the hope being to allow for a more user friendly handbook but without in any way excluding easy access to the important policies.

5.2.2 It was agreed to separate the section on working practices and procedures into those which were based on the terms and conditions of employment and those which related to policy and procedures.

CEO

5.2.3 There were a number of further comments and suggestions which the management team would consider further and including;

- \* reviewing the current staff induction procedures
- \* including an EDI statement in the introduction to ABS on page 4
- \* whether or not the position on voluntary or paid roles with other organisations was contractual
- \* review working from home fire safety requirements
- \* further evidence of home working equipment provision
- \* first aider requirements in the office
- \* lone working policy for both working in the office as well as away from the office

CEO

## 5.3 Staffing update

5.3.1 Aidan Cullen had retired at the end of March and his replacement, Ruth Dawson had started in early April and was settling in well.

5.3.2 She is a vastly experienced welfare benefits adviser and was the best candidate from a strong pool of applicants.

## 5.4 Trustee recruitment

5.4.1 The advert for 1-2 new trustees had been sent out and there had been two early applications and a handful of other enquiries about the roles.

5.4.2 The deadline for applications was 12 May and interviews would be carried out later that month or in early June.

CEO

## 5.5 Committee risk register items review

5.5.1 The Risk Working Group had asked the committee to review the list of risk register items under their remit again with a view to reducing these further if possible.

5.5.2 There were a number of items which related to board effectiveness and it was agreed to merge these as far as possible. The CEO would draft an updated version of the items and distribute them for further review following the meeting.

CEO

**6 Any other business**

6.1 There was none

**7 Date of next meeting**

CEO to send out suggested dates in either the first or third weeks in July.

CEO





# ARCHITECTS BENEVOLENT SOCIETY

## Development and Engagement Committee

Meeting held via Zoom on Thursday 27<sup>th</sup> April at 14:00 – 15:30

Present                   Aled Rees (Chair)  
                              Lucy Mori  
                              Karen Rogers  
                              Rick McCluggage

In attendance         Richard Beer (Development Manager)  
                              Katie Vivian (Operations Manager)  
                              Tilly Badham (Marketing & Communications Lead)

### AGENDA

#### 1.     **Apologies for absence**

1.1    Ant Clerici, Rob Ball.

#### 2     **Declaration of interest**

2.1    There were none.

#### 3     **Minutes of the last meeting**

3.1    The minutes of the meeting held on Thursday 15<sup>th</sup> September 2022 were approved as a correct record and signed by the Chair.

#### 4     **Matters arising**

4.1    Aled gave an update of the CIAT Wessex Charity Night earlier in the year. The event was in aid of a local charity but Jessica Steele from ABS presented at the event and it was very well received, and raised awareness in the region.

#### 5     **Brand Standards Guide**

5.1    Tilly Badham presented the ABS Brand Standards Guide, which provides staff, trustees, volunteers and external partners with guidelines as to how to use the ABS brand in all communications. This will ensure consistency of messaging and develop a strong brand for ABS.  
5.2    A summary version will be made available for ambassadors and trustees to use as an easy reference guide.

#### 6     **Management accounts**

6.1    Katie provided an overview of the management accounts, with specific reference to the overspend on the welfare budget, currently £97,000. There has been an increase in beneficiary numbers this year but the overspend is largely due to the significant increase in MIS budgets for certain household types, which makeup 50% of our beneficiary group.  
6.2    A paper had been presented to the Welfare Committee requesting an increase to the welfare budget for this financial year, and following amendments, the paper will be discussed in the Finance, Audit & Risk Committee on 3<sup>rd</sup> May.

## 7 Development Update

7.1 Richard Beer gave a presentation, focusing on voluntary income for the year to date; 'Pillars of Development' upon which he will base future planning; short term adjustments and mid-long term adjustments to Development Team activities and strategy.

### 7.1 Voluntary Income (YTD)

- Q1 saw the biggest deficit, £9,032 but budget has almost been reached in Q2 and hope to pull this back further in Q3 due to upcoming internal events, which are seeing record levels of engagement. In March the target for voluntary income was exceeded.

-Gift Aid claims are 25% down year on year.

-Legacy income is relatively down (£101,498) on budget due to the budget being set against a 10-year average. Last year's £1M donation has driven this average up considerably, making it difficult in the short term to achieve but should even out in the mid to long term.

### 7.2 'Pillars of Development'

1. Ambassador Scheme
2. Corporate Partnerships
3. Events & Fundraising
4. Legacies & Ecommerce

### 7.3 Short-term adjustments

- Ambassador programme - from national to regional peer working groups
  - Ambassador led events
- Corporate partnerships - Re-engagement and activations
  - Presentations and digital pack refresh and refocus underway
- Fundraising & Income - Bake The World Pledge introduction
  - Chicken Run, corporate partnership awareness drive
  - Activate the use of digital giving platforms in comms
  - Investigate the effectiveness of existing mail appeals

### 7.4 Mid - Long Term Strategy

- Ambassador programme - Redesigned outcome-based networks
  - Categorised working groups
- Corporate partnerships - Purpose driven stewardship plans
  - New Corporate partnership focus
- Fundraising & Income - Leverage external event platforms
  - Fully digitise supporter engagement
  - Grow existing internal events - nationalisation
  - Develop ambassador led categories
- Legacies & E-commerce - Build a legacy strategy and upskill current resource
  - Explore e-commerce channels with additional income streams

## **8 Ambassadors & Universities update**

- 8.1 No update given as Aled had to leave the meeting early due to work commitments, and therefore was unable to provide the Committee with Ant's update on this.
- 8.2 It was discussed that now the Ambassador programme is regionally rather than nationally structured, the Development Team could introduce this as a focus for Ambassadors in each region. This will be discussed further within the team. *RB*

## **9 ABS risk strategy and register**

- 9.1 Karen Rogers reported that the Risk Register working group had met the day before. Their focus is to simplify the register so that it is more user friendly for the review process. A RAG rating system is likely to be used.

## **10 Farewell to Ant Clerici and Lucy Mori**

- 10.1 Ant and Lucy will be attending the Board meeting in June and will then step down as trustees as their terms have come to an end.
- 10.2 Aled acknowledged that this would be the last formal D&E Committee for Lucy and Ant. He wanted to express his thanks for their welcome when he joined the Committee, their continued support, and for the contribution they have made over the years to ABS.

## **11 AOB**

- 11.1 Ant Clerici had stated that he would be willing to stay on as a committee member when he steps down as a trustee. Aled said he was keen for this to happen due to Ant's experience.
- 11.2 Katie suggested that this may conflict with the updated terms following the governance review, which seek to encourage regular refreshing of trustees. Karen agreed to take this to the Nominations & Remunerations Committee for discussion. *KR*

## **12 Meeting dates for 2023**

- 12.1 It was agreed that the Committee would like to meet in person on the morning of the Board meeting in June (14<sup>th</sup>). The meeting room at 6 Brewery Square will be booked out for this. *KV*

