

ARCHITECTS BENEVOLENT SOCIETY

Board Meeting

To be held on Wednesday 13 October 2021 on zoom at 2pm

https://us02web.zoom.us/i/85600597032?pwd=RDZ4S3ZTTFYxSGpCZ3J5ZEliQmN5Zz09

Meeting ID: 856 0059 7032

Passcode: 546238

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 16 June 2021 (attached).

4 Matters arising from the minutes

5 **Board matters**

- 5.1 <u>Strategic planning</u>
 Paper annexed at A for discussion only
- 5.2 <u>ABS values</u>

Paper annexed at B

5.3 Welfare and Governance Steering Group

Final report annexed at C

5.4 <u>Membership of Committees for 2021-22</u>

Paper annexed at D

5.5 Meeting dates in 2022

Paper annexed at E

5.6 Draft accounts for 2020-21 and Budget for 2021-22

Annex F to follow

6 Report of the Welfare Committee

Minutes of the meeting held on Wednesday 4 August 2021 are annexed at G Student Support Proposal, paper annexed at H

7 Report of the Finance, Audit and Risk Committee

Minutes of the meeting held on Wednesday 8 September 2021 are annexed at J Summary of assets is annexed at K

8 Report of the Nominations and Remuneration Committee

Minutes of the meetings held on Tuesday 20 July 2021 and Wednesday 15 September 2021 are annexed at L

Skills audit form annexed at M
Equality Monitoring Form annexed at N
Chair role description annexed at P
Committee Interest Form annexed at Q

9 Report of the Development and Engagement Committee

Minutes of the meeting held on Thursday 9 September 2021 are annexed at R

10 Any other business

11 Dates of future meetings

Wednesday 16 February 2022 tbc Wednesday 15 June 2022 tbc Wednesday 12 October 2022 tbc

12 Trustee discussion



ARCHITECTS BENEVOLENT SOCIETY

Board Meeting

Minutes of the meeting held by Zoom on Wednesday 16 June 2021 at 1.45pm

Present: Geoffrey Purves - Chair

Mark Grzegorczyk - Hon Secretary Nigel Thorne - Hon Treasurer

Richard Brindley Angus Kerr Aled Rees
Ant Clerici John Moakes Karen Rogers
Lelia Dunlea-Jones Lucy Mori Sumita Singha
Bill Evans Hugh Woodeson

In attendance: Ken Bingham

Janet Dunsmore Chris Goodall Ronnie McDaniel Stella Saunders

Sarah Gartshore (Chief Financial Officer)

Katie Vivian

Robert Ball (Chief Executive)

1 Apologies for absence

1.1 There were none.

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 17 February 2021 were approved as a correct record and signed by the Chair.

4 Matters arising from the minutes

4.1 There were none.

1

5 Transitional arrangements for trustee appointment provisions

- A Memorandum was annexed at A providing for the number of Trustees to be reduced to 12 but including transitional provisions allowing for up to 14 Trustees for the period of two years from 16 June 2021.
- 5.2 The Memorandum at annexed at A was approved and signed by the Chair.

6 Trustee appointments

6.1 Subject to the terms of the Articles of Association and transitional arrangements agreed under item 5, the following Trustees were reappointed for a further term of up to three years:

Trustee name	Notional number of years served for purposes of Article 25.2	No. of further years for which trustees may serve until required to retire by Article 25.2
Sumita Singha	3	6
Angus Kerr	6	3
Karen Rogers	6	3

7 Trustee Officers

7.1 Chair

7.1.1 The Trustees resolved to:

- a) make the appointment of the Chair, for a term commencing from the conclusion of the meeting until the conclusion of the Trustees Meeting in 2022 at which the annual accounts are adopted, holding and giving effect to the results of a poll so that the candidate who received the most votes was to be appointed as the new Chair under Article 27.1.1;
- b) run the poll electronically using zoom polling;
- c) agree that each candidate was conflicted and therefore could not vote on his or her own appointment.
- 7.1.2 The election poll was conducted by zoom polling and Geoffrey Purves, having gained a majority of votes, was appointed as Chair.

7.2 Honorary Treasurer

7.2.1 It was agreed to elect the following Trustee Officer under Article 27.1.2 and for a term commencing from the conclusion of the meeting until the conclusion of the Trustees Meeting in 2022 at which the annual accounts are adopted;

Honorary Treasurer: Nigel Thorne

8 Board matters

- 8.1 <u>Adoption of the Accounts for the year ended 30 September 2020 and the reports of the Boards</u> and the Auditors thereon
- 8.1.1 The adoption of the Accounts for the year ended 30 September 2020 and the reports of the Board and the Auditors thereon was approved.
- 8.2 <u>Annual Return</u>
- 8.2.1 A print of the electronically completed annual return was annexed at D. This was stored in draft form by the Charity Commission until approved by the Board, at which point it becomes publicly available on the Commission's website. All the information included had been taken from the Annual Report and Financial Statements adopted by the Society under item 8.1.
- 8.2.2 The Annual Return was approved.
- 8.3 <u>Appointment of the auditors</u>
- 8.3.1 The motion that Saffery Champness be re-appointed as Auditors for the Society was approved by the meeting without dissent.
- 8.4 Board Instructions
- 8.4.1 The new Board Instructions, annexed at E, were approved.
- 8.4.2 Hugh Woodeson reported that the Instructions would likely require amendment as the new governance structure settled in and recommended agreeing any changes at the first or second Trustee meetings in 2022 rather than piecemeal beforehand.
- 8.5 Welfare and Governance Review
- 8.5.1 A paper was annexed at F.
- 8.5.2 Richard Brindley summarised progress to date and it was noted that the Steering Group was due to meet on one further occasion, after which any outstanding matters would be passed to the relevant committees to take forwards.
- 8.6 Membership of the Nominations and Remuneration Committee
- 8.6.1 It was agreed to appoint Mark Grzegorczyk, Geoffrey Purves and Karen Rogers as members of the new Committee.
- 8.6.2 A further committee member with relevant skills and experience was to be sought externally, with one option being to advertise the vacancy within the HR networks linked to architectural practices.
- 8.7 DEI Policy
- 8.7.1 A draft Policy had been distributed to all Trustees in advance of the meeting for comment.

- 8.7.2 On the basis of the comments received, the Steering Group had agreed that further work was required, notably involving beneficiaries and ambassadors in reviewing the Policy and developing the related action plan, prior to approval of the Policy.
- 8.7.3 Responsibility for developing the Policy further was to be handed over to the Nominations and Remuneration Committee.

8.8 President

8.8.1 It was agreed to appoint Jane Duncan as President for a further 12 months.

9 Report of the Welfare Committee

- 9.1 The minutes of the meeting held on Tuesday 20 April 2021 were annexed at H and the latest version of the Grant Giving Policy at annex J.
- 9.2 The quarter 2 report was reviewed and it was interesting to note that in terms of new beneficiaries and one-off grant support, the largest proportion by far was for mental health support.
- 9.3 The budget versus actual figures for the year to date were reviewed and there was a small underspend for the year to date of just over £12,000.
- 9.4 The Society had engaged the services of 12 freelance Benefits Advisors to provide support to beneficiaries in applying for health and disability benefits. The advisors are based across the UK, and cases will be referred by the Welfare Team.
- 9.5 The Grant Giving Policy was reviewed after a full year since being introduced and following a presentation by the Operations Manager. It was agreed that the presentation would be given to all of the trustees at the meeting in June, along with the latest version of the Policy.
- 9.6 Deirdre Anthony has been employed on a temporary basis as Welfare Assistant since October 2018. It was reported that she had performed very well in the post, and the work she carries out is essential to the Welfare team. The Committee had recommended that the role was made permanent and the Board now agreed to the permanent appointment.
- 9.7 The Welfare Committee audit procedure, instigated to help ensure compliance with the new Grant Giving Policy, was taking time to bed in but progress was being made and it was now thought that the audit would be carried out every six months.
- 9.8 Katie Vivian gave a presentation to the Board detailing the outcomes of the first 12 months of providing welfare services following the principles of the new Grant Giving Policy.
- 9.9 Key outcomes included more efficient use of staff and trustee time, streamlined and consistent decision-making, equitable financial support to beneficiaries and in-built flexibility to respond to exceptional circumstances.
- 9.10 The minutes of the meeting held on 20 April 2021 and the latest version of the Grant Giving Policy were approved.

10 Report of the Finance and Property Advisory Committee

10.1 The minutes of the meeting held on Wednesday 28 April 2021 were annexed at K.

- 10.2 Investments were doing well considering the unpredictability of the markets, there had been a recovery since the beginning of the year and there were signs of growth globally, although dividends were not expected to return to pre-pandemic levels.
- 10.3 Both managers referred to ESG/sustainable investing and their in-house approach and it was agreed that the CEO and CFO would meet with both mangers to discuss ESG and the options for the ABS going forwards. A report on ESG investing was due to be submitted to the Committee for review at the next meeting in September.
- James Minett informed the Committee that he would be retiring later in the year and John Hildebrand would be taking over the management of the Society's investments.
- The flat in Guildford which was currently under offer had been the subject of negotiation and the price agreed reduced by £5,000 to £395,000. The matter was in the hands of the solicitors. The flat in Acle, Norwich, was being looked at by local agents and valuations were expected shortly. Since the meeting, the buyer had decided to withdraw and the flat was now back on the market.
- 10.6 The Committee was keeping a close eye on interest rates with regards to the Lloyds loan and would continue to review the situation before having to decide about the longer term structure of the loan no later than the end of September 2021.
- 10.7 The Committee further discussed the need to review the auditors, having not done so for over 100 years and it was agreed to carry out the review in 2022
- 10.8 The minutes of the meeting held on 28 April 2021 were approved.

