



ARCHITECTS BENEVOLENT SOCIETY

Board Meeting

To be held at 1.30pm on Wednesday 12 October 2022 at 6 Brewery Square, London SE1 2LF and on zoom

A light lunch will be served in the same location from 12.30pm

Zoom Meeting Link:

<https://us02web.zoom.us/j/83526333187?pwd=ZkR1dWJtNjdaMW1RcmxTSgdiaHRJZz09>

Meeting ID: 835 2633 3187

Passcode: 531462

1 **Apologies for absence**

2 **Declaration of interest**

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

3 **Minutes of the last meeting**

Held on Wednesday 15 June 2022 (*attached*).

4 **Matters arising from the minutes**

5 **Board**

5.1 Budget for 2022-23
Paper annexed at A

5.2 Wellbeing Programme Proposal
Paper annexed at B

5.3 Meeting dates in 2023
Paper annexed at C

5.4 Membership of Committees for 2022-23
Paper annexed at D

5.5 Routine Approvals
Paper to follow

- 6 **Report of the Welfare Committee**
Minutes of the meeting held on Wednesday 13 July 2022 are annexed at E

- 7 **Report of the Development and Engagement Committee**
Minutes of the meetings held on Thursday 14 July 2022 and Thursday 15 September 2022 are annexed at F

- 8 **Report of the Finance, Audit and Risk Committee**
Minutes of the meeting held on Wednesday 7 September 2022 are annexed at G

- 9 **Report of the Nominations and Remuneration Committee**
Minutes of the meetings held on Wednesday 20 July 2022 and Thursday 1 September 2022 are annexed at H
Remuneration Policy annexed at J – for approval

- 10 **Any other business**

- 11 **Dates of future meetings (TBC)**

Wednesday 15 February 2023
Wednesday 14 June 2023
Wednesday 11 October 2023

ARCHITECTS BENEVOLENT SOCIETY

Board Meeting

Minutes of the meeting held at 6 Brewery Square, London SE1 2LF and on Zoom on Wednesday 15 June 2022 at 1pm

Present: Geoffrey Purves - Chair Mark Grzegorzcyk Aled Rees
 Richard Brindley Angus Kerr Karen Rogers
 Lelia Dunlea-Jones John Moakes Sumita Singha
 Bill Evans Lucy Mori Hugh Woodeson

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

1 Apologies for absence

1.1 Ant Clerici, Nigel Thorne

2 Declarations of interest

2.1 There were none.

3 Minutes of the last meeting

3.1 Subject to two minor amendments, the minutes of the meeting held on Wednesday 16 February 2022 were approved as a correct record and signed by the Chair.

4 Matters arising from the minutes

4.1 There were none.

5 Trustee Officers

5.1 Chair
Election statements were annexed at A

5.1.1 The Trustees resolved to:

- make the appointment of the Chair, for a term commencing from the conclusion of this meeting until the conclusion of the Trustees Meeting in 2023 at which the annual accounts are adopted, holding and giving effect to the results of a poll so that the candidate who receives the most votes is to be appointed as the new Chair under Article 27.1.1;
- for those Trustees attending the meeting remotely, run the poll electronically using zoom polling;

5.1.2 The election poll was conducted by secret ballot and Mark Grzegorzczuk, having gained a majority of votes, was appointed as Chair.

5.2 Honorary Treasurer

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 2023 at which the annual accounts are adopted;

Nigel Thorne

6 **Annual Business**

6.1 Adoption of the Accounts for the year ended 30 September 2021 and the reports of the Board and the Auditors thereon

6.1.1 The adoption of the Accounts for the year ended 30 September 2021 and the reports of the Board and the Auditors thereon was approved.

6.1.2 The signing of the Letter of Representation to the auditors, Saffery Champness annexed at C was approved.

6.2 Charity Commission Annual Return

6.2.1 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.

6.2.2 Subject to confirmation of the overseas spending for the financial year, the Annual Return was approved.

6.3 Appointment of the Auditors

6.3.1 The motion that Saffery Champness be re-appointed as Auditors for the Society was approved.

7 **Board**

7.1 Appointment of new Trustees

7.1.1 Subject to all appropriate checks having been carried out and the candidates having signed the declaration, the Trustees agreed to appoint the following as Trustees of the Society under the terms of Article 25 and Members under the terms of Article 28:

Rick McCluggage
Andy McLeish
Sangeeta Shenoy

7.2 Reappointment of Trustees

7.2.1 Under the terms of the Articles of Association and transitional arrangements for trustee appointment provisions, the following Trustees' terms came to an end on 15 June 2022 and they were reappointed for a further term of up to three years:

Richard Brindley
Mark Grzegorzczuk

7.3 Committee Chairs

7.3.1 The following were appointed as Committee Chairs from 15 June 2022:

Welfare Committee – Richard Brindley

Development and Engagement Committee – Aled Rees

7.4 Business Planning

7.4.1 A draft five year business plan was annexed at E. The principal aims had been reviewed and agreed by all committees and work was progressing on producing the operational plans which would detail the main activities over the five year period.

7.4.2 Members were pleased with progress to date and work would continue to prepare the business plan for approval.

SMT

7.5 DEI Policy

7.5.1 A revised draft DEI Policy was annexed at F.

7.5.2 The current version had been reviewed and amended by the Nominations and Remuneration Committee and there had also been input and comment by a panel of beneficiaries.

7.5.3 The Policy included an appendix outlining activity over the next 12 months and was to be reviewed and, where necessary, amended and updated annually.

7.5.4 The DEI Policy was approved.

7.6 ABS President

7.6.1 Jane Duncan was coming to the end of her 4th year as ABS President and the Development and Engagement Committee were recommending Eddie Weir as the next President.

7.6.2 Eddie Weir was a strong supporter of the ABS, having won the WCCA Award in 2021 for his fundraising and awareness raising efforts on the Society's behalf, particularly during his time as President of CIAT. His appointment would see the first ever AT professional as President of the ABS.

7.6.3 It was agreed to appoint Eddie Weir as the ABS President as of 15 June 2022.

7.7 Routine Approvals

- 7.7.1 Approvals relating to the letting of the ground floor at 43 Portland Place were annexed at G and approved by the Board.

8 **Report of the Welfare Committee**

- 8.1 The minutes of the meeting held on Tuesday 19 April were annexed at H.
- 8.2 Retiring Committee Chair, Lelia Dunlea-Jones reported that there were three new committee members due to be appointed, there being only two members remaining. The new appointees were all strong candidates with relevant experience of welfare support services, either as welfare professionals or beneficiaries.
- 8.3 The Committee was now undertaking regular audits to ensure the Grant Giving Policy was being followed by the Welfare Team and these were proving to be successful.
- 8.4 It was encouraging to see that the welfare spend for the year was under budget, providing further evidence that the Grant Giving Policy was working well.
- 8.5 The minutes of the meeting held on Tuesday 19 April were approved.

9 **Report of the Finance, Audit and Risk Committee**

- 9.1 The minutes of the meeting held on Wednesday 4 May 2022 were annexed at J
- 9.2 The Committee continued to work on ESG investing and had submitted the latest policy draft to the managers for comment.
- 9.3 The main focus of the meeting had been on business planning and it had been agreed to carry out a full review of the Society's finances, including the Reserves Policy, sources of income, expenditure levels and the structure and performance of the Society's long term investments and assets.
- 9.4 A draft finance review plan was annexed at K and the staff team were now taking this forward.
- 9.5 The Trustees asked for a market update relating to the offices at 43 Portland Place. Lettings were still proving harder to achieve than pre-Covid, potential tenants being far more cautious about committing to lengthy leases due to the current economic uncertainty. Once the new lease of the ground floor office had been completed, there would be two remaining vacant floors, the 1st and 4th floors.
- 9.6 The minutes of the meeting held on Wednesday 4 May 2022 were approved.

10 **Report of the Nominations and Remuneration Committee**

- 10.1 The minutes of the meetings held on Thursday 31 March and Tuesday 31 May 2022 were annexed at L.
- 10.2 The Committee was still meeting every 6-8 weeks as it found its feet. Succession planning had been a priority and had led to a number of changes at the Board meeting.

- 10.3 Related to succession planning, trustee and committee member recruitment had taken up a lot of time and effort and the recent recruitment process had proven to be a real success, with a number of high quality candidates having applied for the vacant positions.
- 10.4 The Committee had also been focusing on the DEI Policy and was due to carry out further reviews of the employee handbook and Remuneration Policy over the coming months.
- 10.5 A paper including recommendations for new committee members was annexed at N.
- 10.6 The Trustees agreed to appoint the following as Trustee committee members:
- Welfare Committee – Andy McLeish
- Development and Engagement Committee – Rick McCluggage
- 10.7 The Trustees further agreed to appoint the following as non-trustee committee members:
- Welfare Committee – Benna Schellhorn
Welfare Committee – Alison Wyman
- 10.8 The minutes of the meetings held on Thursday 31 March 2022 and Tuesday 31 May were approved.

11 Report of the Development and Engagement Committee

- 11.1 The minutes of the meeting held on Thursday 28 April 2022 were annexed at M.
- 11.2 The Committee was concentrating on the fundraising, communications and awareness raising elements of the five year plan during the current year and were holding an additional meeting to that end.
- 11.3 Work was progressing well and the principal aims and income targets had been reviewed and agreed.
- 11.4 The Committee had agreed to recommend that Aled Rees was appointed the next Chair of the Committee with Lucy Mori stepping down and further recommended Eddie Weir was appointed as the next President of the ABS.
- 11.5 With the appointment of Eddie Weir, it was hoped that a handover meeting could be arranged with outgoing President Jane Duncan and Mark Grzegorzcyk would also attend if possible.
- 11.6 The minutes of the meeting held on 28 April 2022 were approved.

12 Any other business

- 12.1 The Development and Engagement Committee members and Trustees thanked Lucy Mori for all of her work as the retiring Chair of the Committee.
- 12.2 Hugh Woodeson updated the Trustees on efforts to encourage financial support for the Society from the RIBA. This might be seen as a longer term effort in light of the current financial difficulties the RIBA was facing, including a substantial annual deficit and the likely redundancy of large numbers of staff.
- 12.3 The Trustees asked for an updated list of meetings remaining in the year to be distributed.

CEO

- 12.4 There was an expression of sincere thanks to all those Trustees who were retiring following the meeting, these being Geoffrey Purves, Hugh Woodeson, Lelia Dunlea-Jones, Angus Kerr and Bill Evans.

