

Minutes of the meeting of the Integrated Board held on 8 July 2014, at Queen Square.

Present:	Diana Good (Chair) Andrea Williams (Vice Chair) Caro Millington (Vice Chair) Mehul Shah (Treasurer) Alex Horsup Andrew Peck Anna Haworth Helen Carty Jake Lee	Jane Chamberlain Jo Monk John Edwards Peter Clyne Raja Nadarajan
In attendance:	Suzanna Jackson (Warden) Allister Duncan (Head of Finance and Resources) Sue Craggs (Head of Adult and Community Education) Beryl Washington (deputising for Clerk)	
Apologies:	Irene Payne Sue Dowd Paula Twigg (Director of the Legal Centre)	

Agenda Item	Minute	Action
1.	WELCOME Alex Horsup, Andrew Peck and Helen Carty were welcomed to their first Integrated Board meeting. The newly appointed Clerk, Michael Wood, was also welcomed in his absence on holiday.	
3.	DECLARATIONS OF INTEREST There were no declarations of interest	
4.	MINUTES The minutes of the meeting held on 5 th March 2014 were approved subject to typing corrections to minute 5: first sentence to read 'The report was presented and it was confirmed that.....'; reference to 'Committee' in the second paragraph to be replaced by 'Board'; and first sentence of the third paragraph to read '.....total income for the Legal Centre as this was not represented by.....' Subject to those amendments, the Chair signed the minutes as a true record of the meeting.	
5.	MATTERS ARISING No matters additional to those on the current agenda were raised.	

6.	<p>CHAIR'S REPORT</p> <p>The Chair presented a written report, as had been requested at her recent appraisal, to general approval of its length and usefulness. The Chair was asked to include matters in future reports to cover Board membership and other governance issues, supervision of the Warden, and to list external events at which she had represented the Settlement.</p> <p>The Chair's report was received and noted</p>	Chair
7.	<p>WARDEN'S REPORT</p> <p>The Warden's report was presented in a new format, relating items to the objectives set out in the Settlement strategic plan. It was agreed that this format was clear and informative and should be continued in future reports. The Warden highlighted three issues:</p> <p>(i) The Money Advice Service contract – Toynbee Hall had indicated that some extra funding would be forthcoming and MWLC now hoped to receive around 80-85% of the current level of funding. The next meeting was set for 21st July after which more details would be available.</p> <p>(ii) As there had been no Ofsted inspection this academic year, it was almost certain that there will be one next year. That had some advantage for the Centre: the HACE would be more settled in her role and more confident as a nominee and we would receive recognition for improved success rates in several subject areas. It was proposed to update relevant information on Moodle for easy access by inspectors.</p> <p>(iii) The Adult Education Centre is in the process of effecting a reduction in ESOL provision. One tutor had opted for voluntary redundancy, and available teaching hours were about to be allocated to those tutors who wished to stay.</p> <p>In response to questions, the Warden confirmed:</p> <ul style="list-style-type: none"> • The reference under heading 5 of her report should be to 10 Great Turnstile, not to the Legal Centre • Rentals were steady, with one reasonably large letting at the end of term for a language school. The Premises team now took the lead on rentals; there were issues around staffing, but changes were anticipated that would offer more cover for weekends and evenings. <p>The Warden's report was received and noted.</p>	
8.	<p>OPERATIONAL PLAN 2014/15</p> <p>In presenting the Operational Plan the Warden noted that it was a first step in formalising forward planning for the Settlement. It was envisaged that the Plan would sit side by side with the traffic light system highlighting concerns and successes in quality improvement.</p>	