11 Report of the External Affairs Committee

- 11.1 The minutes of the meeting held on Thursday 22 April 2021 were annexed at N.
- 11.2 Lucy Mori gave a presentation highlighting recent activity and forthcoming events, including a number of images taken from the website and other digital resources.
- Two Ambassadors attended the meeting, Aled Rees, who is of course also a trustee and Andy McLeish and they outlined the work they have been doing in their local regions.
- Jane Duncan had agreed to serve for a further year as President and the Committee were recommending to the trustees that she be re-appointed on that basis.
- 11.5 It was agreed that all face to face events were cancelled for the remainder of the year, including the Chicken Run. The team would continue with the smaller virtual events, which although smaller in scale and income, helped to maintain awareness of the Society's work.
- 11.6 A Focus Group had met to discuss the proposed new corporate supported scheme and the findings were due to be reported back in the near future.
- 11.7 A Brands Standards Guide was being produced by the staff team and the latest draft was shown to the Committee. The purpose of the guide is to provide key stakeholders with a template on how to use the ABS brand visually and the language to use which will help to provide consistency across all communications.
- 11.7 The year-long Foundation of Support campaign was continuing and the current focus was on mental health and wellbeing, with a series of wellbeing webinars scheduled for mid-May.
- 11.9 The 2022 WCCA Award was discussed and it was agreed to give this year's award to ABS ambassador Eddie Weir. The award plate was to be designed by Jane Duncan.

11.10 The minutes of the meeting held on 22 April 2021 were approved.

12 Report of the Executive Committee

- 12.1 The minutes of the meeting held on Thursday 27 May 2021 were annexed at P.
- 12.2 Mark Grzegorczyk reported on the last meeting of the Executive Committee.
- 12.3 The Committee had reviewed the reports of the other committees and received an update from the Chair of the Welfare and Governance Steering Group, Richard Brindley.
- 12.4 The Steering Group had considered the order of events for the Board meetings in June and also the process to follow in carrying out contested elections. It had been agreed to stick to the guidance provided by the Society's solicitors, Bates Wells.
- 12.5 The Annual return was also reviewed, this being the document containing summary details taken from the Annual Report and Accounts and due to be submitted to the Charity Commission following the meeting of the Board in June.
- 12.6 This being the last meeting of the Committee, all members were thanked for their significant contribution to the work of the Society over many years and including former members such as Ken Bingham and Chris Goodall
- 12.7 The minutes of the meeting held on 27 May 2021 were approved.

13 Any other business

13.1 There was none.

14 Dates of future meetings

14.1 Wednesday 13 October 2021

15 Thanks to retiring Trustees

15.1 The Chair thanked the six Trustees who had retired at the end of the General Meeting earlier in the day for their long and valuable service to the ABS. Between them the six Trustees had served as trustees for 127 years and on committees for 139 years.



Strategic planning

Statement by Geoffrey Purves, ABS Chair, for discussion

During my final year as Chair my aim is to complete the remaining loose ends of our Welfare and Governance Review and establish a long term strategic plan for ABS. It will aim to provide a policy that identifies the core values of ABS and seek to be positive in its actions. As a starting point these might be:

- A benevolent fund helping people in need related to the architectural professions
- A caring organisation
- Non-judgemental
- Fair
- Maintains its integrity and has a moral framework
- Efficient and effective organisation focused on optimising our outreach to our beneficiaries
- It builds on 170 years' experience, has an urgency to respond and is positive in its action

We need to understand how to apply our values to our policies – for example regarding the development of our strategy toward our ESG investment policy.

These aims and objectives are supported by key documents:

- Updated Articles and Board Instructions
- Charity Governance Code and guidelines
- Business plan 2022 to 2027
- Chairs election statement of June 2021
- Planning tool (ABS Management Team 8/9/2021)
- Grant Giving Policy
- Review of core values (ABS Purpose and Values Report, 30/9/2021)

I see these setting out a long term strategy for ABS to become a major Charitable Foundation in the UK construction sector, albeit with a focus on architecture and the built environment, with a global view of sustainability, and the quality of life (a sense of wellbeing). Based in London it is at the epicentre of the global hub of architecture. It should develop links with political and financial bodies with similar aims and objectives across the UK but not be constrained by wider ambitions in the long term for a global outreach. This will provide challenges to our charitable purposes and financial strength but I see no reason why we should not have ambitious long term plans. Equally, we must ensure that our core purpose of benevolent help across the UK remains at the forefront of our actions.

It should grow beyond a Benevolent Society to contribute to both human assets (the benevolent role) and physical assets (research and development activities in support of its ESG criteria), as well as promoting support and well-being for those connected with the UK construction industry. We should not feel uncomfortable about the creation of large reserves. We should aim for a target for our 200 year anniversary of being a solid, asset based Charitable Foundation. We already have the basis for discussion in this direction with our:

- Governance Review and
- Financial Policy paper.

The Board of Trustees should democratically seek to endorse and implement these policies. They should collectively debate, modify and develop the principles of ABS to strengthen and ensure that they are relevant to Architecture and the built environment – I am thinking of a timescale of periodic 5 year plans but with a vision of longer term financial strength – 25 years, 50 years – even a 100 year policy which is capable of overriding short term financial peaks and troughs. Examples of this approach includes the

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Oxbridge Colleges, Harvard and Yale as well as long term lending organisation such as mortgage companies and insurance companies. However, the 5 year plan is a critical piece of work for the next year or so but it will only work if we look beyond that to the longer term.

So in these terms an individual Trustee is a short term custodian with responsibilities to develop the corporate strategy. I would like to see ABS develop a strategy document which has these policies embedded into its culture which overrides the personal strengths and weaknesses of individual Trustees.

More sensitively I believe that ABS policy should be driven by consensus. That the appointment of senior office holders should be by consensus and that elections should be a back-stop safety valve which should be in place only as a course of last resort.

Geoffrey Purves October 2021

ABS Values

Introduction:

Since August 2021 we have carried out three discussions with key stakeholder groups (our leadership team, our whole team, our ambassadors, trustees and beneficiaries), a brand survey (sent to 60 participants with a 43% response rate) and collected feedback from a welfare survey (58 participants with a 31% response rate) to define who we are, our purpose and values.

This document outlines the outcome of these meetings and what this will mean for ABS going forward.

Context:

Core values are the essence of an organisation's identity; often referred to as the "invisible leader", they help us articulate our purpose and shape the culture of an organisation. ABS has been operating on a set of core values for 170 years which are implicit around supporting our beneficiaries.

It was determined that it is important for ABS to explicitly define its purpose and core values for the following reasons:

- to maintain a clear, transparent and consistent message both within the organisation and to our beneficiaries and supporters;
- to ensure that key decisions reinforce our values and are consistent with what ABS wants to stand for;
- to enable us to better define our progress and evaluate our achievements.

Our core values influence and guide the work of ABS in all areas including governance (e.g. policies) welfare support (e.g. development of support services and policies), finance (e.g. investment decisions) and internal and external communications (e.g. visual brand, tone of voice and personality).

Brand development:

The term 'brand' can be difficult to associate with the charitable sector, but it is just as important for charities, no matter how small, to build a strong brand identity as it is for corporate, for-profit organisations. Apart from providing a clear and engaging articulation of a charity's fundamental purpose, it can help connect with beneficiaries and inspire supporters (donors and advocates).

Over the last few years ABS has begun to develop a consistent visual brand through the development of our new website, typography, and graphics but a strong brand is more than just visual elements; it is about human connection. By defining our core values, beliefs and purpose – the foundation of a strong brand identity - we can communicate a clear and consistent message to connect and engage with our community and continue to build trust and recognition.

Summary:

The purpose of ABS was explored throughout this research and can be summarised as below:

- to improve people's lives;
- to reduce inequality in the professions we support;
- to empower people to flourish and live independently.

What we stand for -

We are here to support and empower all members of the architectural community to flourish, work and live without barriers and improve lives through the built environment.

How we do this -

We help past and present members of the architectural community and their families – from people starting their careers, to those who are now in retirement. The support ABS offers includes confidential advice and support, financial assistance and help with physical and psychological difficulties. It is holistic and personal.

Values and Attributes:

Our research shows that the stakeholder groups are very much aligned on five core groups of values under three core principles:

	People	Knowledge	Integrity	
1.	Responsive Dedicated, passionate, accommodating, flexible			
2.	Compassion Empathy, kindness, res	spect, dignity		
3.	Improve Grow, evolve, listen, dr	iven, ambition, collaborative		
4.	Community Approachable, fun, en	gaging		
5.	Inclusive Fair, non-judgemental			

1. Responsive

We're passionate about helping people. Our flexible approach and dedicated team enables us to provide meaningful and dedicated support quickly.

2. Compassion

We value people and approach every person and situation with empathy, kindness and respect.

3. Improve

We are driven to improve the lives of our community by continuing to learn from our collective experiences to grow, evolve and strive to do better.

4. Community

We are approachable and warm. We encourage collaboration and engage with the architectural community.

5. Inclusive

We are actively inclusive within our objectives as a charity. We have an equitable, welcoming approach, and value each person's unique life experience. This is demonstrated in:

- our Grant Giving Policy which applies fair and consistent decision making about support, and seeks to reduce financial, physical, psychological barriers and reduce digital exclusion;
- our work every day, including flexible working for staff team, our diverse ambassador network, equality and diversity monitoring to identify underrepresented groups within the organisation and those we support to inform our recruitment and marketing/communications, enabling access to our support through accessibility tools eg. on our website.

We intend to strengthen our commitment to this in our business planning and strategy through:

- taking positive action in our recruitment to encourage underrepresented groups to apply;
- developing a beneficiary advisory group to help us with our work;
- developing a robust Diversity, Equity and Inclusion policy;
- training staff, trustees and ambassadors.

Other findings and recommendations:

- It was mentioned that when talking about values such as inclusivity, accessibility and community that the very name of ABS Architects Benevolent Society was exclusive, in addition to a benevolent fund seeming old and outdated. Therefore, this could point to an area for further research or consideration in the future. Perhaps 'benevolent' is the correct word for who we are, in which case, how do we make it relevant for today using our purpose and values?
- There is scope for future research on our audience and personas. We seem to have a
 good understanding of who our beneficiaries are, their needs and wants, but there is
 scope for further understanding of our donors, as well as developing personas across
 our audience.
- It was discussed that the architectural professions are inherently about improving lives through the design of the built environment. Therefore, perhaps ABS has a role in this by supporting members of the architectural community to work without barriers so they in turn can improve people's lives. This is an area that could be explored further in our communications. Perhaps by taking this approach we could add perceived value to the architectural community (e.g., Article 25 etc)
- It could be beneficial to involve an external agency who specialises in charity brand development in future who can research this area in more depth.