13 Dates of future meetings

- 11.1 Wednesday 12 October 2022

Budget 2022-23

	30-Sep-23 Budget Total	30-Sep-22 Budget Total	Variance Total	
Income				
Donations	190,550	200,000	(9,450)	
Legacies	250,000	100,000	150,000	Based on average over 10 years, adjusted for large legacy expected in 2023
Commercial rent	650,279	266,300	383,979	Budget for YE Sept 2022 included income for 9WM, and 3rd floor of 43PP. YE Sept 2023 includes full year rent for garden, ground and second floor, plus part year rent for first and fourth floor.
Investment income	195,319	198,200	(2,881)	Based on investment managers' expectations
	<u>1,286,149</u>	<u>764,500</u>	<u>521,649</u>	
Expenditure				
Grants	(1,135,800)	(1,163,000)	27,200	Uplift for cost of living increase, with student hardship fund removed.
Staff costs	(678,395)	(566,375)	(112,020)	Includes cost of living uplift, additional staff hours and wellbeing programme staff member
Office costs	(109,592)	(105,300)	(4,292)	
Insurance	(9,171)	(11,905)	2,734	
Commercial property costs	(65,741)	(73,438)	7,697	Less lease arrangement fees budgeted now more floors are let at the beginning of the year vs PY
Governance costs	(4,000)	(4,000)	-	Higher trustee costs expected for travel. None budgeted PY due to COVID
Marketing costs	(53,100)	(38,100)	(15,000)	CY includes £5k for wellbeing programme marketing, £5k ambassador costs for fundraising event not in prior year. Marketing costs specific to the development team are up £7k due to new fundraising event plus expected increases in cost for appeals in the year. ABS wide marketing costs are down £3k vs last year due to lower spend on newsletter as we are expecting to move away from paper copies.
IT costs	(60,104)	(56,212)	(3,892)	
Professional fees	(54,160)	(124,230)	70,070	Prior year higher due to legal fees and agency fees for lettings.
Investment management fees	(78,000)	(74,660)	(3,340)	
Loan interest & Bank charges	(84,479)	(42,500)	(41,979)	
Property Amortisation	-	-	-	
Depreciation	-	-	-	
	<u>(2,332,542)</u>	<u>(2,259,720)</u>	<u>(72,823)</u>	
Net profit /(loss)	<u>(1,046,393)</u>	<u>(1,495,220)</u>	<u>448,826</u>	

	Budget Including Salary split					30-Sep-23 Budget
	Welfare	Wellbeing	Fundraising	Property	Investments	Total
Income						
Donations	-	-	190,550	-	-	190,550
Legacies	-	-	250,000	-	-	250,000
Commercial rent	-	-	-	650,279	-	650,279
Investment income	-	-	-	-	195,319	195,319
	-	-	440,550	650,279	195,319	1,286,149
check						
Expenditure						
Grants	(1,135,800)	-	-	-	-	(1,135,800)
Staff costs	(358,573)	(77,243)	(138,092)	(77,482)	(27,004)	(678,395)
Office costs	(55,554)	(13,085)	(21,605)	(15,123)	(4,225)	(109,592)
Insurance	(5,246)	(815)	(1,457)	(1,368)	(285)	(9,171)
Commercial property costs	-	-	-	(65,741)	-	(65,741)
Governance costs	(2,104)	(458)	(818)	(459)	(160)	(4,000)
Marketing costs	(14,521)	(8,159)	(26,147)	(3,169)	(1,104)	(53,100)
IT costs	(28,518)	(7,704)	(15,491)	(6,223)	(2,169)	(60,104)
Professional fees	(22,878)	(15,498)	(11,053)	(3,508)	(1,223)	(54,160)
Investment management fees	-	-	-	-	(78,000)	(78,000)
Loan interest & Bank charges	-	-	-	(84,479)	-	(84,479)
Property Amortisation	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
	(1,623,194)	(122,962)	(214,664)	(257,552)	(114,170)	(2,332,542)
Net profit /(loss)	(1,623,194)	(122,962)	225,886	392,727	81,150	(1,046,393)
	53%	11%	20%	11%	4%	100%

CASHFLOW based on budget 2022/ 2023**Income**

Donations	190,550	
Legacies	900,000	Expected legacy of £900,000. There are likely be additional amounts received.
Commercial rent	593,068	Less than included in P&L due to rent free periods at start of new leases Investec Sawyer income received as cash. Other investment income retained within investment balance and withdrawn as requested.
Investment income	32,000	
	<u>1,715,618</u>	

Expenditure

Grants	(1,135,800)	
Staff costs	(678,395)	
Office costs	(109,592)	
Insurance	(9,171)	
Commercial property costs	(65,741)	
Governance costs	(4,000)	
Marketing costs	(53,100)	
IT costs	(60,104)	
Professional fees	(54,160)	
Investment management fees		deducted from investments
Loan interest & Bank charges	(170,000)	Need to be capital and interest repayments
Property Amortisation		
Depreciation		
	<u>(2,340,063)</u>	

Net cashflow	<u>(624,445)</u>
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Cash b/f		275,000	
Cash C/f	275,000	(349,445)	Expected surplus / (deficit) at year ends

Total withdrawals from investments YE 30 Sept 2022 = £900,000

Assumes legacy income is not transferred to investments

The Opportunity

The wellbeing programme has been running for four years and accounted for 40% of the total number of people the ABS helped in 2020-21 and 33% of the total helped in 2019-21. It directly responds to one of our charitable purposes, 'the advancement of health' and is a highly cost-effective way of achieving greater charitable impact.

Industry Analysis

We are aware of no other wellbeing programmes designed specifically with the architectural community in mind. These workshops allow the ABS to offer a primary preventative approach to mental health and wellbeing and following an increase in requests for mental health support over the past two years, reaching 59% of all requests to the ABS in 2020-21.

Implementation Timeline

Year 1

Recruitment – market research, inc. fee charging structure – CPD accreditation – marketing – commence delivery – corporate sponsorship research and development

Year 2

Continued delivery and programme development – commence corporate sponsorship funding drive.

(see annex B2 appendix B p.8 for more details)

Financial Summary

The Programme represents additional expenditure of c. £70k per annum.

Income to be derived from two sources, fee charging (from practices and individuals) and corporate sponsorship – see 'Funding Required' and indicative budget forecast overleaf.

Team

Programme Lead to be recruited and managed by Operations Manager. Favored candidate has been running this programme successfully for four years and has extensive contacts within architecture.

Target Market

Members of the architectural community both directly and via practices. Fee structure to differentiate between wealthy/larger practices and smaller practices and sole practitioners.

Marketing Plan

Programme will be communicated via social media, word of mouth, via the architectural press and through direct contacts. Workshops can be run both online and face to face to suit individual and organizational requirements.

Funding Required

Fee charging: sliding scale of fees depending on the size of practices. – see annex B2, p2 for draft fee charging annual income projection of £25k

Corporate sponsorship: aim/target is to attract sponsorship to fund direct costs in full (c. 70k) if possible. This should not exclude seeking sponsorship to fund full costs including overheads of + £100k.

Review

The Programme represents a commitment for up to two years with reviews to be completed at the end of year 1 and the end of year 2 by the Welfare and Finance Committees and the Board

Indicative Annual Budget Forecast

(following successful corporate sponsorship fundraising)

Fees webinars	£19,000
Fees workshops	£6,000
<u>Corporate sponsorship*</u>	<u>£50,000</u>
Total income	£75,000
Salaries	-£53,071
Workshop delivery	-£15,000
Marketing	-£2,500
CPD accreditation	-£1,250
Total expenditure	-£71,821
Net income/expenditure	£3,179

* assumes majority of direct costs supported

Wellbeing Programme Proposal

Proposal

Employ a Wellbeing Programme Lead to manage and develop the established Wellbeing Workshops programme (current collaboration between ABS and RIBA).

Background

ABS and RIBA have collaborated on a successful programme of delivering wellbeing workshops in architectural practices across the UK since 2018, with 1,200 people attending since the programme started. Prior to 2020, these were delivered in person at practice offices (3 hours). Since 2020, due to covid restrictions, the workshops have been delivered online as 90-minute webinars. Recently, in-person workshops have restarted in some practices.

The RIBA is currently going through a restructure, and as a result, ABS has been informed that there will no longer be staff resource allocated to this programme, which threatens the existence of the whole programme. Without someone to coordinate it, the programme would have to end. This carries reputational risk for ABS (and RIBA) as mental health and wellbeing is currently an important focus within the architectural community, for practices and individuals, even more so since the pandemic. It would also significantly affect the number of people helped by ABS annually. In 2020-21, 34% of people supported by ABS were those who attended the wellbeing webinars.

This programme sits under the 'the advancement of health amongst Architecture Professionals, their families, children and dependants' charitable object in our Articles. It is also a key activity in achieving the aim to 'develop and deliver a range of support services to meet the needs of the architectural community'.

In order to continue the programme, ABS needs to employ someone to lead on this.

Opportunities for ABS

Meeting a need

The primary benefit of delivering this wellbeing programme is for those who attend (see Appendix A for an overview of workshop content). The workshops promote self-management techniques for individuals in terms of looking after their mental health and wellbeing, and tools for employers to create healthy working environments. This is a programme which allows ABS to offer a primary preventative approach to mental health and wellbeing, i.e. preventing mental health problems from developing.

The Mental Health Foundation recognises that prevention is an important approach to improving mental health.

"Successful prevention of poor mental health means better quality of life, improved physical health, reduced alcoholism, fewer suicides, and a more holistic human contribution from everyone."

([Prevention and Mental Health Report](#); Mental Health Foundation 2019)

We have seen an increase in requests for mental health support from individuals in the last two years, reaching 59% of all requests in 2020-21. Our partnership with Anxiety UK enables ABS to offer high quality support for those in need of therapeutic support. However, ABS can do more to prevent some of those reaching the point where they are in need of this support and the workshops can be seen as a driver of change within the architectural community by promoting healthy workplaces.

Income generation

There is potential to generate income to cover the cost of the programme delivery (facilitator fees) initially through charging practices for workshops (a sliding scale could be created so the cost is not prohibitive to small practices). This is envisaged to be possible during year 2 of the programme. In future, sponsorship opportunities could be explored to cover the cost of the whole programme. We would need to gather evidence and develop impact reporting showing the success of the programme before approaching potential sponsors.

The workshops are delivered by highly experienced and qualified facilitators, one of whom has worked in HR for a large architectural practice for many years. Therefore, workshops are designed with the architectural community in mind, which sets them apart from the more generic wellbeing workshops available. This makes them an attractive option for practices. We also plan to get CPD accreditation for the workshops, which will enhance their value for practices.

Example of projected annual income:

	Number per month	Number per year	Charge per practice/ individual	Number of practices/ individuals attending	Total income
Wellbeing Webinars (practice)- 90 mins	1	12	£750	1	£9,000
Wellbeing webinars (individual sign ups)	1	8	£50	25	£10,000
Wellbeing workshop (in person)		6	£1,000	1	£6,000
Total					£25,000

N.B: The above example is illustrative only as the Wellbeing Programme Lead, in conjunction with the Operations Manager, will be tasked with developing a business plan and fee schedule when in post. This plan will be reviewed by the Welfare Committee. The costs above are intended to cover costs of the workshop delivery. Any profit will be reinvested into the programme to subsidise smaller practices who want to access the programme but are unable to afford to do so.