	<p>KPIs were included in the Plan, as were individual guidelines for the two Centres.</p> <p>In response to questions, the Warden confirmed that:</p> <ul style="list-style-type: none"> • the Risk Plan would enable key risks to be set against objectives under the Board assurance process. • Committees of the Board would be able to monitor how matters are prioritised under the Plan. • There would be some strengthening of individual aims in the Plan where these were currently in broader terms • MWLC already had a monthly income target, and would be expected to bill to reach that target • The Finance Committee would review government policy to support the retention of government funding streams under objective 4(a) <p>In a brief discussion about assessment of action and progress, it was noted that some long term objectives did not lend themselves to very regular reporting. Trustees would be kept informed of progress under the Plan via the Warden’s regular report to the Board, and there would be a report in ‘traffic lights’ form at least twice a year. The Warden was complimented on her work on the Plan, which the Board found very helpful.</p> <p>The Operational Plan was welcomed and approved by the Board.</p> <p>As a follow-up to the introduction of the Operational Plan, the Warden tabled a ‘Rationale’ which was the first draft of a paper looking at the impact of particular areas of the Education Centre’s work on meeting student requirements. A similar paper would be prepared for the Legal Centre. Trustees were invited to send comments and feedback to the Warden.</p>	All Trustees
9.	<p>STRATEGY FOR CHARITABLE FUNDRAISING: PRIORITIES AND PLANS</p> <p>Trustees were asked to view the strategy alongside the ‘Strategy for Fundraising from Bids, Grants and Contracts’ in order to gain a full view of proposed Settlement fundraising activities. Some new activities had already started, e.g. the campaign to raise £40k for IT support for students who need extra support with their learning had been launched when enrolment for 2014/5 opened in June. The strategy included ideas for small fun events within the Centres and other ideas such as ‘easyfundraising’.</p> <p>The Strategy for Charitable Fundraising was received and approved.</p>	

<p>10.</p>	<p>ADULT AND COMMUNITY EDUCATION: REPORT ON CURRENT ACTIVITIES</p> <p>The Head of Adult and Community Education (HACE) presented her report and highlighted the following:</p> <p>(i) Delivery:</p> <ul style="list-style-type: none"> • income was over £1m at the end of term 3; • when widening participation students were added to the totals at the end of term 3, student numbers would be at least as good as last year; • new enrolments for 2014/5 were on a par with the same time last year, with some courses already fully booked. <p>The HACE also referred to the information given in the Ofsted Dashboard which showed MW results very favourably compared to results for other London Colleges. A link to the web page would be placed on Moodle for trustees to access.</p> <p>(ii) Quality:</p> <ul style="list-style-type: none"> • The impact of the new structure was evident in courses targeted for development; • Retention was above the 90% target with good results in several subjects, e.g. Community Interpreting, Childcare, Bookkeeping. <p>The attention of trustees was drawn to the new prospectus, copies of which were made available, and to invitations to various events at the Adult Education Centre.</p> <p>The HACE's report was received and noted.</p>	
<p>11.</p>	<p>LEGAL SERVICES: REPORT ON CURRENT ACTIVITIES</p> <p>In the absence on leave of the Director of the Legal Centre, the Warden presented the report. She drew particular attention to the success of fundraising bids. The Director was congratulated on steering the Legal Centre through difficult times, and enabling the Centre to continue with its provision in important areas of advice and to maintain its good relationship with legal firms. A new opportunity for the provision of disability advice had arisen following the demise of DisC in Camden, and MWLC had taken on much of the work on at least a temporary basis. Recruitment to cover the work had been successful, and the new team included experienced practitioners, one of whom had been a longstanding volunteer at MWLC.</p> <p>The Chair suggested that MWLC staff be invited to talk to the Board before its meetings about individual aspects of their work, e.g. PLE. The Board agreed that suggestion, providing time constraints on Board meetings could be overcome. Jake Lee offered to speak with the Director of the Legal Centre about other fundraising opportunities.</p>	<p>Clerk/Chair</p> <p>Jake Lee</p>