Next steps:

Once approved by the Board, we can be guided by our core values and attributes in decision making, policy and activity across all functions of the organisation, which will be brought together in the five-year plan which is currently being developed. This means that the values will be embedded in a coherent way in future. It is recommended that an annual review of the five-year plan is carried out alongside our core values to help evaluate our progress.

Welfare & Governance Steering Group Final Report

Significant progress has been made to date in the development and implementation of the ABS Welfare and Governance Strategic Review. Achievements to date are listed below.

- Adoption of the Charity Governance Code
- Introduction of the Grant Giving Policy
- Appointment of Operations Manager
- Widening of the objects to include the prevention of poverty and the advancement of health
- Widening of eligibility to include non-architectural staff in practices
- Review and restructuring of Committees and of the Board to reduce numbers
- New Board instructions and Committee Terms of Reference

All of the above have had and will continue to have a positive impact both internally and externally at ABS, providing more streamlined, informed and effective decision-making, a stronger focus for the Board on strategic direction, as well as a clear, enabling support offer for current and future beneficiaries.

The remaining parts of the review are summarised below.

Ongoing projects from W&G Review

Eligibility Review

Current Status: Eligibility criteria for staff working in architectural practices has already been approved by the Board, and a marketing plan is being developed to promote this in preparation for October, when this new group will become eligible.

A draft proposal for a student hardship fund for final year undergraduate students/apprentices has been developed and discussed with the eligibility review working group (Welfare Committee Chair, three ambassadors and four staff). Consultation with Newcastle University and Birmingham City University is also in progress to assist finalising the proposal for student support.

Next Steps: A proposal for an undergraduate student support pilot to commence in January 2022 will be presented to the Welfare Committee for approval, and subsequently recommended to the Board in October for approval.

Governance C: Board Skills and Development

Recruitment process for new trustees and committee members

Current Status: A draft recruitment process has been developed.

Next Steps: Once recruitment policy and procedures have been finalised, they will be recommended to the Board for approval by the Nominations and Remunerations Committee.

Induction pack and training plan for new trustees

Current Status: The induction pack is being drafted and will be on the website in a password protected area once completed.

Next steps: Develop Training and Development Plan for the Board to be agreed by the Nominations and Remunerations Committee and recommended to the Board for approval.

Welfare C: Beneficiary and stakeholder involvement

Current Status: 3SMC have carried out desk research, and a survey has been sent out to beneficiaries and ambassadors which will inform the development of a practical model for beneficiary and stakeholder involvement in ABS' work.

Next Steps: A beneficiary involvement day is planned for September/October. This will include mapping out how beneficiary involvement can work most effectively for ABS, and also working on the DEI Policy, in order to engage with users and test a model of user involvement in a practical way.

Outputs: User involvement strategy and policy.

Staff and Ops B: Staff Training and Development Plan

This has not been looked at by the Steering Group due to the focus being primarily on the Welfare and Governance projects. Whilst this is a discrete project, there will be some overlap with the Board Training and Development Plan, especially in relation to welfare related training. This will come under the remit of the Nominations and Remunerations Committee, and the Management Team will work on this, and report into the Committee.

Conclusion

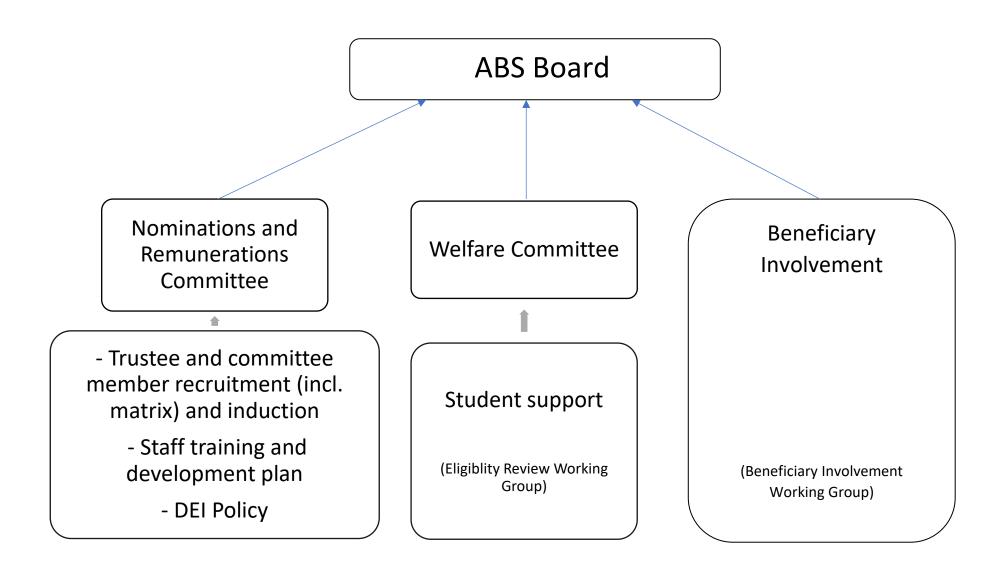
The outputs from the Welfare and Governance Review have resulted in changes to strategy, structure and operation. All aspects will be embedded into the five-year business plan for ABS, which is currently being developed by a working group of trustees and staff to ensure that all regular reviews are carried out as part of the business planning review cycle.

The Welfare and Governance Steering Group has completed the tasks it was asked to do by the Board and now steps down, allocating oversight of the ongoing tasks to the relevant committees and the Board. Figure 1 (below) shows which committees will have oversight for the ongoing projects now that the Steering Group has concluded.

The Steering Group would like to thank all trustees (recent and present) for their support and clear decisions in enabling this strategic review to be fulfilled. The Steering Group would also like to thank and note their appreciation to the ABS Executive Team, particularly the Chief Executive, Rob, and Operations Manager, Katie, for their facilitation and support for enabling the Group's tasks to be completed so effectively.

Steering Group Trustee Members: Richard Brindley (SG Chair), Anthony Clerici, Lelia Dunlea-Jones, Mark Grzegorczyk, Geoffrey Purves, Nigel Thorne, Hugh Woodeson

Figure 1: Committees providing oversight of remaining Welfare & Governance Review projects



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Committee membership for 2021-22

1 Proposed membership lists for committees are set out below. Note that every member of every committee is a Trustee of the Society except for those marked *

2 Welfare Committee

Lelia Dunlea-Jones (Chair)
Richard Brindley
Angus Kerr
Sumita Singha 4 members

3 Nominations and Remuneration Committee

Mark Grzegorczyk (Chair) Geoffrey Purves Karen Rogers

3 members

4 Finance, Audit and Risk Committee

Nigel Thorne (Chair) Tony Cartmell John Moakes Simon Still*

Hugh Woodeson 5 members

5 **Development and Engagement Committee**

Lucy Mori (Chair) Ant Clerici

Karen Rogers 3 members

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Architects Benevolent Society

Board and Committee Meetings in 2022

	Board	Welfare	Noms & Rem	Finance, Audit & Risk	Development
January		Tuesday 25	TBC	Tuesday 18	Thursday 13
February	Wednesday 16				
March					
April		Tuesday 19		Tuesday 26	TBC
May					
June	Wednesday 15				
July		Tuesday 12			
August					
September				Tuesday 6	TBC
October	Wednesday 12	Tuesday 18			
November					
December					_

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Chair

ARCHITECTS BENEVOLENT SOCIETY

Welfare Committee

Minutes of the meeting held on Wednesday 4th August 2021 via Zoom video.

Present: Lelia Dunlea-Jones

Richard Brindley Sumita Singha John Moakes Angus Kerr

In attendance: Helen Stanley, Welfare Officer

Aidan Cullen, Welfare Officer Deirdre Anthony, Welfare Assistant Katie Vivian, Operations Manager

Rob Ball, Chief Executive

1. Apologies for absence

None

2. Declaration of interest

None

3. Renovo Presentation

- 3.1 Hannah Mutters, Client Operations Manager presented an overview of support provided by Renovo.
- 3.2 The Committee commented that this was very useful in providing insight into the employment support available to beneficiaries.
- 3.3. A quarterly report from Renovo will be distributed to the Committee shortly.

4. Minutes of the last meeting

4.1 Sumita raised concern about item 11.1 in the minutes of the last meeting which stated that she had approved the Wellness Webinars proposal rather than stating that she would approve if quorate decision was reached. Katie confirmed that the Chair of the Committee had approved, as well as the External Affairs Committee. This is an amended record.

5. Matters arising from the minutes

5.1 None

6. Quarter 3 Report

6.1 The report for quarter 3 is attached.

6.2 Information from beneficiary feedback surveys was discussed, and the high level of positive feedback received was noted. Katie explained how any negative feedback is managed, and how changes have been made to service delivery based on some comments received in the feedback from beneficiaries.

7. Internal Case Audit

- 7.1 Lelia reported that the last audit did not highlight any concerns, and that decision-making aligned with the Grant Giving Policy.
- 7.2 The Committee discussed the frequency of internal case audits and agreed that six monthly audits of 16 cases each time would be sufficient as opposed to quarterly audits.
- 7.3 It was agreed that Sumita and Angus would carry out the next case audit at the end of September. Katie will arrange the date and supply relevant paperwork.

8. Welfare Benefits Advisors update

- 8.1 The service has started well, with 17 referrals being made. It is too early to monitor outcomes of disability claims applications as the application assessment process takes time. However, the advisors have been providing other benefits advice with good results. The quality of information and advice is very high.
- This new service will be reviewed at the end of the calendar year and a report will be presented to the Welfare Committee in January.

9. Grant Giving Policy Revisions

- 9.1 Two updates to the grant Giving Policy have been made; a financial limit on grants for school uniforms (approved by the Welfare Committee), and the new eligibility criteria for staff employed by architectural practices from October (agreed by Council in February 2021).
- 9.2 The inclusion of financial limits for childcare costs in the grant Giving Policy was discussed, as currently it is referred to with reference to MIS childcare element, but maximum amounts are not specified.
- 9.3 It was agreed that Helen would do some research, discuss with the welfare team, and provide a suggestion for the Grant Giving Policy for trustee approval.