Continued collaboration with membership bodies

It is hoped that RIBA will continue to match fund the delivery cost of the workshops (currently £10,000 p.a.), but at the very least, we would seek agreement to be able to promote workshops to their membership through their existing communication channels with RIBA members. We would approach CIAT and LI regarding match funding for workshop delivery, and also access to their members through their communication channels to promote the programme.

Broadening beneficiary base

Currently, workshops are promoted through RIBA networks, which is limiting in terms of other professions in the architectural community supported by ABS. Although we will have reached these professions in workshops delivered to multidisciplinary practices, the opportunities for including architectural technologists and landscape architects will be increased if ABS runs the programme inhouse.

Better connections with the architectural community

The programme provides further opportunities to engage with our target audiences, which will raise awareness and engagement with our community, and could lead to more financial support for ABS from practices across the UK.

Development of resources

Resources to support this programme e.g. handbooks, website resources, short videos etc. would be developed in order to give additional support to individuals/practices.

Programme Developments

Other workshop topics

The content of the workshops is reviewed and modified according to needs of practices, and in response to wider social changes e.g. the pandemic. It is planned to develop content to cover specific challenges which impact upon mental health and wellbeing, especially for smaller practices and marginalised groups e.g. LGBTQ+ and there is potential to offer workshops on cultural intelligence (the ability to relate to others and interact effectively across cultures) as one of the facilitators is qualified to deliver this content.

Universities

In 2018, we piloted a programme in the East Midlands, whereby tutors and lecturers from several universities within the region received Mental Health First Aid (MHFA) Training from a qualified MHFA Trainer to equip them with the knowledge and confidence to support, advise and signpost students experiencing mental health problems. Following the training, a group was set up for those who attended, and they still meet several times a year to support each other with supporting their students' mental wellbeing. This model could be rolled out to other regions within the UK in the future as a development of the wellbeing programme.

Impact reporting

As part of the overall ABS goal to improve impact reporting on our support services, this programme will need a more structured process for monitoring impact, which will be introduced early on.

Risks

1. Reliance on facilitators who have other commitments, which may hamper development of this project.

Mitigation: Contract agreement to deliver a minimum number of workshops. ABS and the lead facilitator have contacts who could deliver if current facilitators are unavailable in the future.

2. RIBA are no longer able to provide match funding for workshop delivery.

Mitigation: charging practices for workshops, match funding for workshop delivery from LI and CIAT, sponsorship.

3. Lack of awareness/interest in the programme from practices.

Mitigation: Agreements with membership bodies to promote the programme to their members through their existing communication channels. Develop workshop content to offer variety of options.

Costs

	Year 1	Year 2
Wellbeing Programme Lead Salary	£51,777 (£42,500 salary plus NI and pension)	£51,777 (*plus any cost of living increase)
IT equipment	£1,500	N/A
Workshop delivery (professional fees)	up to £12,000	£15,000
Marketing/promotion/communications	£5,000	£2,000
CPD Accreditation	£1,000	£1,000
Total	£71,277	£69,777*

Notes

1. The salary has been benchmarked as far as possible with similar roles, and according to skills and experience required. The total cost to ABS includes NI and pension.
2. Workshop delivery costs are based on 2 facilitators delivering 20 workshops (£1,000 per workshop), with RIBA contribution of £10,000, and includes travel/accommodation where necessary. It is planned to charge practices for workshops to cover delivery costs so these figures would be less or zero.
3. Marketing/promotion costs include publicity materials, website development and resources for participants, including short videos.
4. CPD accreditation costs are estimated cost based on initial research.
5. There would be some time allocated from existing staff to this project (Operations Manager, Marketing & Communications Lead).

The costs are based on the existing model of workshop delivery. Based on the total number of people attending workshops in 2021-22, the average cost of workshop delivery is £45 per head.

Options for reducing delivery costs, and therefore expanding the reach of this programme will be explored e.g. only one facilitator delivering and/or online delivery of workshops, larger numbers of attendees at workshops, and a negotiation of fees as part of an annual agreement between ABS and the facilitators.

Wellbeing Programme Lead

It is proposed that a two-year fixed term contract is offered to Anne Cosentino, Equality, Diversity and Inclusion Manager at RIBA, rather than go through an open recruitment process. Anne would leave her post at RIBA to be employed by ABS. The case to support this is outlined below.

As the programme is already established, we are looking to continue, and develop, what is already working well, rather than start anew. Anne Cosentino has coordinated the programme since its inception. She was instrumental in setting up the partnership between ABS and RIBA, and the delivery of the programme. She plays a key role in promoting the programme, liaising with practices about their needs, booking the workshops and liaising with the facilitators to develop content.

Anne has well established networks within the architectural community and RIBA, and a positive working relationship with the team at ABS and the facilitators. As well as building on the strong foundation Anne has already built for this programme, her expertise in EDI would bring added value to this role in terms of informing content development which recognises the mental health needs of marginalised groups within the architectural community.

The Welfare Committee is asked to recommend this revised proposal for approval by the Board.

Appendix A

Overview of current workshop content

Currently, the wellbeing workshops are delivered by Nicola Rich, Psychotherapist, Leadership Coach and CEO of Nine to Thrive, and Nadia Muwanga, Cognitive Behavioural Therapist, who are both highly qualified and experienced facilitators. One workshop focuses on the individual, and one focuses on the organisation.

1. Individual Focus

The current challenges of working from home/remotely, managing work/life balance and isolation are all factors that can have an effect on our emotional, psychological and social wellbeing. This also impacts how we handle stress, relate to others and make choices.

This workshop will provide an overview of common mental health difficulties including a summary of causes and risk factors, signs and symptoms and how these might manifest in how we handle stress, relate to others and make choices.

This 90-minute, interactive workshop will address current challenges, ways of looking after your own mental health and maintaining wellbeing, providing information, tips and tools to support you during these times.

What will be covered:

- brief overview/understanding of what mental health is
- current challenges
- normalising how we feel
- tips, tools & interventions for self-management
- advice on ways to create a daily routine that includes looking after yourself
-

2. Organisational Focus

Many architectural practices have nothing or little in place to support employees' wellbeing.

There is plenty that can be done to help employers create a healthy working environment and understand what it takes to be a supportive employer.

This workshop will provide an overview of leading and managing teams effectively in a remote setting, understanding why people respond & cope in different ways during change, examples of good leadership/management practices, steps to help people adapt during uncertainty and current challenges that managers & team leaders are facing and tips for addressing them.

A 90-minute, interactive workshop, where we will address steps that managers can introduce to improve the engagement and productivity of staff. You will also be provided with tools and interventions practices can use to promote wellbeing, ways to support staff and remote teams and where to access appropriate external support if needed.

What will be covered:

- leading and managing teams effectively in a remote setting & returning to the workplace
- understanding why people respond & cope in different ways during change
- current challenges that managers & team leaders are facing and tips for addressing them
- examples of good leadership/management practices

There are also other webinars specifically aimed at leaders and managers.

Appendix B

Wellbeing Programme Aims

Aims	<p>To provide targeted wellbeing support to the architectural community through workshops and webinars</p> <p>To promote healthy workplaces within the architectural sector</p> <p>To provide managers with tools to support employees experiencing mental health issues</p> <p>To enable small practices (including sole practitioners) to access wellbeing support</p>
Outputs	<p>x number of wellbeing workshops delivered to x number of practices</p> <p>x number of wellbeing webinars delivered to x number of individuals</p> <p>Resources for self-management of common mental health problems</p>
Outcomes	<p>Participants will have:</p> <ul style="list-style-type: none"> a greater awareness of common mental health problems the tools to look after their own mental health and maintain wellbeing the tools to promote wellbeing at work, support staff, improve employee engagement and productivity greater awareness of ABS support available increased financial support for ABS
Impact measurement	<p>Pre and post workshop questionnaire for participants</p> <p>Follow up session to note any changes in the workplace</p> <p>Tracking sources of donations</p>

Wellbeing Programme Activity Planner

Deliverables	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
Market research re: fees for workshops																								
Agree fees for workshops (incl. criteria for sliding scale)																								
Submit evidence to CPD Accreditation UK																								
Gain CPD accreditation for workshops and webinars																								
Update workshop/webinar descriptions and summaries for marketing purposes																								
Design workshop brochure (Ave Design agency)																								
Add wellbeing programme to website																								
Market programme through networks, corporate partners, industry partners, social media etc.																								
Negotiate agreement with Nine to Thrive																								
Workshop delivery (practice)	1	1	0	1	1	1	1*	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1
Webinar delivery (individual)	1	2	1	1	2	2	2*	2	2	1	1	2	2	2	1	1	2	2	2	2	2	2	1	2
Develop impact reporting template																								
Research and develop corporate sponsorship opportunities																								
Develop sponsorship proposal																								
Approach sponsors and secure sponsorship																								

*Charging for workshops and webinars to begin

Wellbeing Programme Projected Income 2022-23

	Number per month	Number per year	Charge per practice/individual	Number of practices/individuals attending	Total income	Direct cost per session	Total direct cost	Profit	Notes
Wellbeing Webinars - 90 mins		18	50	20	£18,000	-£650	-£11,700	£6,300	Direct costs are based on current delivery. There is scope for negotiation with the facilitators, which may reduce the cost.
Wellbeing workshops	1	12	700	1	£8,400	-£750	-£9,000	-£600	similar training. A sliding scale is proposed, the amount shown here is an estimate of the maximum charge. Fees will not be charged until CPD accreditation is achieved. Income should start from April 2023.
Totals					£26,400		-£20,700	£5,700	Any profit will be reinvested into the programme to subsidise smaller practices to access the programme. Once programme is CPD accredited and established, seek minimum of 2 years' sponsorship (£50k minimum per annum)

Appendix C: Feedback from workshop participants

'thanks for organising the wellbeing workshop, it was amazing and so helpful as I can relate to so much that was spoken about – very helpful'

~RM_A Architects

'just wanted to say a massive thank you for the workshop today – everyone is saying how interesting and helpful it was!'

~Associated Architects

'The workshop was great! The information was very useful.'

Child Graddon Lewis

'Really enjoyed the workshop this morning and found it very helpful. My thanks to all involved in organising this. Keep up the good work!'

~Anonymous participant

'Thanks so much for the webinar, it made me feel much less alone!'

~P+HS Architects

'I got a lot from Friday's session, really informative and relevant. I found the content very helpful'

~PRP Architects

'Thank you for today's workshop, it was really useful. I wish we had thought about doing something a bit earlier but somehow we remained optimistic about returning to an office and 'normal life' far sooner...these are very useful tools and it's great that mental health is being spoken about so much more openly now, so thank you very much.'

~CZWG Architects

'Such an interesting session, learning about how mental health impacts productivity and how to recognise the problem in yourself and techniques to manage stress and anxiety, thank you!'

'Made me think in depth about certain aspects I do not usually find the right amount of time to reflect on, very helpful'

~RM_A Architects

Feedback on Organisational Workshop

'Thank you for your time this afternoon. It was a great webinar, very informative and it was interesting.'