	<p>The Board was asked to note the terms of the £5000 grant from Farrer & Co, in accordance with their conditions. Although a small grant, it had been obtained with a minimum amount of work, and it was agreed that such opportunities should continue to be taken, as well as bids for major funding.</p> <p>The Legal Services report was received and noted by the Board. The Board received and noted the terms and conditions of Farrer & Co's grant dated 23 May 2014.</p>	
<p>12.</p> <p>a)</p>	<p>FINANCIAL REPORTS</p> <p>The Treasurer /Chair of the Finance Committee noted that since the last Board meeting members of the Committee and senior staff had met on four occasions to pursue different financial matters. He thanked all concerned for their hard work. The report of the meeting of the Finance Committee held on 24^t June 2014 had been circulated to trustees in advance of the Board meeting.</p> <p>BUDGET 2014/15</p> <p>The Head of Finance and Resources (HoFR) presented the Settlement budget for 2014/15:</p> <p>Adult Education Centre</p> <p>The HoFR advised the Board that SFA funding to the Adult Education Centre had been squeezed so that in real terms a reduction was faced; marginal funding efforts therefore were assuming more importance, e.g. room rental income. The increase in costs under the Local Government Pension Scheme had been accounted for, but there were longer term challenges for the AE Centre: increases in Teachers' Pension costs would come in the 2015/16 budget and extra income from changes such as an increase in fee income through larger class sizes could not continue year on year.</p> <p>MWLC</p> <p>A 'break even' budget had been set for MWLC. It was noted that in light of the shortfall in Capitalise funding, there was a need to fundraise £15-20k to compensate.</p> <p>The Board agreed that while some assumptions had been made, and there were still some unknowns, the budget had been compiled on a prudent basis and it was considered that targets set were all achievable.</p> <p>In response to a question about expansion planning, the HoFR suggested that it would be difficult to invest in new business without some 'upfront' funding. The Settlement IT strategy was also to be considered: there were a number of options to keep pace or improve on the current provision, all with a cost. More consideration of the options was needed, which would be easier to facilitate now the new senior management team was in place.</p>	

b)	<p>The 2014/15 budget was approved by the Board.</p> <p>QUARTER 3 ACCOUNTS The HoFR presented the Q3 accounts, commenting that they were good for both Centres. Costs had been slightly lower than expected and income for MWLC had been realised. There was no reason to suspect any problem with Q4 accounts: a reduced income target had been set for certain work but original targets may still be achieved.</p> <p>The Board noted the Q3 accounts</p>	
12 c)-e)	CONFIDENTIAL ITEMS	
f)	<p>BANK SIGNATORY</p> <p>The Board resolved that Paula Twigg, Director of the Legal Centre, should be a signatory to the Rathbone Greenbank investment account.</p>	
13. a) b)	<p>AUDIT AND RISK</p> <p>The Board noted the report of the Audit and Risk Committee</p> <p>The Board agreed Buzzacott’s terms and conditions</p>	
14. a)	<p>RISK MANAGEMENT</p> <p>Policy and Action Plan It was noted that the plan was a work in progress and would be returned to the Board at a later stage. It was suggested that a scoring key would be helpful. The Warden was complimented on her work on the Plan.</p> <p>The Board approved the Policy and Action Plan.</p>	
b)	<p>BOARD ASSURANCE TOOLKIT</p> <p>The Board Assurance Toolkit paper was noted.</p>	
15.	<p>WHISTLEBLOWING POLICY The Board had been provided with two papers, one being the current policy, the other a template provided by the AoC. It was agreed to update the policy using the template. Helen Carty agreed to look at the redraft.</p>	Helen Carty
17.	<p>GOVERNANCE REPORT (<i>the Chair left the meeting for this item</i>) The Vice Chair (Caro Millington) advised the Board that the Chair’s appraisal had been carried out for the first time, and all trustees and senior staff had been invited to participate by completing a questionnaire. It was noted that last year had been a difficult one, and the Board considered that the Chair had performed very well.</p> <p>The Chair would be standing down at the next AGM and an early</p>	

	Nominations Committee meeting should be convened to consider the procedure for selecting a replacement. The Governance/appraisal report was noted.	Clerk
19.	CONFIDENTIALITY It was resolved that items 12 c) d) and e) and item 16 should remain confidential.	

Staff and Staff Trustees left the meeting for item 16 which was minuted separately.