10. Student Hardship Fund Proposal

- 10.1 As part of the eligibility review, a proposal for a pilot student hardship fund was presented and discussed.
- 10.2 The ABS Fund will be a financial hardship fund and is not based on educational/academic merit. The aim is to provide financial assistance to those who are most in need by nature of *significant and unexpected* economic hardship or due to barriers which create additional needs.
- 10.3 The ABS Fund will be aimed at complementing, rather than replacing existing funds such as the RIBA Education Fund and university hardship funds. Grants are to be for

- fixed amounts and as such will be determined by the budget set by the Society's Board of Trustees.
- 10.4 The pilot scheme, consisting of a fund of £22,000, which is proposed to run from Jan 2022 Sept 2022 was approved by the Committee. It was noted that universities involved in the pilot should be selected according to several criteria including location, courses offered, student demographics etc.
- 10.5 The Committee approved the proposal and will recommend it to the Board in October for approval.

11. Dates of future meetings

- 11.1 Rob reported that the calendar of meetings is likely to be subject to change in future so that Committee meetings align with availability of Management Accounts. However, the next meeting date will remain as *Tuesday 26th October 2021*. Future meeting dates will be confirmed in October.
- 11.2 Angus suggested that the next Welfare Committee meeting could be in person. This was agreed in principle but will depend on any covid restrictions in place at the time.

12. AOB

12.1 Katie reported that work has resumed on the values, vision and mission of ABS, and trustees will be involved in this consultation.

Actions Agreed

Agenda	Action	Completed by
item		
7.3	Arrange date for the next internal case audit.	KV
8.2	Review Welfare Benefits Support Service and produce	KV/AC/Welfare
	report for January Committee meeting	Team
9.3	Propose financial limits for childcare grants to be	HS /Welfare
	included in Grant Giving Policy	Team
10.5	Welfare Committee to propose Student Hardship Fund	L D-J/KV/HS
	pilot to Board in October for approval.	

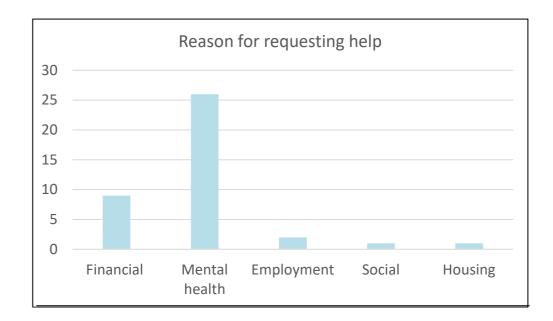
PRIVATE AND CONFIDENTIAL

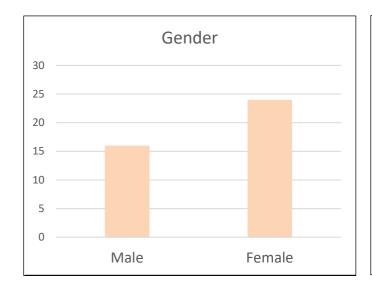
Architects Benevolent Society

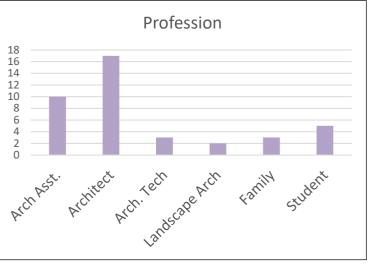
Welfare Committee Quarterly Report Apr-Jun 2021

1. New cases

40 new cases have been opened this quarter: the same number as in the previous quarter of 2020/21. Similarly, requests for mental health support significantly outnumber those prompted by other reasons.





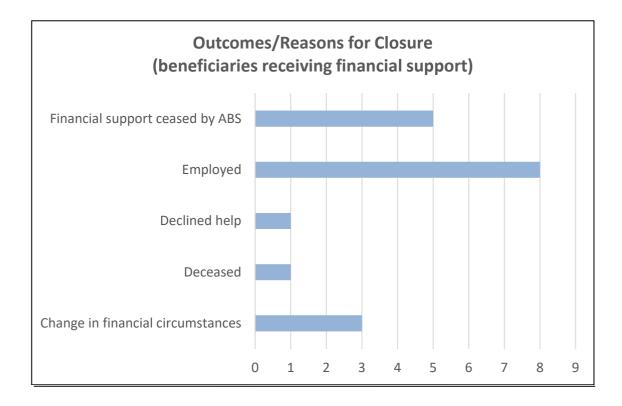


2. Monthly grants

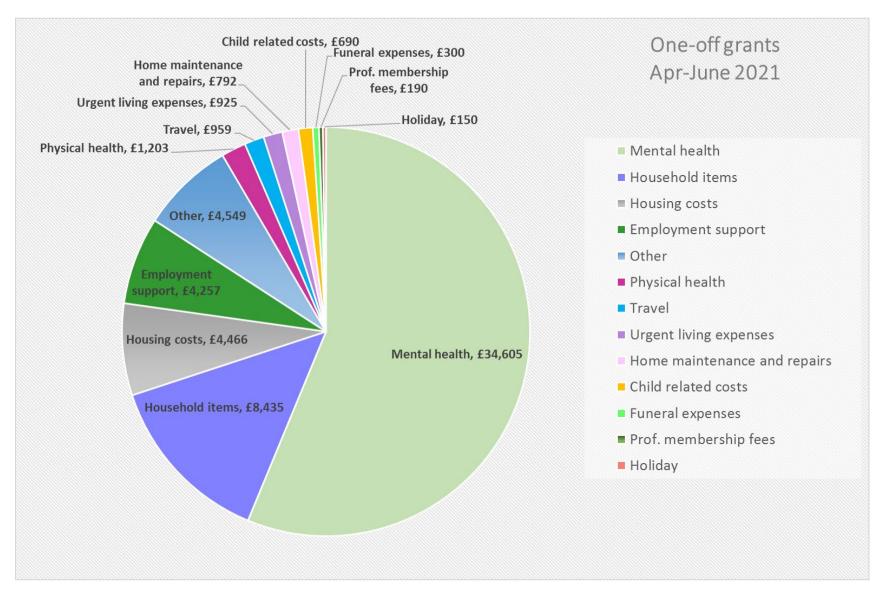
This quarter, the average monthly spend on regular grants was £65,801 (150 beneficiaries), with the average living expenses grant per beneficiary being £771 per month and the average housing grant per beneficiary being £245 per month.

3. Outcomes

18 cases were closed this quarter. 45% of those closed had found employment, which is an encouraging sign given the current economic situation resulting from the pandemic.



4. Breakdown of spend on different categories of one-off grants (total spend £62,574)



'Other' category spend is high this quarter due to a £2,500 contribution to a racing wheelchair for someone who had his leg amputated due to bone cancer. He raised the rest of the money himself and is hoping to enter the Commonwealth Games next year.

5. Budget vs. Actual:

Period	Monthly grants	Budget	One-offs	Budget	Welfare Services	Budget	Total	Budget total	Budget vs Actual
Q1	£198,939	£195,325	£66,314	£70,750	£4,966	£10,000	£270,220	£276,075	-£5,855
Q2	£196,421	£195,325	£48,837	£47,750	£1,401	£10,000	£246,659	£253,075	-£6,416
Q3	£197,403	£195,325	£62,574	£47,750	£4,255	£10,000	£264,232	£253,075	£11,157
Q4		£195,325		£47,750		£10,000		£253,075	
TOTAL	£592,763	£781,300	£177,725	£214,000	£10,623	£40,000	£781,112	£1,035,300	-£1,114

Notes: One-off grants in Q1 are higher than in subsequent quarters due to the festive grants paid out in December to beneficiaries in receipt of a monthly grant. The Welfare Services spend includes the Anxiety UK annual management fee and monthly running costs for helpline and email support, as well as Law Express support.

6. Welfare Partnerships update

6.1 Anxiety UK

Apr - June 2021

33 individuals referred for support.

3 AUK student memberships provided.

6.2 Renovo

An update will be provided by Hannah Mutters at the Committee meeting.

6.3 Shelter

7 referrals for support (1 rejected as the beneficiary declined help).

Average length/time for a closed referral: 3.85 hours

Nature of Issue	Number of referrals
Mortgage lender	2
Info, signposting and info.	3
Homelessness Team	1

6.3 Law Express

10 individuals referred for telephone support

Nature of Issue	Number of referrals
Family	1
Employment	2
Redundancy	-
Landlord & Tenant	4
Consumer	-
Property	3

7. Beneficiary feedback

7.1 Financial support

Each quarter, a feedback survey is sent to beneficiaries whose cases have been closed during the quarter. A summary of the responses can be seen by clicking on the link below.

https://www.surveymonkey.com/stories/SM-XK9CMG8C/

7.2 Anxiety UK support

Each month, a feedback survey is sent to beneficiaries who have completed their support through Anxiety UK. A summary of the responses can be seen by clicking on the link below.

https://www.surveymonkey.com/stories/SM-9CGRCV2J/

8. Case Studies

T is a 62-year-old Architectural Technician who had to give up working 7 years ago to care for his wife who has significant physical and mental health difficulties resulting from the removal of a large tumour many years ago. The couple are in receipt of several benefits and are currently negotiating with creditors regarding writing off their debt. T contacted ABS to request help to buy a new fridge freezer as it had broken down. From further assessment, it transpired that the couple also needed new living room seating which was suited to T's wife's physical needs.

ABS Support: £450 one-off grant for a new fridge freezer

£750 one-off grant for living room seating

Three-monthly reviews – looking at possibility of regular grant once debts have (hopefully) been written off as well as reviewing the need for

other one-off grants.

M is a 34-year-old Architect who contacted the Society with a range of issues including financial pressures, psychological and emotional distress, relationship issues, caring responsibilities and unemployment due to redundancy. M is in receipt of Universal Credit but struggling to pay her rent and bills. The financial pressures have impacted on her relationship. M has sought work in different sectors but has not been successful in finding any employment.

ABS Support: Referral to Anxiety UK

£650 grant for housing expenses for 3 mths £480 grant for living expenses for 3 mths

£997 for career coaching course

S is a 26-year-old Architectural Assistant who lost her job in February. She receives Universal Credit, which is not enough to cover her daily living expenses. She contacted ABS as she was interested in the Renovo Career Coaching programme. As a result of the financial assessment, a monthly grant was indicated. S was also advised of Law Express support and signposted to ACAS in relation to her job loss in February as she raised concern about unfair dismissal.