~HTA Architects

'thank you for yesterday's workshop, it exceeded our expectations and found it very useful.'
(Managing Together: Apart - Coping During Uncertainty Mental Wellbeing – a session for managers and team leaders during lockdown)

~Purcell

Architects Benevolent Society

Board and Committee Meetings in 2023

	Board	Welfare*	Noms & Rem**	Finance, Audit & Risk	Development***
<i>January</i>		Wednesday 25		Wednesday 18	Thursday 26
<i>February</i>	Wednesday 15				
<i>March</i>					
<i>April</i>		Wednesday 19			Thursday 27
<i>May</i>				Wednesday 3	
<i>June</i>	Wednesday 14				
<i>July</i>		Wednesday 12			
<i>August</i>					
<i>September</i>				Wednesday 6	TBC
<i>October</i>	Wednesday 11	Wednesday 18			
<i>November</i>					
<i>December</i>					

* Committee to review and confirm dates at meeting scheduled for 19 October

** meetings currently arranged on a rolling basis every 6-8 weeks

*** Meeting(s) following April to be agreed in New Year

ARCHITECTS BENEVOLENT SOCIETY

Welfare Committee

Minutes of the meeting held on Wednesday 13th July 2022 on Zoom.

Present: Richard Brindley *Chair*
Benna Schellhorn
Alison Wyman
Andy McLeish

In attendance: Katie Vivian, Operations Manager
Helen Stanley, Welfare Officer
Aidan Cullen, Welfare Officer
Deirdre Anthony, Welfare Assistant
Rob Ball, Chief Executive
Mark Grzegorzczuk, ABS Chair
Sangeeta Shenoy, Trustee

1 Apologies for absence

Sumita Singha

2 Declaration of interest

None

3 Minutes of the last meeting

The minutes of the meeting held on Tuesday 19th April 2022 were approved and signed by the Chair.

4 Matters arising from the minutes

4.1 None

5 Welcome to new Committee members

5.1 Richard Brindley welcomed three new members to the Committee; Benna Schellhorn, Alison Wyman and Andy McLeish (Trustee).

6 Quarter 3 report

6.1 The report from quarter 3 is attached.

6.2 The Committee agreed that showing all previous quarters in the financial year would be useful in terms of comparing activity across the year and may help identify any trends.

- 6.3 The challenges of predicting beneficiary numbers was discussed. Although there are certain economic and social factors that impact on increases/decreases in enquiries, people contact us at different points during their time of need (some sooner, some later), so it is not easy to make predictions about future numbers.

7 Five year plan update

- 7.1 Rob updated the Committee that as there will be a comprehensive financial review taking place as the business model we currently use to fund our activities is not sustainable in the long term. The review will include looking at ABS' asset base and asset mix to formulate a sustainable long term business model for the future.
- 7.2 Until the financial review has been completed, it seems premature to initiate a five year plan, therefore it is proposed that the plan commences in October 2023. The financial review will allow the ABS Board to make more informed decisions in future.

8 Wellbeing Programme Proposal

- 8.1 Katie presented a proposal for ABS to employ a Wellbeing Programme Lead to run the already established ABS/RIBA wellbeing workshop programme. The case for this has arisen due to restructuring at RIBA, which means that there is no longer RIBA staff resource to run this programme. Without this, this successful programme will have to end. In order to continue the programme, ABS needs to employ someone to lead on this.
- 8.2 The programme offers many benefits to ABS including meeting the need for individuals and practices to look after their mental health and promote healthy workplaces; further development of collaboration with membership bodies; broadening our beneficiary base; development of resources; better connections with the architectural community and income generation.
- 8.3 There is potential to generate income to cover the cost of the programme delivery (facilitator fees) initially through charging practices for workshops (a sliding scale would be created so the cost is not prohibitive to small practices). In future, sponsorship opportunities could be explored to cover the cost of the whole programme.
- 8.4 There is scope to develop this programme to include other workshop topics such as cultural intelligence and resilience, as well as the opportunity to deliver Mental Health First Aid Training for Higher Education staff (already piloted and successful) and others.
- 8.5 It is proposed that the position of Wellbeing Programme Lead will be offered to Anne Cosentino (currently EDI Manager at RIBA) as she has been leading the programme successfully since its inception. A case for employing Anne, as opposed to going through an open recruitment process was put forward.
- 8.6 The Committee supported the proposal, and ideas were put forward including designing new content with input from architectural community, offering a follow up/refresher session, identifying specific points at which people need mental health support, offering webinars which individuals can sign up to, identifying desired outcomes from the programme and having ownership of the content created for the programme.
- 8.7 The Committee recommended the proposal for approval.
- Richard Brindley requested more information about business planning for the programme as a follow up, which Katie will provide. However, a detailed business plan would be tasked to the Wellbeing Programme Lead.

9 Cost of living support update

- 9.1 Katie reported that the Welfare Team are meeting on 21st July to discuss how ABS can best respond to the continuing cost of living crisis. Additional payments are already being made to beneficiaries in receipt of living expenses grants but as the situation gets worse, it will be important to identify and target support to key costs of daily living going forward.
- 9.2 The new MIS figures are usually released by the Joseph Rowntree Foundation in July each year. These inform new grant levels for the coming year, and there may be a need to review the MIS level we bring beneficiaries up to.
- 9.3 A proposal will be put to the Welfare Committee regarding any new initiatives for supporting beneficiaries during this crisis and/or any policy response.

10 Financial support beyond 2 years – record of decisions

- 10.1 A record of approval for beneficiaries requiring more than two years regular financial support which was given by the Welfare Committee in April, May and June via email was appended to the papers for recording/audit purposes.

11 Dates of future meetings

- 11.1 It was agreed by the Committee that Wednesday afternoons 3-5pm are convenient for Welfare Committee meetings to take place and that at least one of the meetings during the year should be face to face.
- 11.2 There was a discussion about when Welfare Committee meetings should take place in relation to Board meetings. Rob and Mark to discuss Committees and Board Schedule for the next financial year.
- 11.3 The next meeting will be on Wednesday 19th October from 3-5pm. It will be confirmed as to whether this will be on Zoom or face to face.

12 AOB

None

ACTIONS AGREED

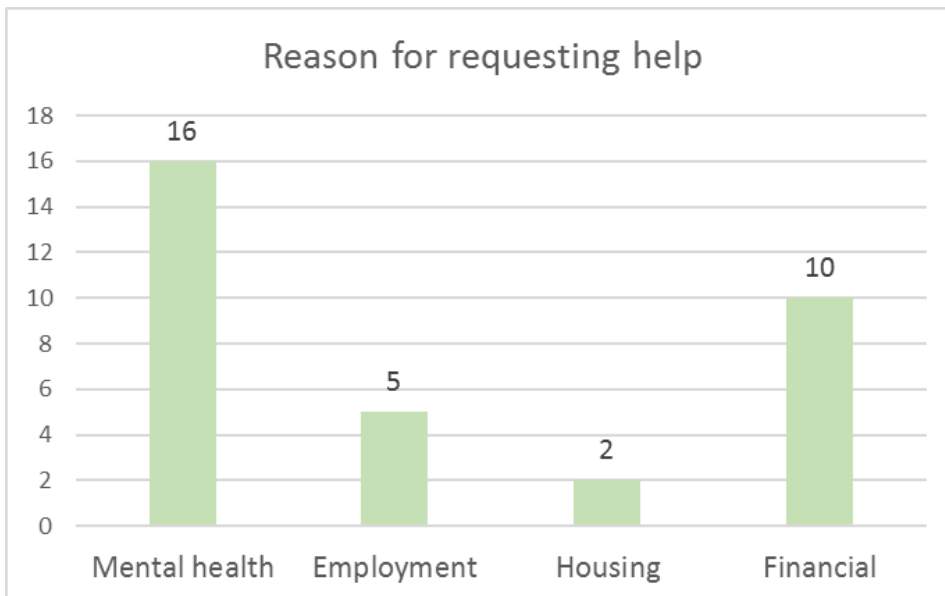
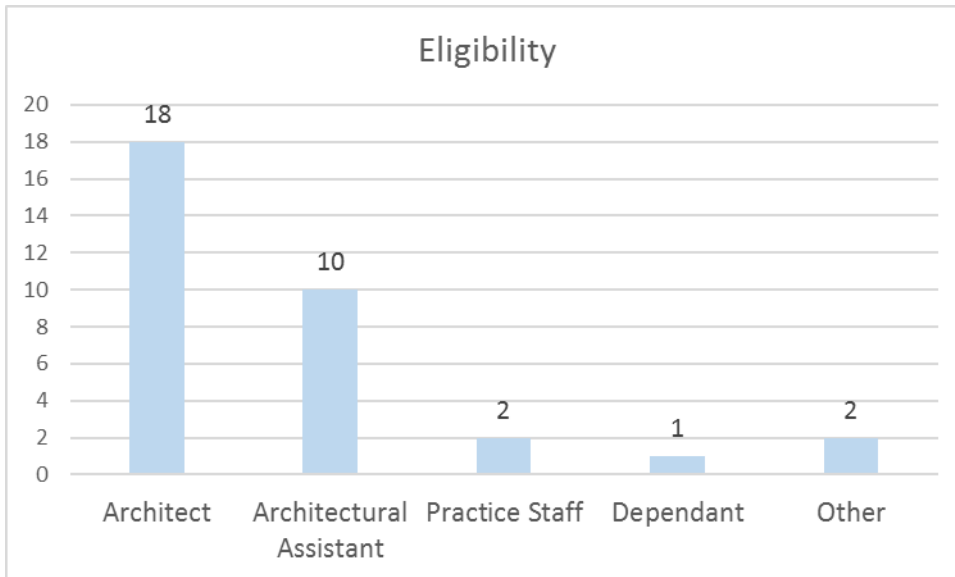
Agenda item	Action	Tasked to
6.2	In future, Quarterly Reports will include statistics from all quarters in current the financial year for comparison purposes.	KV
8.7	Provide projected income example for Wellbeing Programme.	KV/RB
9.3	Welfare Team to discuss support initiatives and policy response to the continuing cost of living crisis.	Welfare Team
11.2	Review Committee and Board meeting schedule for 2022-23	Rob B/MG

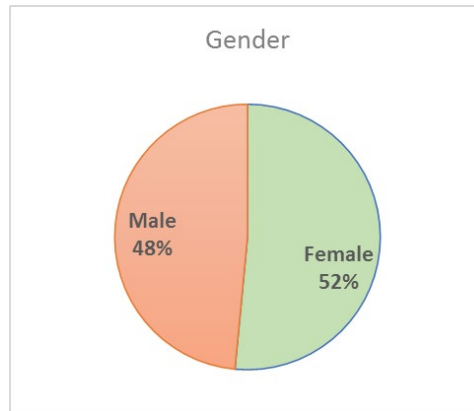
Architects Benevolent Society

Welfare Committee Quarterly Report April-June 2022 (Q3)

1. New cases

33 new cases for beneficiaries requiring support were opened in this quarter, which is down by 23% compared to the previous quarter. 48% of requests were for mental health support this quarter, and 30% were for financial support.





