

**ABS Business Planning Working Group Agenda**

**Wednesday 17<sup>th</sup> July**

**11am-12.30pm**

**6 Brewery Square, London SE1 2LF**

- 1. Apologies for Absence**
- 2. Notes from previous meeting** (Annex A)
- 3. Timetable for Business Planning Process**
- 4. Interim budget 2024-25**
- 5. Strategic Plan** – discussion based on Annex B
- 6. Welfare Committed Spend** – Acting CEO and CFO to report
- 7. AOB**

## **Business Planning Working Group (BPWG) Meeting**

### **Tuesday 4 June 2024, 11.30am to 1.00pm**

**Present:** Nigel Thorne (Honorary Treasurer); Mark Hodgkinson (Trustee); Richard Beer (Development Manager); Tricia Johnstone (CFO); Helen Stanley (Welfare Lead), Katie Vivian (Acting CEO);

**Notes/Actions:** Sue Powell

#### **Notes and Actions**

The meeting was scheduled to start discussions about ABS's 2024-2027 Planning and Strategy.

Main points discussed/considered:

- Importance of:
  - establishing a plan that aligns ABS Management and ABS Trustees vision and need for collective understanding of the agreed plan.
  - ABS Trustees and ABS Senior Management team/Staff understanding the strategic objectives of the plan and the role of ABS Management team/staff in operationalising this.
  - the plan supporting ABS's aspirations and objectives as outlined in the Vision and Mission Statements.
  - establishing clarity regarding Trustee and Executive responsibilities.
- The new Welfare Support model should enable ABS to meet its charitable objectives whilst also working towards financial sustainability. Main issues considered:
  - Need for ABS Trustees and Senior Management team to agree a realistic and achievable timeframe for clearing the welfare budget deficit (consider beneficiaries and moral commitments).
  - A sustainable model for Welfare Support is being developed for implementation by October 2025, subject to Board approval. Trustees to be asked to support maintenance of the current offer whilst changes are being implemented.
  - Income generation/welfare spend and the impact of an uncertain external environment in assessing future level of demand from new beneficiaries.
  - Introduction of a forecasting model detailing long-term grant/moral commitments to more accurately assess future welfare spend. This can be used as rolling forecast by adding new beneficiary information when grants are approved. Due to insufficient data in the system, the model must be produced manually.
- Business Plan Timeline: ideally, the Business Plan should be agreed by the Board and implemented by October 2024.
- Communications: key to successful implementation of a new Business Plan.
- Charity Commission Guidance *CC10 [The Hallmarks of an Effective Charity]* and how this could be used as a framework to support creation of an effective plan suited to ABS's needs.
- The draft *ABS Strategic Aims 2024-2027* document was presented for initial feedback from trustees in attendance. No concerns were raised regarding the approach. However, it was suggested that the main challenges would be interpretation of the elements and how to take this forward for ABS specifically. The draft will be presented to the wider group of trustees at the Board meeting scheduled for 5 June 2024.

#### **Next Steps:**

- Trustees to discuss ABS strategic direction and agree a strategy/policy that will guide the creation of the three-year operational business plan. The Board Chair will report back to the Acting CEO.

- ABS Chair/Acting CEO to consider a strategy for developing/implementing the new three-year Business Plan (and communication plan) based on the policy agreed by Trustees. The Acting CEO will report back to the Senior Management team.
- Acting CEO/Senior Management team to develop the business plan (and implementation of the plan), based on the agreed strategy, for consideration by the Board. *Information to be cascaded to ABS staff, as relevant.*
- Present draft *ABS Strategic Aims 2024-2027* document to trustees at Board meeting scheduled for 5 June 2024.
- Review ABS Vision Statement and Mission Statement to check that they still reflect what ABS wants to achieve. Update, if required.
- Review and simplify ABS's Strategic Plan to create a user friendly/accessible document. *Use as steer to support creation of the Business Plan.*
- Undertake a SWOT analysis.
- Acting CEO/Welfare Lead to build a manual forecasting model to support assessment of future welfare spend. CFO to provide modelling template.
- Organise session to present final business plan to Trustees (after plan approved by Board).
- Consider organising Trustee/Staff Workshop Session.



# Strategic Aims 2024-27

## **Maximise our impact by:**

- Using data to demonstrate our impact on the lives of those we support and inform how we can help people to achieve the best outcomes.
- Developing effective systems to support decision making.
- Allocating resources effectively internally and externally.

## **Build a sustainable charity by:**

- Growing and diversifying income to enable us to meet the needs of our increasing beneficiary base.
- Building and developing a sustainable business model for delivering our charitable purposes in the short, medium and longer term.

## **Maintain relevance within the architectural community by:**

- Understanding ongoing needs of the architectural community through engagement and partnerships with relevant organisations and networks; engaging with volunteers and beneficiaries and involving them in our work.



# Strategic Plan

- What is our primary purpose?
- Where are we now?
- Where are we going as an organisation:
  - What are we trying to achieve? (e.g. welfare support services and spend, impact)
  - How will we get there?
- Who are the key target audiences that we serve?
- How will we measure our impact?
- What organisations are similar to ours?
  - What are they doing to accomplish their mission?
  - How are they acquiring resources?
- What do we do best? What could we do best?
- What resources do we need to accomplish our mission?
- What are the financial implications? (e.g. Reserves Policy, financial position in 3 years' time, asset mix, income generation)





# To consider aims and activities in each area





# Charitable Objects

- the prevention and relief of poverty and financial hardship;
- the advancement of health; and
- the relief of those in need by reason of youth, age, ill-health, disability or other disadvantage

of Architecture Professionals, their spouse, civil partner, cohabitee, widow, widower, surviving civil partner or cohabitee, child or dependent.





# Social Outcomes

In providing financial assistance to eligible individuals/families, the Society aims to achieve the following **social outcomes**:

- improve the quality of life for individuals and/or families who are struggling financially and socially due to poverty
- enable individuals and/or families to regain financial independence following an event or period of crisis
- increase employability or maintain employment
- relieve emotional and psychological distress which impacts on daily living, e.g. engagement in work and community.
- support people with disabilities and long-term health problems to overcome barriers to employment, housing, financial services and thus promote social inclusion







# Where are we now?

## Successes

- Meeting the needs of more beneficiaries than ever before with high-quality, flexible and responsive support during a prolonged period of socio-economic crisis
- Excellent reputation within the architectural community – established and trusted
- Strong and growing support from the architectural community and those linked to the industry
- Highly skilled team in place to carry out current activities effectively
- Smaller Board of trustees in place to facilitate more effective governance in future.

## Challenges

- Impact of recent personnel changes
- Internal policies, systems and processes
- Financial - year on year deficit
- Socio-economic context – unpredictability and unprecedented recent events
- Maximising income to fund our activities
- Maintaining support from membership bodies to help us achieve our mission
- Effective governance
- Awareness within the community of range of support available.





# Where do we want to be?

## An effective charity

Hallmark 1: Clear about its purposes and direction

Hallmark 2: A strong board

Hallmark 3: Fit for purpose

Hallmark 4: Learning and improving

Hallmark 5: Financially sound and prudent

Hallmark 6: Accountable and transparent

Source: CC10 The Hallmarks of an Effective Charity