ABS Support: Referral to Renovo

£320 grant for housing expenses for 6 mths £380 grant for living expenses for 6 mths

Access to Law Express



Architects Benevolent Society Grant Giving Policy Revision Log

Revision number	Revision Date	Nature of revision	Approved by	Effective from
1	19.02.20	First version	Council	01.03.20
2	14.07.20	P1 – clarification of short-term support available for those with more than £200,000 assets P7 – Funeral costs, increase in maximum contribution from ABS P9 – assets of more than £200,000 specified Appendix 3 Loan Agreement template added	Welfare Committee	14.07.20
3	29.07.20	P5 – increased grant limits for moving costs	Welfare Committee	01.08.20
4	07.10.20	P3 – updated MIS budget and grant figures for 2020 P4 – additional authorisation level from Ops manager for single item one-off grants of more than £750 Appendix 1 – updated MIS budgets for 2020	Welfare Committee	27.10.20
5	19.01.21	P7 – specification of will writing costs up to £400. Appendix 4 – approved proposal for laptops for homeschooling. (effective from 13.01.21)	Welfare Committee	26.01.21
6	16.07.21	P1 – new eligibility criteria P6 – maximum grant amount for school uniforms specified	ABS Board Welfare Committee	01.10.21 04.08.21

The Society provides direct and indirect financial support to eligible individuals/families.

1. Direct financial support

Eligibility criteria for this type of support are outlined below.

 professional experience of at least one year in the UK in architecture, architectural technology, landscape architecture.

OR

- at least 2 years' experience working as a direct employee for an architectural practice in the UK (multi-disciplinary or single discipline practices) within the last 5 years or at least 5 years' experience working in the UK at any time (and who do not have access to another benevolent fund).
- a dependent* of someone with the above experience.

*including widows and widowers; financially dependent children are defined as children in education. It also includes adult children who are not financially independent due to a long-term health condition or disability.

Financially dependent adults are defined as parents of the eligible person who have little or no income themselves, meaning that the eligible person has to make a substantial and essential contribution to their living costs

AND

- is assessed as being in financial need using the relevant Minimum Income

 Standard (MIS) for the household type (Joseph Rowntree Foundation; 'A Minimum

 Income Standard for Britain; what people think' 2008)

 AND
- has less than £16,000 in savings (£23,250 for households where there is someone with a long-term health condition ordisability)
 AND
- has less than £200,000 assets (this includes pensions and equity in property)
 *for those with more than £200k worth of assets, shorter term support is available.
 This would normally be for up to 3 months, with a possible extension of up to another 3 months, with approval from a manger. In exceptional circumstances, this could be further extended, with approval from the Welfare Committee. The Society recognises that it can take time for people to realise their assets and therefore is prepared to provide financial support in the short term to alleviate immediate financial hardship.

for a lease car, for someone who is an essential car user, as defined above.

Household items (furniture and electrical/white goods) - to enable people to carry out fundamental activities of daily living.

Including; cooker, microwave, fridge, freezer, washing machine, vacuum cleaner, laptop. Sofas, beds and other essential furniture

Item	Maximum one off grant
Washing machine	£250
Tumble dryer	£250
Cooker	£500
Microwave	£85
Dishwasher	£250
Fridge (under counter)	£175
Freezer (under counter)	£200
Fridge freezer (standard)	£450
(large)	£600
Vacuum cleaner	£150
Sofa	£750
Bed (single)	£350
(double)	£700
Mattress	£700
Laptop	£800
Other furniture items	£250

Items required due to an illness, health condition or disability which exceed the maximum amount will be considered.

Child related costs to facilitate parents' employment and income maximisation; family inclusion in the community.

Including; childcare costs, school uniforms, extracurricular clubs and trips, contribution towards costs associated with having first baby.

The **childcare** element in the MIS weekly budget will be included in a monthly grant where applicable, and is therefore subject to the same terms as regular monthly grants. Parents will be expected to have applied for, or be in receipt of free childcare available through government schemes where applicable.

School trips/clubs/activities: a budget of up to £500 per year per child is available for children under 16 years of age.

School uniforms Grants of up to £180 per child under 18 years of age per year are available on receipt of evidence for school requirements and a cost from the recommended uniform supplier.

A **New Baby Grant** of up to £750 is available for parents who have had a baby within the last 6 months.

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ABS Support for Undergraduate Students

Background

In October 2020, the Board approved in principle to provide financial support to undergraduate students on relevant accredited courses.

Since then, the Eligibility Working Group (consisting of several ambassadors, welfare staff and the Chair of the Welfare Committee) has met to develop a proposal for undergraduate student support. We have also consulted with membership bodies and universities to develop this proposal.

This proposal refers specifically to undergraduate students and apprentices as many postgraduate students are already eligible under our existing criteria. It is recognised that undergraduate students do have access to other sources of support; however, this varies widely depending on the university. The proposal includes access to support from some of our partners, and access to a hardship fund.

Targeted Indirect Support for Final-year Students

In addition to the grants available from the hardship fund outlined below, students who meet the eligibility criteria (see page 2) will also be able to access indirect financial support as described below.

- ABS advisory services (advice and guidance from Welfare Officer)
- Anxiety UK (AUK) student membership
- access to advice and support from Shelter and Law Express.

Notes: These partner services have been identified as having particular relevance to students and are an affordable option for ABS. We already offer the option of AUK student membership (£30 per student) to all students, so this is not considered to be an extra cost. Shelter casework costs £50 per hour and the average cost per beneficiary currently is £190. Law Express charge £20 per call, and usually an individual will only require one call.

Direct Financial Support: ABS Student Hardship Fund

Aims and principles

The ABS Fund is a financial hardship fund and is not based on educational/academic merit.

The Society's aim is to provide financial assistance to those who are most in need by nature of *significant and unexpected* economic hardship or due to barriers which create additional needs.

The provision of financial assistance in this way is specifically aimed at achieving the following outcomes:

- to enable final-year students/apprentices to overcome financial barriers preventing them from completing their course
- to support recent graduates to access opportunities to start their career in the architectural sector

The ABS Fund is intended to complement, rather than replace existing funds such as the RIBA Education Fund and university hardship funds.

Grants are to be for fixed amounts and as such will be determined by the budget set by the Society's Board of Trustees.

Eligibility Criteria

To qualify for financial support, students must meet the following criteria:

 be in the final semester of the final year of a full-time or part-time accredited undergraduate course or have completed 75% of an apprenticeship in Architecture, Architectural Technology or Landscape Architecture

AND

• is assessed as being at risk of being unable to complete course due to financial pressure, resulting from unexpected reduction/loss of income

AND

intends to work in the UK after graduation

OR

 has graduated from an accredited undergraduate, course or completed an apprenticeship in Architecture, Architectural Technology or Landscape Architecture within the last 3 months (from date of application).

Notes: The eligibility criteria aim to ensure that the fund is used to support those who are most in need, rather than those who are experiencing general financial hardship associated with being a student. The timeframe for applications (Jan – Sept) aligns with the aim of supporting students to complete their studies, having already demonstrated a commitment by completing the majority of the course/apprenticeship. Those who have recently graduated could be supported while they are seeking employment or to help them while they establish themselves in a new job.

Priority groups

- carers
- mature students (over 21 years of age at the start of the course)
- students with children
- students with disabilities or long-term health conditions
- students in receipt of a maintenance grant from Student Finance
- care leavers
- overseas students affected by regional/national crises
- estranged students.

Notes: Priority groups have been identified in recognition of the additional barriers that some face in completing their education or seeking employment.

<u>Assessment</u> (supporting evidence required)

Student status

Proof of registration on course

Financial

- Application form income/expenditure, other financial support applied for/received, social situation.
- Student Finance statement
- Bank statements

Additional needs related to health/disability

- Relevant medical documents or reports
- DSA statement Disabled Students Statement (if applicable)

Documents supporting relevant social circumstances if available.

Evidence of application to other funds

Grants available

Monthly grants

Fixed sum of £400 per month for 3 months* for daily living and housing expenses.

*A lump sum of up to £1200 can be given in appropriate circumstances

Notes: Although we are not using MIS as a benchmark for these grants, the fixed sum aligns with the MIS Housing element for a single person, and also with some statutory benefits. Whether this sum makes a meaningful difference will be evaluated during a pilot.

One-off grants

Specific items linked to supporting education: childcare, replacement laptops, travel costs.

Exclusions

Course fees, course materials, field trips

Notes: It is recommended that grants are not given to help with costs directly associated with university courses, as this is an area which universities have a responsibility for setting this expenditure and enabling access for all students.

Next Steps

As this is a new type of support for ABS, it is recommended that a pilot is carried out from January 2022 – September 2022 administering a fund of £22,000 (£20,000 for the hardship fund grants, £2,000 for partner referrals) with 4 universities in different locations in the UK, ensuring that all relevant courses are covered.

The pilot will enable ABS to evaluate whether administering the fund in this way meets the needs of the groups identified. We intend to gather feedback from universities and students accessing the fund, as part of the evaluation to gauge its success.

Welfare Committee Approval

The Welfare Committee is asked to recommend this proposal to the Board for approval that a fund of £22,000 is allocated to the pilot.

ARCHITECTS BENEVOLENT SOCIETY

Finance, Audit and Risk Committee

Minutes of the meeting held on Wednesday 8 September 2021 by Zoom at 10.00 am

Present: Nigel Thorne (Chair)

Simon Still Hugh Woodeson

In attendance: Rory Fleming of Cazenove for item 5.1 only

John Hildebrand of Investec for item 5.2 only

Tony Cartmell Mark Grzegorczyk John Moakes Geoffrey Purves

Sarah Gartshore (Chief Financial Officer ABS)

Robert Ball (Chief Executive ABS)

Action

1 Apologies for absence

None.

2 Declaration of interest

There were none.

3 Minutes of the last meeting

3.1 The minutes of the meeting held on Wednesday 28 April 2021 were approved as a correct record and signed by the Chair.