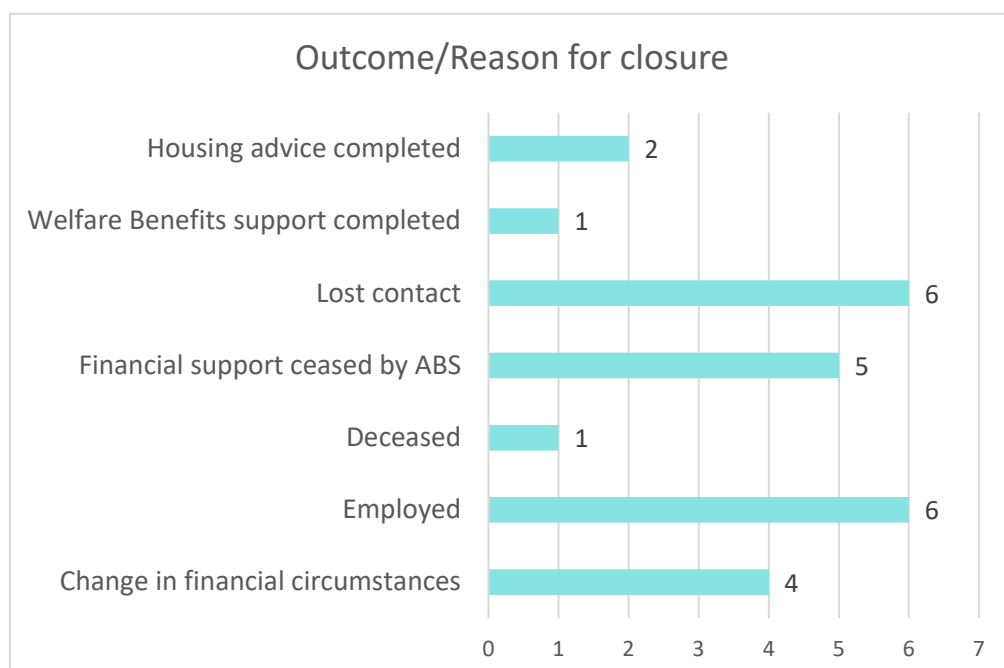
2. Monthly grants

This quarter, the average monthly spend on regular grants was £55,685 (122 beneficiaries), with the average housing expenses grant being £261.50 per beneficiary (74 beneficiaries) and the average living expenses grant being £337 per beneficiary (100 beneficiaries). 1 beneficiary received a childcare grant of £160 per month.

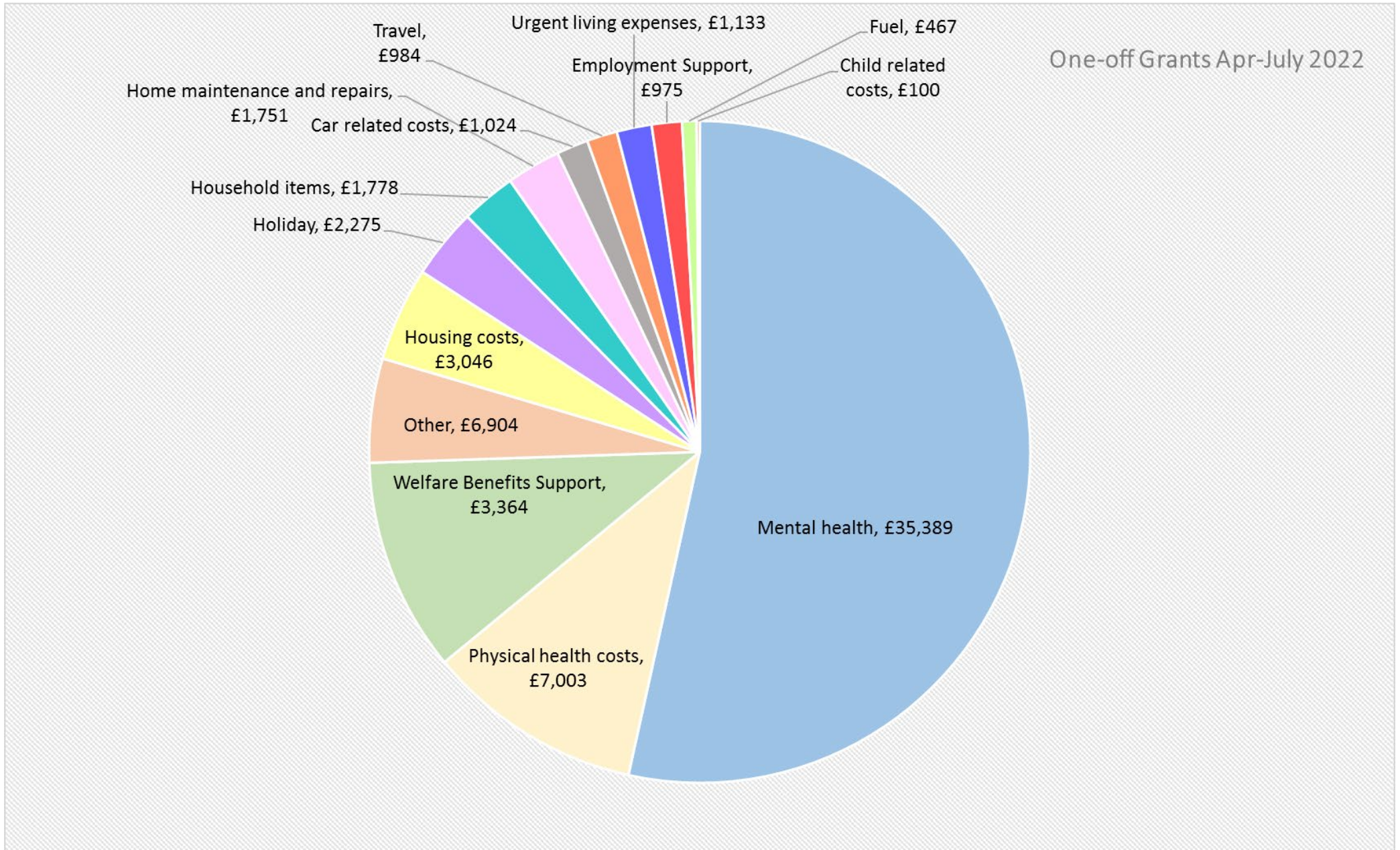
In addition, cost of living uplift grants of £35 or £50 per month, depending on household type, have been paid to all beneficiaries in receipt of a living expenses grant. These totalled £9,140 this quarter. These will continue until at least July when new MIS budgets are released, and grant levels are updated.

3. Outcomes

25 cases were closed this quarter. In 10 cases, beneficiaries no longer need our help as they can manage financially due to a positive change in circumstances, including finding employment. In 5 cases, financial support was ceased in line with the Grant Giving Policy (GGP) e.g., short term support only, long-term case reviewed under GGP criteria. Lost contact includes those who did not reply to requests for updates for reviews. It could be assumed in some cases that their situations have improved and they no longer need our help.



4. Breakdown of spend on different categories of one-off grants (total spend £66,193)



5. Budget vs. Actual:

Period	Monthly grants Actual	Budget	One-offs Actual	Budget	Welfare Services Actual	Budget	Total	Budget total	Variance
Q1	£179,605	£210,000	£85,263	£79,750	£5,881	£7,500	£270,709	£297,450	£26,451
Q2	£179,960	£210,000	£58,000	£56,750	£8,330	£7,500	£246,290	£274,250	£27,960
Q3	£167,054	£220,500	£66,193	£56,750	£4,713	£7,500	£237,960	£284,750	£46,790
Q4		£220,500		£56,750		£7,500		£284,750	
TOTAL	£526,619	£861,000	£209,456	£250,000	£18,924	£30,000	£754,959	£1,141,000	£101,201

Notes: One-off grants in Q1 have a higher budget 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 AUK helpline and email support, Shelter annual support cost as well as Law Express support.

6. Partnership referrals

Partnership Referrals	Q1	Q2	Q3	Q4	Notes
Anxiety UK	26	34	37		
Renovo	0	2	1		
Shelter	2	2	4		
Law Express	21	4	5		Apr/May only. Nature of calls; employment, commercial, criminal, company.
Welfare Benefits Support	8	9	9		

7. Student Hardship Fund Pilot

£5,600 has been paid out to 6 students in monthly grants this quarter. Enquiries have decreased to 3 this quarter (from 9 the previous quarter). This could be due to Student Finance payments being made in April, giving students the means to support themselves for the final part of their course. A reminder was sent to all participating universities that grants are available within 3 months of graduation.

8. Beneficiary feedback

8.1 Anxiety UK

Each month, a feedback survey is sent to beneficiaries who have completed their course of therapy with AUK. A summary of the responses can be seen by clicking on the link below. Unusually, this quarter, responses have been very low with only one person responding to the survey. Surveys are yet to be sent out to those who completed their course of therapy in June, and it is hoped that we will receive more responses.

https://www.surveymonkey.com/stories/SM-bhf8epWGJxHMcVVz2bU4Ug_3D_3D/

8.2 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-55cW3QIH2u_2Bj3CPwROcaKg_3D_3D/



9. Case Studies

D is a 36 yr old Architect, in receipt of disability benefits following a long illness. He set up as a sole practitioner in 2019 but is struggling to bring in enough income. He lives in rented accommodation and, although in receipt of benefits, he has a rent shortfall and no savings. He was feeling disheartened about continuing his practice when he contacted ABS. The Welfare Officer advised him about Anxiety UK, Renovo employment support and Welfare Benefits support. Grants were awarded to reduce the financial pressure and give time for D to consider his options.

ABS Support: £310 monthly living expenses grant
£265 monthly housing expenses grant

Review in 6 months.

M is a 30 yr old Project Administrator for an architectural practice. She is a lone parent of a 21-month-old child. They live in temporary rented accommodation, provided by her Local Authority, having experienced domestic violence in her previous relationship. She is currently in receipt of benefits but has significant rent arrears and is struggling with a housing benefit claim.

ABS Support: Referral to Welfare Benefits Advisor
£878 rent payment for one month
£160 monthly Childcare grant

M's financial situation will be reviewed within 3 months, when hopefully her benefits situation is more stable.

U is a 28 yr old Architectural Assistant. She has a diagnosis of chronic fatigue, meaning that she has reduced her working week by one day, which in turn has reduced her income. U has used her overdraft and loans from friends to pay her rent, but this cannot be sustained because she is putting herself into greater debt. She shares the home with her partner, who has long term health condition, and is on a low income.

ABS Support: £565 housing expenses grant

Review in 3 months.