4 Matters arising from the minutes

4.1 There were none.

5 Investments

5.1 <u>Cazenove</u>

- 5.1.1 Rory Fleming was welcomed to the meeting.
- 5.1.2 Results had fallen a little since the end of the last quarter due to re-pricing but overall the return was standing at 6.2% for the year to date.

5.1.3	The second quarter of the year had been strong with the recovery in the US driving
	returns, although US holdings were now a little expensive so they were assessing the
	position.

- 5.1.4 The vaccine rollout in the UK had been a big boost to earnings but Chinese and Asian markets were weaker due to the vaccine rollout being less successful in those areas.
- 5.1.5 Cazenove remained positive in equities, being overweight in the portfolio and they saw there being opportunities in emerging markets as the vaccine rollout continued and improved.
- 5.1.6 The principal concern at the current time was the possible impact on markets if inflation was not carefully handled by central banks. As things stood there was no indication of any mismanagement of inflation but they were holding gold as a hedge and to help maintain a defensive element within the portfolio.
- 5.1.7 Cazenove were predicting interest rates to stay at current levels for the next 12 months, with interest rates expected to start rising in the US around the end of 2022. Inflation was relatively high in Europe and the UK but they did not think central banks would be increasing interest rates on that basis.
- 5.1.8 Investment managers were now obliged to dicuss ESG investing with all clients and they were constantly refining their strategies and adding reporting capabilities, with Schroders being at the forefront of the market in this area.
- 5.1.9 There was currently cash holdings in excess of £180,000 in the private equity portfolio. This would not increase in value as it was not invested and the Committee agreed that it should now be withdrawn and used to fund day to day activity. This would reduce somewhat the need to withdraw funds from the main portfolios during the current quarter.

CEO/CFO

- 5.1.10 Rory Fleming was thanked and left the meeting.
- 5.2 Investec
- 5.2.1 John Hildebrand was welcomed to the meeting.
- 5.2.2 The portfolio had continued to perform well since the end of the last quarter and was up[13.5% over the last 12 months and 18.7% for the calendar year to date, versus a benchmark of 17.6%
- 5.2.3 Growth remained strong which was positive for the portfolio and interest rates were not expected to rise for another 12 months or so.
- 5.2.4 Inflation was being carefully monitored but at the current time it was thought to be an outcome of going through a transitory period and not of concern as yet.
- 5.2.5 Investec's ESG philosophy and analysis was discussed, with an on-going focus on holding high quality and sustainable equities, incorporating ESG factors using the Sustainalytics tool.
- 5.2.6 Investec use both negative and positive screening when considering which equity holdings to pursue. Negative screening concentrates on which equities (sin stocks) to avoid, whereas positive screening concentrates on companies which are actively working to improve the environment and other ESG considerations, for example companies investing heavily in renewable energy, companies that in many cases have been and are seen in a negative light due to their past and/or on-going involvement with fossil fuels.
- 5.2.7 John Hildebrand was thanked and left the meeting.
- 5.3 <u>In-house summary of assets</u>
- 5.3.1 A summary of all investment holdings to 30 June 2021 was given at annex A.

5.3.2 Overall holdings stood at £31,214,122, compared to £31,087,733 at 31 March 2021. This was an encouraging sign given the on-going high level of withdrawals from the investment portfolios due to commercial property income remaining depressed.

6 Property updates

- The boiler at the mews house had failed and was having to be replaced, giving rise to concerns on the basis that it had been installed only 12 months or so ago. The team were liaising with the architects to ensure any issues were resolved before the end of the defects period.
- There were signs of possible lettings at 43 Portland Place. The agent was in negotiations with a potential tenant for the garden floor and it was hoped to have a serious offer to consider in the hear future. Viewings had picked up recently, there had been several on the second floor and also the ground floor.
- The agents of the flat for sale in Guildford had suggested lowering the asking price from £400,000 to £375,000. This was the third time they had suggested a drop in price, the flat having originally been on the market at £450,000 and the committee were asked to consider if it was time to change agent, the flat having been on the market since November 2020.
- It was agreed to change agents, subject to confirmation that the agreement with the current agent could be terminated within a reasonable timeframe.

[Post meeting note. The notice period was 14 days and notice has now been given and new agents approached.]

7 Budget 2021-22

- 7.1 The draft budget for the next financial year was annexed at B.
- 7.2 The headline figure was a budgeted deficit of £1.5M, mainly due to the current level of charitable expenditure and the ongoing low property income from 43 Portland Place, which was budgeted to continue throughout 2021-22 on the basis of current longer than usual rent free periods in the market place.
- 7.3 The Committee agreed that it would be helpful to include the balance sheet alongside the budget as this helped to demonstrate the financial position of the Society, which the budget on it's own does not. It was important to note that, despite the large operating deficit in the current year, the overall net worth of the Society had not fallen since October 2020 and this should provide some reassurance at a time of reduced income.
- 7.4 In addition, the five year plan currently being worked on would be an essential tool in helping to ensure the Society could continue to offer the full range of support services without placing the asset base at risk, the plan was scheduled to commence in the financial year from 01 October 2022.
- 7.5 The committee recommended the budget for approval.

8 Lloyds loan

- The Society has until the end of September 2021 before needing to decide how to structure the loan with Lloyds for the remainder of the term (13.5 years from October 2021).
- The latest report from Lloyds detailing the range of options available under fixed and variable interest rates and combinations of the two was annexed at C.

CEO

8.3 The Committee had already heard from the investment managers about the likely direction of interests rates over the next 12 months or so. With that in mind, the commonly held view was that the Society should seek to agree a variable rate structure for the loan going forwards. This would give a degree of flexibility over the coming months and years but an important consideration was to ensure the Society could amend its approach when necessary and must retain the early repayment option without being subject to early repayment fees.

The Committee agreed to pursue this option and a meeting would be set up with Lloyds in the near future to discuss and agree the variable rate option in more detail.

CEO

9 Ethical investing report

- 9.1 Sarah Gartshore had completed her investigation into ethical investing and her report was annexed at D.
- 9.2 The report detailed the various approaches to ethical/intentional investing, definition and scope of ESG investment, trustee duties in this regard, the importance of aligning any approach to the Society's values and aims, next steps and other considerations.
- 9.3 There were a number of suggestions as to how the Society might address this area and whether or not investment in certain types or companies may or may not align with the Society's values, for example if this would mean investing in fossil fuels or not..
- 9.4 Simon Still pointed out that there was currently a degree of risk in this area and that, due to the very recent increase in investment in ESG, those investment may be overprized which would impact on returns and any increase in risk needed to be carefully considered.
- 9.5 It was agreed that the work on ABS values currently being undertaken must be completed and then to assess what those values meant for the Society's investment strategy. It would be important to work with the investment managers on taking this forwards, both having suggested that it was important for any investment strategy to reflect the values of an organisation.

CEO/CFO

9.6 Further consideration would need to be given to the extent of the trustees powers and to what extent the Society could exclude certain types of investment if there was any potential reduction in returns from the investments which might impact on the Society's ability to meet its charitable objectives.

10 Risk

- Due to the meeting taking longer than anticipated, it was agreed to defer the conversation about the Society's approach to risk and the risk register to the following meeting.
- 10.2 It was agreed that there needed to be a comprehensive review of the approach to risk and the register and it was thought likely that setting up a Working Group to consider the matter in detail would be the best approach. This would be discussed further at the next meeting.

11 Membership of the Committee

- All members of the Committee expressed their willingness to continue as members into 2022 and their names would be put to the Board for approval in October.
- John Moakes and Tony Cartmell attended the meeting having expressed an interest in joining the Committee members, Tony Cartmell as a non-trustee member.

- John Moakes had spent a number of years as a valued member of the Welfare Committee and was now keen to move to a new Committee and apply his experience there.
- Tony Cartmell is well known to the ABS, having been the senior property Partner at Bates Wells until his retirement this summer. It was thought he would bring invaluable experience of property, including the Society's own properties which he knows well and wider legal and regulatory issues to the ABS.
- The Committee was happy to recommend both John Moakes and Tony Cartmell as members and their names would go to the Board for approval in October.

12 Meeting dates for 2022

Members discussed meeting dates for 2022 and it was agreed to move the meetings from Wednesdays to Tuesdays. On this basis, suggested dates for 2022 would be sent to all members following the meeting and at similar times of the year to the dates for 2021.

CEO

13 Any other business

13.1 There was none.

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Investment summary for 30 Jun 2021 to 30 Sep 2021

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				•	Withdrawals	Total Return	Total Return to 30 Sep		nual income	Est. net ann	ual income
	Asset	Value at 30 Jun 21	Value at 30 Sep 21	Deposits	(dividends - Sawyer)	Amount	Percent	Amount	Percent	Amount	Percent
1	Cazenove Main portfolio	5,734,386	5,661,883	21,324	-150,000	56,173	1.0%	65,446	1.2%	65,446	1.2%
2	Cazenove Capital portfolio	620,289	505,850		-184,346	69,907	11.3%				
3	Investec Sawyer portfolio	762,320	770,275			7,955	1.0%	20,029	2.6%	20,029	2.6%
4	Investec Main portfolio	5,544,179	5,534,741	21,324	-150,000	119,238	2.2%	112,180	2.0%	112,180	2.0%
5*	Portland Place	14,500,000	14,587,500					739,000	5.1%	689,000	4.2%
6**	Weymouth Mews	5,000,000	5,500,000					150,800	2.7%	132,200	2.1%
7***	Other properties	600,000	590,000					13,500	2.3%	9,300	1.6%
8	Lloyds Bank loan	-1,648,619	-1,648,619								
9	Total assets	31,112,555	31,501,630	42,648	-484,346	253,273	0.8%	1,100,955	3.5%	1,028,155	3.3%

Summary 30 Sep 2021	At Jun 21 (£)	At Sep 21 (£)	At Sep 20 (£)
Total asset value	31,087,733	31,501,630	31,585,30
Capital growth	399,417	253,273	
Net income	1,041,243	1,028,155	

^{*} Value as at 30 September 2021

² x flats purchased in 2007 to house former residents of Frenchlands Hatch. One is currently on the market for sale at £400k and the other is under offer at £190k

Investment portfolios:	12,472,749	37.62%
Property assets:	20,677,500	62.38%
Total assets (exc liabilities):	33,150,249	

^{**} Value as at 30 September 2021

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ARCHITECTS BENEVOLENT SOCIETY

Nominations and Remuneration Committee

Minutes of the inaugural meeting held on Tuesday 20 July 2021 at 12pm on Zoom

Present: Mark Grzegorczyk

Geoffrey Purves Karen Rogers

In attendance: Katie Vivian, Operations Manager

Robert Ball, Chief Executive

<u>Action</u>

1 Apologies for absence

None

2 Declarations of interest

None

- 3 Welfare and Governance Steering Group
- 3.1 The final report of the Steering Group was annexed at A for information.
- 4 New Committee membership, recruitment and selection of Chair
- 4.1 It was agreed that the principle focus of the inaugural meeting was to establish all those matters requiring attention and where the priorities lay.
- 4.2 Members agreed to appoint Mark Grzegorczyk as Chair of the Committee.
- 4.3 In June, the Board had discussed finding a non-trustee member for the Committee and a draft advert was annexed at B.
- 4.4 It was agreed to proceed with recruiting a non-trustee member and the advert, once finalised, would be distributed to the appropriate forums, including the architectural practice HR network.

CEO

- 5 Matters to address
- 5.1 Board recruitment and composition matrix
- 5.1.1 The current matrix was annexed at A. This would continue to be developed as recruitment of new trustees commenced.

5.2	Board ((trustee)	recruitment

- 5.2.1 A draft trustee recruitment policy was annexed at D. This detailed the principles of trustee recruitment, planning for recruitment, advertising and recruitment procedures, including the application, interview and appointment process, review and development.
- 5.2.2 It was agreed to have the policy in place by the start of 2022, in order to begin to start recruiting one or two new trustees in time for the Board meeting in June 2022.

CEO

5.3 Board training and development

- 5.3.1 A trustee training and induction pack had been drafted and reviewed by the Steering Group. This was now being updated following the recent changes agreed by the Board and the final version would be reviewed by the Committee once completed.
- 5.3.2 Areas yet to be considered were on-going development for the Board and trustees and including regular training topics that would need to be covered on a cyclical basis.

CEO

5.4 Committee(s) composition and recruitment

5.4.1 A draft committee recruitment policy was annexed at E. This was very similar to the trustee equivalent, although was to be seen as a little less comprehensive, committee members not being required to fulfil the same statutory and regulatory roles as trustees. This would be further revised and reviewed by the Committee.

CEO

- 5.4.2 The Committee agreed that, where appropriate, it should be encouraged for trustees to serve on different committees during their time on the Board. This would help to ensure a healthy turnover of committee members and in line with good governance principles.
- 5.4.3 The Steering Group and Finance & Property Committee (since renamed) had agreed to recommend that Tony Cartmell be appointed as a member of the new Finance, Audit and Risk Committee. He is a solicitor and Partner at Bates Wells, shortly to retire, with a vast knowledge of legal and property issues and had been working with the Society for 4-5 years so had a good working knowledge of the ABS.
- 5.4.4 It was agreed that Tony Cartmell should join the Finance, Audit and Risk Committee as a member, such appointment to be approved by the Board at the meeting in October when all committee memberships require approval.

5.5 Succession planning

- 5.5.1 Following the recent changes to the Articles, there was now the pressing need for succession planning at the ABS. All existing trustees were due to retire over the forthcoming years and this would further impact on the Trustee Officer roles, committee Chairs and committee members.
- 5.5.2 The Committee agreed to focus on this matter over the course of the following months and to plan for succession, taking into account the Board recruitment and composition matrix and related policies.
- 5.5.3 A draft Chair role description was annexed at F and this would be reviewed in due course.

5.6 **DEI Policy**

5.6.1 The draft DEI Policy had been reviewed by the Board and it had been agreed that further work was necessary before the Policy was approved.

5.6.2 The staff team was organising a beneficiary day later in the year and this would include a focus on the DEI Policy and implementation plan, with the aim of amending and improving the Policy prior to approval by the Board. The Committee agreed that it would be preferable to have the Policy approved over the course of the next 12 months, although work to amend and improve the Policy would be on-going.

Ops Mgr

5.7 Trustee Officers election procedures

5.7.1 Following the recent election for the role of ABS Chair, it was agreed to review and amend the existing, somewhat limited rules around elections. New rules would cover procedures in the event of there being more than one candidate for any position, timings and what action to take in the event of polls being tied. The Society's solicitors had been asked for their advice in this matter and had already advised about what actions to take in the event of a tied vote.

CEO

5.8 **Remuneration Policy**

5.8.1 The existing Remuneration Policy was annexed at G. This was now several years old and would need to be reviewed by the Committee over the course of the next 12 months.

Salary reviews were typically carried out in September of each year and the Chief Executive and Operations Manager would report at the next meeting of the Committee.

CEO/Ops Mgr

5.9 Staff training and development

- 5.9.1 Staff training and development was one of the areas highlighted as needing review as part of the welfare and governance review but due to priorities lying elsewhere it had been put on hold.
- 5.9.2 This work would follow on from and link to the work on Board training and development, there being a degree of overlap between the two.

6 Meetings frequency

6.1 It was agreed that there would need to be frequent Committee meetings in the first year or so in order to get through the amount of work required. The Chief Executive was to send possible dates for the next meeting, to be held no later than the end of September and future dates would be reviewed at that meeting.

CEO

7 Any other business

7.1 It was agreed that the minutes of each meeting should primarily focus on action points, rather than lengthy details of the discussions which take place.

CEO

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ARCHITECTS BENEVOLENT SOCIETY

Nominations and Remuneration Committee

Minutes of the inaugural meeting held on Wednesday 15 September 2021 at 9am on Zoom

Present: Mark Grzegorczyk

Geoffrey Purves Karen Rogers

In attendance: Robert Ball, Chief Executive

<u>Action</u>

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 Tuesday 20 July 2021 were approved and signed by the Chair.

4 Matters arising

4.1 There were none.

5 Matters to address

5.1 Skills audit form

- 5.1.1 An updated version of the skills audit form was annexed at A.
- 5.1.2 The form had been amended to allow trustees to provide further details where they had a high or some understanding and experience of those activities relevant to the work of the ABS, generally relating to social issues, the charity sector, management and governance.
- 5.1.3 This would allow for a more complete understanding of the skills make-up of the Board and to also identify any gaps and opportunities for training.
- 5.1.4 A number of small amendments were suggested and the form would be distributed with the Board meeting papers in October, after which the trustees would be asked to complete the new form.

5.2 Succession planning

- 5.2.1 A number of documents were reviewed, these including a draft succession planning document, an equalities form for trustees and a Chair role description.
- 5.2.2 The draft succession planning document included a draft succession planning tool for Trustee Officers and Committee Chairs, the current demographic make-up of the Board and Committees, current gaps in demographics and professional representation, targets to fill those gaps through recruitment, current and future skills gaps and succession planning and recruitment priorities for the next three years.
- 5.2.3 The equalities form was to be amended and then sent to the trustees and the Chair role description would be sent to the trustees along with an updated Committee Interest Form.

CEO

5.3 Trustee Officer election procedures

- 5.3.1 Bates Wells had sent some guidance on election procedures, although this had only been received the day before the meeting.
- 5.3.2 It was agreed to send the guidance to Hugh Woodeson for comment and to consider this further once he had had the opportunity to feed back his thoughts.
- 5.3.3 It was agreed that election procedures needed to be robust and also proportionate to the size of the organisation and elections involving a maximum of 12 persons.

5.4 Committee member recruitment

5.4.1 A draft advert aimed at recruiting a non-trustee member (or members) of the Committee was annexed at E. This was to be sent to the Ambassadors, to the architectural HR network and elsewhere. The advert was approved and the staff team would take the matter forwards.

CEO

5.5 Staff salary/cost of living review

- A confidential paper was annexed at F detailing the latest inflation figures (CPI, RPI and average earnings UK). CPI was at 2% to July 21. RPI at 3.8% and average earnings at 7.4%
- 5.5.2 The Committee was asked to consider what increase, if any, should be made to staff salaries from 1 October 2021 and were shown a range of percentage increases (from no increase up to 4%) and the effect these would have on the Society's annual expenditure.
- 5.5.3 It was agreed to increase staff salaries generally by 2% with effect from 1 October 2021.
- 5.5.4 Over the course of the next 12 months, the Committee would consider the approach to staff salary reviews, benchmarking and senior staff pay, with the Remuneration Policy to be amended as and when changes are agreed.

6 Any other business

- The Development and Engagement Committee were looking to recruit non-trustee members and had submitted a note detailing the requirements.
- The staff team would take the matter in hand, alongside recruitment to the Nominations and Remuneration Committee and ensure both Committees were kept informed and involved as matters progressed.

7 Date of next meeting

7.1 It was agreed to hold the next meeting on Tuesday 28 October 2021 at 9am

PRIVATE AND CONFIDENTIAL

Sep 2021

Trustee skills audit

Name		Date completed	
------	--	----------------	--

Please type X in the boxes to indicate your areas of experience/ knowledge/ expertise:

Arabitaatura	Landscape	Architectural	Other	
Architecture	architecture	technology	(please specify)	

Please type X in one numbered box, as below, and an additional X for training needs.

<u> </u>	<u> </u>	
1: Qualification/ experience/ proficiency at	2: Some knowledge/ experience/	3: Little or no knowledge/ experience/
senior level	proficiency/ understanding	proficiency/ understanding

	High	Some	None		Training			Training		Training		Training			High or some proficiency If you have indicated high or some proficiency, please detail your experience and/or training/qualifications in this area.
Social issues related to ABS's work	1	2	3		Intro	Refresher	Advanced								
Understanding of ABS's purpose/mission															
Poverty relief (and assessing of charitable need in this area)															
Social care and welfare (and assessing of charitable need)															
Mental health problems (and assessing of charitable need)															

Please save completed document and return to ABS. Thank you.

We will audit the skills of current/ prospective trustees & other advisory group members annually in this way.