ARCHITECTS BENEVOLENT SOCIETY

Development and Engagement Committee

Meeting held via Zoom on Thursday 14th July 2022 at 2pm

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

In attendance Mark Thomas (Development Manager)
 Robert Ball (Chief Executive)
 Katie Vivian (Operations Manager)
 Mark Grzegorzczak (ABS Chair)
 Eddie Weir (ABS President)

1 **Apologies for absence**

1.1 There were none.

2. **Rick McCluggage and Eddie Weir introductions**

2.1 Aled welcomed Rick as a new committee member. Rick described his previous operational experiences as an Ambassador in Scotland and his hopes to provide insight and knowledge to the committee. Aled also welcomed Eddie who shared similar words to Rick and concluded he is energised to help the Development Team reach its fundraising and awareness raising goals over the next twelve months.

3. **Declaration of Interest**

3.1 There were none.

4. **Minutes of the last meeting**

4.1 The minutes of the meeting held on Thursday 28th April 2022 were approved as a correct record and signed by the Chair.

5 **Matters arising from the minutes**

5.1 Aled addressed item 5.2 stating he was content with the management accounts but would like to see trends in donation income as previously mentioned.

DM

5.2 Aled asked if the Cost of Living Crisis appeal (item 5.3) had been launched. The appeal had been launched online, but yet to land in hard copy format. Online donations have been very slow. The team will have a clearer update in September.

5.3 Aled asked for an update on invoices being issued (item 6.3) for corporate supporters. Mark explained that phase 1 of the corporate supporter plan is almost complete and all existing corporate supporters have now transitioned to corporate partnership status, therefore no more invoices will be issued in the future and have been replaced with standing orders/direct debits.

6. Management Accounts

6.1 Ant asked if an example of trends and updated graphs were available yet. Mark apologised and explained that due to backlog and training a new member of staff, this had not been completed in time for the meeting.

DM

6.2 Mark explained that he is working with Sarah Gartshore as to how to best produce these figures and graphs in order to tracking monthly trends from the start of the new financial year. As explained in the previous committee meeting, the management accounts will focus on three areas; Individual Giving, Corporate Giving and Legacies. Mark said he hopes to have an example to show the committee come September.

6.3 [POST MEETING NOTE] *We have recently been notified that we are due to receive an interim payment of £160,000, on the expected c.£1,000,000 legacy in memory of Margaret Finch, in the near future.*

7. Five-year plan

7.1 Plan update: Rob explained that it had been proposed that the five-year plan should not commence on 1st October 2022. This is because it had been agreed to carry out a comprehensive review of the ABS finances and it would therefore be premature to start a medium term plan prior to completion of that review. This would not affect the planning and strategy of the development team and the committee's strategic support for 2022/23.

7.2 Staffing: Mark announced that the Fundraising & Communications Assistant, Isabel Shore, has handed in her notice. As the role has developed due to the team becoming busier and anticipating more growth from membership renewal donations expected next year, Mark asked for the committee to support upgrading the role from 25 hours per week to full time at 37.5 hours per week. The committee approved the recommendation and it would go to the Nominations and Remuneration Committee for approval.

CEO

7.3 Corporate Partnerships: Mark gave an update on development of the Corporate Supporter Scheme transitioning into the Corporate Partnership scheme which is the main fundraising focus for the five-year plan.

7.4 So far, almost all 16 existing corporate supporters have been notified about the changes in the scheme and have transitioned to the partnership scheme, with the

exception of a few that would like to remain as ABS supporters, continuing to give under £500 a year.

7.5 Of those transitioned, 8 have increased their giving, meaning £1,940 a year of additional income. We have 4 new Corporate Partners committing an annual contribution of £8,000. Overall this has exceeded the annual target of a 15% increase in corporate support (£7,000).

7.6 This brings a total of 19 Corporate Partners committing to annual donations and is made up of 1 Pinnacle, 6 keystone and 5 Foundation level partners totalling £29,670.

7.7 Ant made the observation that the corporate scheme took a lot of staff resource for a modest number of signups. Mark said the staff team are pleased with the response in just a few short weeks since launching the scheme and we have already exceeded our annual target of 15% (£7k). Mark does not agree it has taken up a lot of staff resource and thinks exceeding the annual target in that time frame is a positive result.

7.8 Mark announced further meetings taking place with Hawkins\Brown, 7N Architects, Studio McCloud and Donald Insall Architects who had indicated they were keen to join the scheme in the coming months. Further to this, Mark showed the committee the Corporate Partnership Scheme pack and ran through how the relationships of the partnerships will be managed.

8 AOB

8.1 Ant asked if we could mobilise the ambassadors to raise awareness within universities. Mark explained that the ambassador's focus would be to support the corporate partnership scheme in the forthcoming period but there would be scope to raise awareness within universities. It was agreed that a working group be led with Jess Steele and Rob Ball to discuss how this would work and see if it could be introduced at the ambassador meet up on 8th October in Birmingham. Mark to send out a doodle poll to the working group of Aled, Rick, Ant, Rob and Jess. *DM/CEO/AC*

8.2 Aled asked if Ambassadors could join one of the upcoming meetings. Mark explained Ambassadors have come to previous meetings but suggested it would be helpful to know what their attendance was hoped to assist the Committee with as it had been difficult previously to find somebody to come along during working hours without a specific reason. Aled said he would ask Oli Henshaw if he was available to attend the September meeting. *AR/DM*

9 Future meeting dates

9.1 Thursday 15 September 2022

ARCHITECTS BENEVOLENT SOCIETY

Development and Engagement Committee

Minutes of the meeting held via Zoom on Thursday 15th September 2022 at 14:00 – 15:30

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

In attendance Mark Thomas (Development Manager)
 Robert Ball (Chief Executive)
 Katie Vivian (Operations Manager)
 Alexie Lovelace (Fundraising & Communications Assistant)

AGENDA

1. **Apologies for absence**

1.1 Ant Clerici.

2 **Welcome new Fundraising & Communications Assistant, Alexie Lovelace**

2.1 Alexie was welcomed by the committee. She gave a brief description of her work and education background and explained what she will be doing/has been doing at ABS since she started. Alexie said she is excited about working at ABS.

3 **Declaration of interest**

3.1 There were none.

4 **Minutes of the last meeting**

4.1 The minutes of the meeting held on Thursday 14th July 2022 were approved as a correct record and signed by the Chair

5 **Matters arising**

5.1 Aled confirmed that our new ABS President, Eddie Weir, has now been re-elected as President of CIAT so will benefit ABS in terms of the diversity we are looking to achieve.

5.2 Point (8.2) Oli Henshaw was invited to this meeting but could not attend due to other commitments. Aled is keen to get Oli to attend the next Committee meeting and explain how the old guard of ambassadors can help assist the new ambassadors and encouraging them to put on events.

6 Management accounts and voluntary income summary

- 6.1 Aled asked Mark to provide an update on the management accounts. Mark explained Individual Giving this year is down by £7,466 from the previous year. There is also a decline in single donations coming in from newsletters and appeals, which we think likely to be due to the cost of living crisis.
- 6.2 Regular giving is on an upward trend. We believe this is due to the new Regular Giving summer appeals, asking existing donors to increase or those who have given a one off to set up a regular donation.
- 6.3 There have been no on behalf of events from Ambassadors this year to date. This has affected event sponsorship and Gift Aid. This is due to a change in the staff member coordinating the Ambassador scheme and training new Ambassadors.
- 6.4 The management accounts will show more Gift Aid claimed as HMRC owed £5,470.30 from the previous year which was delayed in being sent to us.

7 Five-year plan

- 7.1 The CEO explained the focus was currently on the finance review which had necessitated putting back the five year plan. This in no way stops the Development Team from fundraising and carrying out their duties and responsibilities for 2022/23 as planned.
- 7.2 Aled asked if planning took into account threats such as the prediction of a recession. Long term planning will include the consideration of sustainability through both economic peaks and troughs, including inevitable issues such as recessions. It is for this reason for example that the investment strategy of the Society concentrates primarily on long term returns rather than short term returns.

8 Wellbeing Programme and Income Generation

- 8.1 The Board have been informed of the latest regarding the wellbeing programme proposal and the Welfare Committee and Finance Committee had recently updated papers and were in favour of the programme going ahead with only one Trustee committee member not in favour as matters stood.
- 8.2 Lucy asked how we plan to raise funds for this. It was suggested that corporate sponsorship for the programme would be a focus and this would necessitate collaboration between the Development and Welfare teams. Lucy suggested a working group could support this by recommending suppliers and developers who sponsor similar or other projects. There may also be great contacts within our Corporate partners and their suppliers and developers.
- 8.3 Katie said we were likely to start approaching corporate sponsors later in 2023.
- 8.4 Autodesk was a name suggested by Aled. Rick agreed they are a big player who only cater towards the architectural professions <https://www.autodesk.co.uk/> Lucy suggested other software companies like synergy who sponsor CPD's at the RIBA <https://totalsynergy.com/project-management/> Rick said the RIBA journal and Architects Journal list lots of companies that could be targeted.

- 8.5 Mark suggested building a corporate sponsorship programme, much like the one built for Corporate Partnerships, that can be used as a tool and taken to potential sponsors. These sponsors will likely be non-practices.

9 Ambassador University update

- 9.1 Ant was on holiday and had given Aled an update on universities progress. A working group meet up was held and was successful in determining how we raise awareness. As Ant was leading this, Aled has asked Ant to provide an update by email to the committee.

AC

10 ABS risk strategy and register

- 10.1 The Finance, Audit and Risk Committee had agreed to set up a working group involving one representative from each committee. Rob said it will be a quite involved process and it was expected to require a good deal of input from those involved. Lucy Mori volunteered to represent the Committee on the Working Group.
- 10.2 The next step would be to set up an initial meeting once membership of the Working Group had been confirmed

11 Practice presentations

- 11.1 Mark told the committee that he had asked by email on 30/08/22 for their feedback on the Practice Presentations proposal by 2nd September but only had one response from Aled. Mark asked for the committee to respond by 21st September as we are looking to officially launch in October. The committee agreed to provide feedback by email.
- 11.2 Mark took the opportunity to explain in more detail. The committee asked if the price was scalable for smaller practices and Mark suggested something could be written into the proposal instead of asking for a smaller voluntary amount.

All

12 Membership of the committee

- 12.1 Membership of committees is submitted to the Board in October each year and members of the Committee were asked to confirm their willingness to remain members for the year 2022-23.
- 12.2 Everyone was happy to continue as a committee member of the Development & Engagement Committee for a further year or until they were due to step down in June 2023.

13 Meeting dates for 2023

- 13.1 26th January (*in person, at 6 Brewey Square. It was suggested starting this later at 15:30 for a social after*)
 27th April at 14:00.
 Other dates to be discussed in the new year. Mark to send calendar invites.

All



14 AOB

14.1 Aled has asked Mark to come to Bristol and deliver a presentation to CIAT Wessex Region of students which is linked to the CIAT AGM on 25th/26th November. Aled will confirm more details to Mark in the coming weeks.

Chair

ARCHITECTS BENEVOLENT SOCIETY

Finance, Audit and Risk Committee

Minutes of the meeting held on Wednesday 7 September 2022 at 6 Brewery Square, London SE1 2LF and on Zoom at 10.00 am

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

In attendance: Mark Grzegorzczuk (ABS Chair)
Sarah Gartshore (Chief Financial Officer)
Robert Ball (Chief Executive)

Actions

1. Apologies for absence

None

2. Declaration of interest

There were none.

3. Minutes of the last meeting

The minutes of the meeting held on Wednesday 4 May 2022 were approved as a correct record and signed by the Chair.

4. Matters Arising

4.1 There were none

5. Finance

5.1 ESG Investing

5.1.1 Following the last meeting the draft ESG approach had been sent to Cazenove and Investec for comment.

- 5.1.2 The responses had varied significantly and there were now questions as to whether or not the Society risked overcomplicating the matter.
- 5.1.3 Cazenove had responded to state they could happily meet the criteria and sent an example alternative ESG based portfolio summary with next to no investments in 'sin stocks' and a long term return of 5.7%
- 5.1.4 However, on the face of it Cazenove's response appeared rather simplistic and the proposed alternative portfolio included 66% of the holdings within one of their own (Schroders) funds which gave cause for concern and would need to be investigated further.
- 5.1.5 Investec had responded in far greater detail and with further queries, meaning they had not indicated a potential return.
- 5.1.6 One of the concerns they raised was that if the draft ESG criteria were strictly applied it would potentially exclude over 40% of the UK market which would likely impact on returns and greatly reduce their flexibility to invest.
- 5.1.7 In light of the contrasting responses, it was agreed to hold face to face meetings with the managers to discuss the issues in more detail before reporting back to the Committee. These meetings to be held in the near future and to include Nigel Thorne.
- 5.1.8 Looking ahead, it was suggested that the Society might need to simplify the ESG criteria in order to allow for an appropriate ethical approach without impacting on returns that were as important now as ever.

CEO/CFO

5.2 Investec

- 5.2.1 As at 31 August, the discretionary portfolio stood at £5,115,025, representing a decline of 5.4% for 2022 to date.
- 5.2.2 With a combination of slowing economic growth, rising inflationary pressures, political instability and persistent covid restrictions in some parts of the world, the macroeconomic landscape had posed challenges from every direction.
- 5.2.3 The outlook was clearly worsening with slowing economic growth and a rising risk of a prolonged recession. Consumer confidence remained close to all-time lows and business optimism surveys were weak; this was likely to lead to weaker consumer spending with broader economic implications.
- 5.2.4 As a result of the overall outlook, they were moving the portfolio to a more defensive positioning, reducing equity exposure in favour of defensive and diversifying assets. Cash balances were once again generating a yield and with interest rates continuing to rise may offer some potential for returns.

5.3 Cazenove

- 5.3.1 The main portfolio had recovered somewhat since the end of the last quarter with a return of 3.9% but remained down over the last 12 months by -5.6%.
- 5.3.2 Concerns around inflation had spread to fears about the outlook for global growth; downgrades to growth forecasts had increased with global growth anticipated to be sub 3% for 2022, down from 4.4% at the start of the year.
- 5.3.3 High interest rates and inflation were depressing demand whilst China's zero-Covid policy had also been a drag on demand and supply.
- 5.3.4 Corporate earnings were likely to come under pressure in the short term given lower growth and higher inflation and global equity and bond markets had generally been weak although were up slightly in the current quarter.
- 5.3.5 The 'quality growth' companies they invest in had struggled in this environment whilst companies exposed to oil and armaments had performed well.

5.4 Legacy income

- 5.4.1 The Committee agreed to take a flexible approach to the use of legacy income which had previously been invested. This was in part based on advice from Investec that if the Society was likely to have cash requirements in excess of any legacy income over the next 18 months it would be better to spend rather than invest it.

5.5 Increasing exposure to overseas equities

- 5.5.1 Investec had submitted a report annexed at A related to increasing exposure to overseas equities and reducing holdings in UK equities. This would allow them greater flexibility in managing the portfolio and maximising returns without increasing the risk profile.
- 5.5.2 As discussed previously, the Committee supported this change and thought it best for the managers to recommend the most appropriate asset mix within each portfolio on the basis of a broader benchmark related to equity holdings.

CEO/CFO

5.6 Management accounts

- 5.6.1 Management accounts for the period ending June 2022 were annexed at B.
- 5.6.2 Overall the bottom line showed a lower deficit than budget of £130,000, despite voluntary income being below budget. This was primarily due to grant giving being £116,000 lower than budgeted and also lower than budgeted expenditure on staff costs and professional fees.

5.7 Grant giving and wellbeing proposal

- 5.7.1 A cost of living paper detailing how regular grants would be prioritised over the next year was annexed at C and a revised Wellbeing Programme proposal was annexed at D and including a section detailing proposed activity over the next 24 months.
- 5.7.2 There was a lengthy discussion about the programme and the pros and cons of continuing with it following four successful years when the principal staff resource had been provided by the RIBA who were now pulling out of it.
- 5.7.3 There were some concerns about the current levels of income and expenditure which was necessitating the current finance review but it was pointed out that the budgeted deficit for the forthcoming year was £0.5M lower than the current year and further that the additional cost of bringing the costs fully in-house were relatively small, certainly when considering the numbers of people being helped in this way which made up a significant proportion of the numbers helped overall.
- 5.7.4 If for any reason the programme was unsuccessful going forwards, this did not represent a long term commitment and the Board would be able to cease activity at relatively short notice if necessary.
- 5.7.5 With the exception of John Moakes, the Committee firmly supported the programme continuing and funded by the ABS.

5.8 Finance Review

- 5.8.1 An updated review report was annexed at F.
- 5.8.2 Since the last meeting the team had been working on completing the long term forecasting tool, had arranged for 43 Portland Place to be revalued, reviewed grant spending to help address the ongoing cost of living crisis, commenced a review of alternative asset strategies and were in contact with an organisation called Pilotlight with a view to commissioning a 10 week external review of the Society's charitable activity and funding options.
- 5.8.3 Work was to continue on the review in the coming months and the team would report back at each stage.

CEO/CFO

5.9 Budget

- 5.9.1 The draft budget for the year October 22 – September 23 was annexed at G.
- 5.9.2 This followed a detailed analysis of current activity, an in-depth review of grant giving and the budget included the wellbeing programme which was subject to approval by the Board.
- 5.9.3 Overall the budgeted deficit was £0.5M lower than the current year at £1M and the related cashflow forecast which detailed actual financial activity forecast throughout the year showed a net income and expenditure (deficit) for the year end of £230,000.

- 5.9.4 There were some minor elements still being worked on and it was agreed to review any contracts due for renewal during the year and to build in any predicted cost increases on that basis, for example welfare service contracts with the likes of Anxiety UK.
- 5.9.5 The Committee recommended the budget for approval.

6. Property

- 6.1 The lease of the ground floor at 43 Portland Place had now completed and the tenants had moved in.
- 6.2 There were two remaining vacant floors, the first and fourth floors and viewings were continuing but with no firm offers at this time. The lease of the third floor tenant was due to end in January 2023 and the agent had opened discussions with the tenant to see what their intentions were going forwards.

7. Risk

- 7.1 The Risk Register was annexed at G. This had been updated to reflect the changes in the committee structure but work was still required to review the register and approach to risk in detail.
- 7.2 It was agreed to set up a Working Group to take this forward made up of representatives of each committee. John Moakes agreed to represent the Finance, Audit and Risk Committee, Karen Rogers would represent the Nominations and Remuneration Committee and members of the other committees would be asked to volunteer to join the Working Group.
- 7.3 Once the members of the Working Group had been agreed, an initial meeting would be arranged in order to take the work forward.

8. Auditor review

- 8.1 The CFO had drawn up a list of auditors to invite to tender and these were discussed with the Committee.
- 8.2 It was agreed to write to all of those listed inviting them to tender and once the responses had been received to shortlist four or five for interview.
- 8.3 The current auditors, Saffery Champness had been auditing the Society's accounts for over 100 years which was clearly at odds with good practice, however it was agreed that they should also be invited to tender.
- 8.4 The Society's auditors are appointed in June each year so the final selection would need to be made by April/May 2023.

9. Membership of the Committee

9.1 All members of the Committee expressed their willingness to continue as members into 2023 and their names would be put to the Board for approval in October.

10 Meeting dates for 2023

10.1 The CEO would send around suggested dates for 2023 based on the timings of meeting held in 2022, however the Committee would consider moving forwards whether or not to introduce quarterly meetings in line with reporting timelines.

CEO

11. Any other business

11.1 There was none

ARCHITECTS BENEVOLENT SOCIETY

Nominations and Remuneration Committee

Minutes of the meeting held on Wednesday 20 July 2022 on zoom at 10am

Present: Mark Grzegorzczak (Chair)
Karen Rogers
Kate Marks

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

Action

1 Apologies for absence

None

2 Declarations of interest

None

3 Minutes of the last meeting

3.1 The minutes of the meeting held on Thursday 31 May 2022 were approved and signed by the Chair.

4 Matters arising

4.1 There were none.

5 Matters to address

5.1 Trustee and Committee member recruitment

5.1.1 The Committee reviewed recruitment procedures following the recent appointment of three new Trustees and two non-trustee committee members.

5.1.2 The process seemed to have gone well, although it was recognised that some improvements could be made. Some of the language relating to who could apply for the roles in the recruitment packs needed to be a little clearer and the committee discussed ways to clarify exactly what current vacancies were available when there were multiple roles to be filled.

- 5.1.3 A draft feedback form was reviewed, this being to allow successful candidates the opportunity to provide feedback on what had gone well and what could be improved in the recruitment process. This was to be amended before being sent out and an equivalent form for those involved in the recruiting was to be drafted.

CEO

5.2 **Employee handbook**

- 5.2.1 There were no updates to report at the meeting but members queried if the handbook included a homeworking policy.
- 5.2.2 Home working was covered under the flexible working policy but there was no stand alone policy and it was felt necessary to introduce one now that working arrangements had changed or were changing. Kate Marks and the staff team would look into this further and report back.

KM/CEO/OM

5.3 **Remuneration Policy**

- 5.3.1 A new Remuneration Policy which had been drafted by Kate Marks and the staff team was reviewed. It also included an appendix detailing how staff pay and the reward for good performance was considered and agreed, details which had not been included previously.
- 5.3.2 There were some minor amendments to make to the text but it was agreed the Policy was a big improvement on the previous version and it was recommended for approval.
- 5.3.3 It was further agreed that, once approved by the Board, the Policy should be published on the Society's website, in line with recommended practice.