Disability (and assessing of charitable need)							
Housing advice							
	High	Some	None	Training			High or some proficiency If you have indicated high or some proficiency, please detail your experience and/or training/qualifications in this area.
Charity sector experience and understanding	1	2	3	Intro	Refresher	Advanced	
Monitoring / evaluating service delivery, quality and impact							

Charity sector experience and understanding	1	2	3
Monitoring / evaluating service delivery, quality and impact			
Legal issues as they affect voluntary sector organisations			
Information technology including database management			
Project management			

Training			High or some proficiency If you have indicated high or some proficiency, please detail your experience and/or training/qualifications in this area.
Intro	Refresher	Advanced	

We will audit the skills of current/ prospective trustees & other advisory group members annually in this way.

Fundraising and income generation					
Marketing and promotion					
Digital, including social media					
Campaigning and/or public affairs					
Business development					
			•		

	High	Some	None
Management & Governance	1	2	3
Policy development, implementation and review			

Training		High or some proficiency If you have indicated high or some proficiency, please detail your experience and/or training/qualifications in this area.
Refresher	Advanced	
		Training Refresher Advanced

We will audit the skills of current/ prospective trustees & other advisory group members annually in this way.

Legal issues (including data management)				
HR management & development (inc conflict resolution)				
Equal opportunities				
Leadership and strategic planning				
Change management				
Audit and Accounting management				
Financial investment (including property)				

Risk management				
Committees and working g				
Please use this section to detail any other skills or experience relevant to the work of the ABS.				

N

Equality and diversity monitoring form

The Architects Benevolent Society is committed to being an inclusive and accessible organisation.

This information will be kept confidential in accordance with the Data Protection Act 2018. Please tick all of the boxes that apply to you.

Please return the completed form by post to 6 Brewery Square marked for the attention of Robert Ball or scan and email a copy to: robert.ball@absnet.org.uk

Gender Man □ Woman □ Intersex □ Non-binary □ Prefer not to say □								
If you prefer to use your own term, please specify here								
Age								
16-24								
54 \square 55-59 \square 60-64 \square 65+ \square Prefer not to say \square								
What is your ethnicity?								
Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to								
which you perceive you belong. Please tick the appropriate box.								
White								
English □ Welsh □ Scottish □ Northern Irish □ Irish □								
British □ Gypsy or Irish Traveller □ Prefer not to say □								
Any other white background, please write in:								
Mixed/multiple ethnic groups								
White and Black Caribbean □ White and Black African □ White and Asian □								
Prefer not to say □ Any other mixed background, please write in:								
Asian/Asian British								
Indian □ Pakistani □ Bangladeshi □ Chinese □ Prefer not to say □								
Any other Asian background, please write in:								
Black/ African/ Caribbean/ Black British								
African □ Caribbean □ Prefer not to say □								
Any other Black/African/Caribbean background, please write in:								

Other ethn	ic group
Arab □	Prefer not to say □ Any other ethnic group, please write in:
Do you cor	nsider yourself to have a disability or health condition?
Yes □	No □ Prefer not to say □
What is yo	ur sexual orientation?
Heterosexu	al □ Gay □ Lesbian □ Bisexual □
Prefer not to	o say 🗆
If you prefe	r to use your own term, please specify here
What is you	ur religion or belief?
No religion	or belief □ Buddhist □ Christian □ Hindu □ Jewish □
Muslim 🗆	Sikh □ Prefer not to say □ If other religion or belief, please write in:

CHAIR ROLE DESCRIPTION

In addition to the general responsibilities of a trustee, duties of the chair include the following.

- Providing leadership to the ABS and the Board by ensuring that everyone remains focused on the delivery of the society's charitable purposes in order to provide greater public benefit
- Chairing and facilitating Board meetings
- Giving direction to Board policy-making
- Checking that decisions taken at meetings are implemented
- Representing the Society at functions and meetings, and acting as a spokesperson as appropriate
- Bringing impartiality and objectivity to decision-making
- Planning the annual cycle of Board meetings and other general meetings where required with the Chief Executive
- Setting agendas for Board and other general meetings
- In consultation with the Nominations and Remuneration Committee, developing the Board of trustees including appointment, induction, training, appraisal, succession planning and Board composition
- Addressing conflict within the Board and within the organisation, and liaising with the Chief Executive to achieve this
- Liaising with the Chief Executive to keep an overview of the organisation's affairs and to provide support as appropriate
- Sitting on appointment and disciplinary panels
- Liaising with the Committee Chairs to keep an overview of committee activity and helping to ensure reports to the Board are accurate and timely
- Liaising with the Honorary Treasurer to keep an overview of the Society's financial assets, financial activities and cashflow requirements
- Take a leading role in the development of the Society's medium to long term strategic planning

Person specification

In addition to the person specification for a trustee, the Chair should have the following qualities.

- Leadership skills, ability to motivate staff and volunteers and bring people together
- Experience of committee work and chairing, both at the ABS and elsewhere
- Good communication and interpersonal skills
- Impartiality, fairness and the ability to respect confidences.
- Financial management expertise, including charity finance
- Ability to foster and promote a collaborative team environment
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Exhibit strong inter-personal and relationship building abilities
- Experience of charity governance principles and policy development
- Commitment to and knowledge of the prevention and relief of poverty in the UK

Committee expression of interest form

Please indicate below those areas of the work of the Society in which you are interested. This information will be used by the Nominations and Remuneration Committee for succession planning purposes.

	Tick
Membership of Welfare Committee	
Chair of Welfare Committee	
Membership of Finance, Audit and Risk Committee	
Membership of Nominations and Remuneration Committee	
Chair of Nominations and Remuneration Committee	
Membership of Development and Engagement Committee	
Chair of Development and Engagement Committee	
Interest in being one of the Trustee Officers:	
Chair of the Society	
Hon Treasurer	
Please use this section to provide further details, for example when you might prefer to join a committee or be Officer or Committee Chair.	come a Trustee
Name in caps	
Signature	
Date	

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ARCHITECTS BENEVOLENT SOCIETY

Development and Engagement Committee

Meeting was held via Zoom and at 6 Brewery Square on Thursday 9th September 2021 at 14:00

Present: Lucy Mori (Chair)

Karen Rogers Ant Clerici

In attendance: Robert Ball (Chief Executive ABS)

Katie Vivian (Operations Manager ABS)
Aled Rees (Trustee and ABS Ambassador)

Jane Duncan (ABS President) Geoffrey Purves (ABS Chair)

1 Apologies for absence

Mark Thomas

2 Declaration of Interest

None.

3 Minutes of the last meeting

The minutes of the meeting held on Thursday 22nd April 2021 were approved as a correct record and signed by the Chair.

4. Matters arising from the minutes

None.

5. Quarterly report (Apr – Jun 2021)

5.1 The format and content of the quarterly report was discussed. The Committee would prefer high level data rather than a detailed report. This has been previously discussed and the information required needs clarifying to the team as more detailed information is often requested by the Committee in meetings, which has led to confusion about reporting requirements in the past. Reporting requirements will be suggested by Lucy by the end of September.

LM

5.2 A template report will be provided for the Committee to agree on the report format.

KV/MT

6. Committee Terms of Reference

6.1 Lucy referred to the Terms of Reference and highlighted that the Committee requires additional members (non-trustee), and a suggested number was 6-8. This was discussed as it may seem too many on one Committee. Katie suggested that a

smaller number may be more effective, and guest members could be invited to help with specific projects or events where specific skills were needed.

6.2 The role of the new Nominations and Remunerations Committee was discussed in terms of recruitment for committee members. Lucy will draft a list of skills and experience for the Noms. and Rems Committee so that an advert can be prepared. Rob mentioned that there are plans for recruiting members for other committees.

LM

6.3 The skills audit information for the current Board has been collated by Rob, identifying skills gaps. This will be useful for identifying gaps for all committees, including Development & Engagement and will be shared.

RB

6.4 Aled Rees expressed an interest in joining the Development & Engagement Committee.

7 Corporate Supporter Scheme Review

- 7.1 Katie presented the changes that have been made to the Corporate Supporter Scheme following the focus group in May.
- 7.2 The Committee approved the revised scheme but suggested some changes to the flyer in terms of some of the language used, as well as removing the 'ABS Supporter' level as this level of corporate support sits outside the 3 main levels.

MB (Comms Officer)

- 7.3 Jane Duncan expressed the view that it was very clearly laid out and presented through the use of graphics.
- 7.4 Karen suggested that the team could focus on marketing the lower two levels initially as they are more likely to get sign ups with the suggested amounts at these levels. This will be taken into account when developing the marketing plan for the revised scheme.

MT/MB

8 Fundraising Strategy Review/Five-year plan

- 8.1 Lucy presented ideas for approaching awareness raising and fundraising in the coming year and emphasised that awareness raising should be the key focus, which will lead to increased donation income.
- 8.2 It was acknowledged by Rob and Katie that these plans are useful, but they will need to be fed into the five-year plan, which is being developed now and will be implemented from October 2022 as the team have already planned the coming year's activities in line with the final year of the current 3-year Fundraising Strategy.
- 8.3 There was a discussion about targeting Part 3 Architecture students as they will be able to take their knowledge of ABS into practice. Currently, the Development Team responds to requests for presentations at universities, but a proactive approach could be incorporated into the 5 year plan. It will be important to consider Architectural Technology and Landscape Architecture students in any plan.

9. Draft Budget 2021/22

Katie highlighted that the income targets for 2021-22 are conservative due to the ongoing impact of covid and welcomed the suggested focus on awareness raising as a route to increasing income in the future.

10. AOB

10.1 Jane Duncan proposed a fundraising idea for ABS, which involves organising a ticketed visit to an impressive, award-winning building, asking the building's owner to sponsor food and drink. It was agreed that Jane will liaise with the trustees on the Committee to arrange one visit to gauge is success. The staff team can support with an event page on the website and social media promotion.

JD/LM/KR/AC

- 10.2 It was agreed that in the future, any discussions about event ideas and planning should take place at a separate meeting so that the Committee meetings maintain a strategic focus.
- 10.3 ABS merchandise was also discussed. Jane Duncan suggested consulting with Ambassadors about what merchandise is useful and makes an impact. Ambassadors could be asked about this at the next meet up.
- 10.4 Aled suggested that USB sticks, portable battery chargers and reusable/travel mugs are popular.

MT/TS

10.5 The next Ambassador virtual meet up will take place in November, and the Committee will be informed of the date as soon as it is set.

11. Next meeting date

Thursday 13th January 2022 2pm