CEO

5.4 **Business plan and staffing**

- 5.4.1 The CEO reported that due to the in-depth review of the Society's finances and assets which was now underway, it had been suggested it would be premature to commence a five year plan in October 2021.
- 5.4.2 The financial review would cover all aspects of the Society's finances. In order to plan for the medium to long term is is critical to first ensure that the investment assets for example were best positioned to ensure the long term sustainability of the organisation, while at the same time meeting the charitable objectives.
- 5.4.3 The Committee agreed this was a sensible way forward.
- 5.4.4 In the mean-time, there was an immediate resource issue within the staff team that needed addressing. The Development Committee had agreed to extend the current Fundraising and Communications Assistant role to full time (from 25 hours) on a 12 month basis.
- 5.5.5 The Welfare team was under pressure and the management team were suggesting a small restructure which would ensure all current activity could be covered by the staff team and which would take effect when one of the two Welfare Officers, Aidan Cullen, retired in April 2023.
- 5.4.6 A further proposed change was extending the hours of the Chief Financial Officer,

Sarah Gartshore from 18 hours per week to 25 hours per week. This would recognise the increase in workload since the role was created and including the time and effort to build and maintain financial planning tools and the monitoring of ESG investments.

- 5.4.7 The Committee approved the changes in principle, any final agreement would be based on a further paper from the staff team detailing any new or amended roles and the costs involved.

CEO

5.5 Wellbeing programme proposal

- 5.5.1 A paper was annexed at D detailing a proposal to employ a Wellbeing Programme Lead to run the established ABS/RIBA wellbeing workshop programme. The case for this has arisen due to restructuring at RIBA, which means that there is no longer RIBA staff resource to run this programme. Without this, this successful programme will have to end. In order to continue the programme, ABS needs to employ someone to lead on this.

- 5.5.2 The programme has led to a significant increase in the numbers the Society has been able to assist each year and would come to an end if the Society did not step in to take over. The proposal recommended employing the current programme lead, Anne Cosentino of the RIBA who had been running the programme since inception and was best placed to take it forwards. It was agreed that any appointment would need to be subject to a formal interview and it was clarified that any contract would be on a fixed term basis for up to two years and including a probationary period.

- 5.5.3 The summary costs of the programme were included in the proposal and also initial thoughts on the income producing potential of the programme, which included the possibility of charging individuals and/or practices for wellbeing workshops and also corporate sponsorship for some or all of the programme.

- 5.5.4 The proposal had been recommended for approval by the Welfare Committee and the Nominations and Remuneration also agreed to recommend it for approval. It would now need to go to the Board for approval.

6 Any other business

- 6.1 The Committee discussed what sort of gifts were appropriate for staff retiring at the ABS and it was agreed that any such gifts should be given in full consideration of the most appropriate use of the Society's charitable funds.

7 Date of next meeting

- 7.1 Meeting options were to be sent to the Committee for agreement as to the date of the next meeting which would likely be around the beginning of September.

CEO

ARCHITECTS BENEVOLENT SOCIETY

Nominations and Remuneration Committee

Minutes of the meeting held on Thursday 01 September 2022 on zoom at 10am

Present: Mark Grzegorzczuk (Chair)
Karen Rogers
Kate Marks

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

Action

1 Apologies for absence

None

2 Declarations of interest

None

3 Minutes of the last meeting

3.1 The minutes of the meeting held on Wednesday 20 July 2022 were approved and signed by the Chair.

4 Matters arising

4.1 Members queried item 5.1.3 and the number of trustee and committee member feedback forms received. Only two had been sent back so far, the feedback to date was that recruitment had been well run and professional, the one suggested change was re-introducing face to face interviews as far as possible in future.

5 Matters to address

5.1 Employee handbook – Homeworking Policy

5.1.1 The Committee discussed homeworking which had become common place with the ABS staff since the beginning of the COVID crisis.

- 5.1.2 There was currently no policy on homeworking and this was now clearly necessary, while it was also important to establish how regularly members of the staff team would need to be in the office going forwards once things had returned to the pre-pandemic normal, at least in the sense of the risk to individuals having reduced.
- 5.1.3 A Homeworking Policy template was included at annex A for reference, however it was felt that this was not ideal for the ABS and a hybrid, post covid policy might be more appropriate.
- 5.1.4 The management team had been consulting with the staff team on a regular basis since early 2020 about working arrangements and homeworking was now well established and working well. There had been challenges, for example managing members of the team remotely which was arguably more onerous than previously, but these had been largely overcome.
- 5.1.5 Looking forwards, the management team were shortly to send a survey to the team asking for feedback on preferred working arrangements and patterns, in order to help inform the ABS' position on homeworking and individuals preferences.
- 5.1.6 It was noted that there would always be times when an office was necessary, bringing the management team and wider team together on a regular basis and to allow space for those who couldn't or preferred not to work from home, as well as to allow for face to face training for new employees.
- 5.1.7 Although very likely that the ABS would need a much smaller office in future, the Committee agreed to keep this matter under review and to discuss the outcomes of the staff survey at the next meeting.

Ops.Mgr.

5.2 **Staffing**

- 5.2.1 The Committee had been reviewing an adjustment to the staff team structure which principally involved increased hours for some of the part time staff and in order to cope with an increased workload.
- 5.2.2 The additional hours, coming within the finance, development and welfare teams was approved and the relevant team members were to be notified accordingly. The Committee also asked to see any revised role descriptions related to the restructure.
- 5.2.3 The Committee had also been considering the annual cost of living increase and had decided to propose a one-off (pro-rata) payment to all members of the team of £1,500 as well as a cost of living increase of 2%
- 5.2.4 The one-off payment would help to ensure that everyone was given assistance equally with the current cost of living crisis and it was felt aligned well with the

Ops Mgr

values of the ABS.

5.2.5 It was agreed to inform the staff team of the proposal and to ask for any comments which would be communicated back to the Committee. *CEO*

5.2.6 The Committee discussed the current appraisal system and how it worked in practice and asked to see a copy of the staff appraisal form/template to help assess the suitability of the current system. *CEO*

5.3 **Wellbeing Programme proposal**

5.3.1 The CEO provided an update on the wellbeing proposal. Papers including a revised programme proposal, draft annual budget and related cost of living grant giving proposal had now been sent to the Welfare and Finance, Audit & Risk Committee's and were due for review by those Committee's over the course of the next week.

6 **Any other business**

6.1 There was none.

7 **Date of next meeting**

7.1 A list of possible dates around the end of October and beginning of November would be sent to members to confirm then next meeting. *CEO*

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SOCIETY



**ARCHITECTS BENEVOELNT SOCIETY
REMUNERATION POLICY**

October 2022

Remuneration Policy

Revision Log

Revision number	Revision date	Nature of revision	Approved by	Effective from

REMUNERATION POLICY

The Architects Benevolent Society ('ABS') is a charity offering confidential advice, support and financial assistance to the architectural community and their families in times of need. As such, it is of prime importance that the organisation's finances are strictly managed and utilised to the best advantage of these persons.

The ABS operates under the auspices of the Charities Act 2011 and strives to maintain transparency in all its operations. This includes ensuring that all staff costs are clearly stated within the Annual Report and Accounts, and these, in turn, are published on the organisation's website.

The remuneration policy of the ABS endeavours to strike a suitable balance and consistency between offering fair pay to attract and retain the appropriately qualified and experienced staff whilst also supporting and delivering the charity's aims through the provision of support, often financial, to those in need. This policy also acts in compliance with the charity's governance and constitutional arrangements.

The Trustees hold the ultimate responsibility for agreeing the appropriate remuneration for all ABS staff, most notably the Chief Executive, as the most senior staff role and a member of the charity's executive team. These decisions are made in full knowledge of the charity's purpose and aims, using comparisons with other sectors and other charities, taking into consideration the skills and competencies of the staff members and the scope of their roles, the ABS business plan including the number of senior staff the charity needs to employ or recruit, as well as the charity's ability to pay, including the benefit to the charity that such positions will bring and the cost to the charity of increasing remuneration levels.

The remuneration of all staff is reviewed and agreed annually by the Nominations and Remuneration Committee and proposals for any increase are made in consideration of the cost of living. All reviews should be undertaken with full consideration of the charity's future income and expenditure to ensure longer-term affordability. On a regular basis, usually every three years, a benchmarking exercise is undertaken involving comparable roles within the not-for-profit sector. This information is also used to help determine any further proposals for increases in remuneration for individuals.

The Nominations and Remuneration Committee will consider the appropriateness of pay reviews in the context of the charity and its beneficiaries' needs, as well as the likely impact upon, and views of, beneficiaries, donors, funders, and current and potential volunteers. Any decisions regarding salaries and remuneration for employees will be aligned with the values of the charity.

This Policy should be reviewed by the Nominations and Remuneration Committee no less than every 2 years.

APPENDIX A

Pay and reward

This policy applies to all staff working for us either on a casual, fixed-term or permanent basis.

Pay principles

Pay equality

We strive to be an equal opportunity employer. This means our intention is to treat all staff equitably with regards to the terms and conditions of employment offered including pay. The Nominations and Remuneration Committee will review pay levels from time to time to identify and address any anomaly.

The (London) living wage - as set by the Living Wage Foundation

We fully support the living wage and will always aim to pay at this level. Living wage figures are usually announced annually in November of each year and we will take the figure into account when reviewing pay.

Pay reviews

As per the Remuneration Policy, pay is reviewed annually, typically in September, following performance appraisals conducted by the relevant line managers and by the Nominations and Remuneration Committee for the Chief Executive and other senior managers when appropriate.

If we do increase pay, we will decide on the level of pay rise taking a number of factors into account, including the London living wage, the retail and consumer price indexes (RPI and CPI), average earnings UK data and the level of other pay increases and agreements.

Pay increases, once approved by the Committee, will apply from the start of the next financial year in October with the introduction of the new annual budget.

New roles and staff

We will always strive to ensure salaries are competitive by carrying out benchmarking exercises for new roles and any existing roles where a vacancy occurs. New staff will be offered a salary that takes into account the skills and experience they bring to the role, pay equality across the organization and affordability.

Material changes to scope or role and Job Description

If a member of the staff team is required to take on substantially more responsibility, the management team will review the level of pay and consider a pay increase based on the outcome of the review. This will apply to both temporary and permanent changes to the

relevant role and job description. Where these changes apply to senior managers, the Nominations and Remuneration Committee will review the level of pay.

Rewarding good performance

We believe exceptional performance in any role deserves reward. Following the annual performance appraisal, if an employee is deemed to have performed above and beyond expectations, the management team will consider what, if any, reward is appropriate. Where this applies to senior managers, the Nominations and Remuneration Committee will consider if any reward is appropriate.

Options to consider when reviewing how to reward good performance might include:

- a financial cash bonus
- vouchers for activities or to purchase goods
- additional days of annual leave on a temporary or permanent basis
- offering to fund additional training relevant to their role and in which they have a particular interest
- recognition and acknowledgement of good performance by an individual to the rest of the organisation and beyond
- in some circumstances it may be appropriate to award a pay increase over and above any annual cost of living increase, for example where there has been a notable increase in the level of relevant skills and experience

Staff benefits

The Society offers the following benefits to all members of the staff team after three months of employment:

- contribute an annual sum equal to ten per cent (10%) of the gross annual salary to a group personal pension scheme.
- provide life assurance cover to a maximum of four times annual gross salary
- provide insurance (group income protection) to pay a part salary during any period of long term sickness

In addition, following three years service, all members of staff are included in the Society's health scheme, currently with AXA PPP Healthcare

