

**MARY WARD SETTLEMENT
INTEGRATED BOARD
Minutes of the meeting held on 7th July 2015 at 6.15pm
Room 21, 42 Queen Square, London WC1N 3AQ**

Present: Andrea Williams (Vice Chair, Acting Chair for the meeting) (AW)
Frances Bates
Helen Carty (HC)
John Edwards
Austin Hill
Alex Horsup
Raja Nadarajan
Andrew Peck
Mehul Shah
Kate Watters

In Attendance: Suzanna Jackson (Warden)
Allister Duncan (Head of Finance and Resources – H of F)
Sue Craggs (Head of Adult and Community Education – HACE)
Tina Neessen (Acting Head of the Legal Centre)

Clerk: Beryl Washington

**Agenda
Item**

Action

Andrea Williams, Vice Chair, advised the meeting that in the absence of the Chair, who had sent her apologies, she would be chairing this meeting. She introduced Tina Neessen, Head of the Legal Centre during Paula Twigg's maternity leave, and announced that Paula had given birth to a boy and that mother and son were well. The meeting recorded its congratulations and best wishes.

1. **Apologies** were received from Diana Good (Chair), Maureen Brewster, Peter Clyne, Nicole Kar, Jake Lee, Irene Payne and Alison Lowton (trustee-in-waiting).
2. **Declarations of interest:** there were none.
3. **Minutes of (i) the Integrated Board meeting on 3rd March 2015 and(ii) the Board Awayday on 9th May 2015** were both confirmed without amendment.
4. **Matters arising:**
The meeting noted the matters arising not on the agenda, in particular the enactment of the Board resolution regarding the LPFA. It was agreed that

the re-introduction of the 'Matters arising' paper was useful and should be continued.

5. Code of Good Governance for English Colleges:

Having approved the draft version of the Code at their meeting on 3rd March 2015, **the Board formally adopted the final version.**

6. Chair's report:

The acting Chair highlighted areas of the Chair's report, in particular the following:

- The update on Board and Committee membership - a new list of committee members would be circulated shortly.
- Diana Good was to meet with the Chair of RFSA in the autumn to try and advance communication about 42 Queen Square.
- Fundraising – the acting Chair encouraged trustees to support the efforts of John Edwards, who was running 10k on Sunday, and Sue Craggs, who would be attempting the Three Peaks challenge at the end of July. The acting Chair would forward links to their fundraising pages. It was agreed that the information about the trustees' recent fundraising meeting (Annex A) was a very useful record of the work that had been done and was planned in this area.
- Diana Good will arrange to meet Tom Dunn (Clifford Chance) as suggested by Helen Carty.
- Trustees were reminded of the dates for return to the Clerk of the forms relating to the Warden's annual appraisal (17th July) and the Chair's performance review (24th July)

Clerk

Trustees

AW

DG

Trustees

The Chair's report was received.

7. Warden's report

7.1 Update on Blackfriars: The Warden advised the Board that there was little progress to report although the Chairs of both organisations were keen to meet. She suggested that a timescale should be set to achieve some movement by the end of the financial year. If there had been no meeting by October, then any development would be in doubt. Blackfriars' CEO was in the process of reviewing their services, and the Warden had spoken to him about the possibility of each Centre delivering services which the other did not offer in the other's Centre, which would give both organisations experience of service delivery in another borough. This could be done while organisation talks were ongoing. It appeared that the full Blackfriars Board had not been involved yet, but their Treasurer was on board with discussions between the organisations. Other trustees would be invited to become involved in discussions once the Chairs had met. Diana Good hoped to speak to their Board before Christmas.

It was agreed that if no progress had been made by January other options would be sought and considered.

7.2 Fundraising: The table circulated with the Warden's report showed the results of fundraising so far this year. In addition, the Warden reported that the latest fundraising week at the Adult Education Centre had raised £860; this was excellent as the week had been arranged at the last minute with far less staff input than last time. She expressed appreciation of the generosity of staff and students, one of whom had baked cakes for a stall at the Queen Square Fair and raised £200+.

The 1000 cases campaign for the Legal Centre was near its £12k target for the year; last year's total had been higher due to the receipt of large one-off donations, including £17k from Perret Laver.

The Warden's report was received.

8. Review of Operational Plan 2014/15:

The Board's attention was drawn to there being no new red areas (likely to remain below target) and more green areas as projects were completed. There were some date changes or postponements where items had been carried over to next year e.g. due to current lack of resources. The Warden also highlighted that:

- New contracts had been achieved for the Legal Centre
- It was expected that the Adult Education Centre would achieve the extra SFA allocation
- The fee income target had been reached – including income from the new Summer School which had so far reached £17k against a target of £12k.

In response to a question the Warden confirmed that the Summer School has the potential to continue and grow, especially in Arts subjects and possibly with more language courses next year. In order to keep the summer courses accessible, the Bursary Fund would be available.

Draft Operational Plan 2015/16:

The Warden advised the Board that the plan was in its first draft and focused on larger pieces of work, the main one of which was a complete review of services and structures across the Settlement. Some strategies might change following the services review, e.g. premises, funding. The development of a volunteering strategy would be important, and the funding strategy would look at ways of supporting a volunteer manager – the Settlement as a whole is too big to take advantage of some funding opportunities. The plan would include KPIs for finance and the effects of the implementation of the IT strategy would be reflected.

Work was continuing on the impact study at the Adult Education Centre and trustees would be contacted again about their involvement.

In response to a question about the provision of ESOL classes to staff of a

cleaning company mentioned in the Warden's report, the Warden confirmed that there was scope to extend such classes to other cleaning companies and different service firms.

The procedure for adoption of the Operational Plan was outlined. The Warden asked trustees to let her have their comments and input as soon as possible, and the final version of the Operational Plan 2015/16 would be presented to the Board for approval at their meeting in October.

Trustees

The Operational Plans were received.

9. Adult and Community Education - report on current activities:

The Head of Adult and Community Education briefly went through her report, highlighting that the target student numbers for this year had been exceeded and that the target for enrolments should also be exceeded by the end of term 3. The average number of courses per head was up to 2.5 from 2. Term 3 was achieving higher income due to the increased amount of activity. Much work had been put in place to cover the loss of the Met Police contract; it was hoped that the Met would be able to reinstate their contract with Mary Ward in the future. The Summer School had the potential for fee income of £20k, and lessons would be learned this year to inform development of the summer courses next year. It seemed that practical courses where students could make something to take home were most popular.

In response to a question about the change in eligibility for concessionary fees, the HACE noted that there had been some concerns raised by students who could no longer take advantage of such rates. In response, students had been advised of other means of support e.g. the bursary fund. In the past there had been some misuse of the 'pension is the sole source of income' concession, and most students had understood the reasons behind the current changes. Mary Ward full fee costs are lower than those at other colleges in London, and the aim was to keep the full fee at a reasonable level for low paid Londoners.

The report was received.

10. Legal Services: report on current activities:

The Board's attention was drawn to the table which showed that more new cases than planned had been opened during Q3. However, there was a particular area of difficulty around the Capitalise project, where income had recently been unexpectedly reduced under the new contract and issues had arisen on outreach in Havering. The local CAB were not being cooperative, and lack of referrals meant that some outreach venues, e.g. the library, had minimal attendance. There were also difficulties with non-compatible CRM systems used by different organisations. Communication was slow but work was continuing with Toynbee Hall to improve the situation, and MWLC staff

were working hard to continue to provide the service.

The report was received.

11. Financial reports:

11(i) CONFIDENTIAL ITEM - Financial Planning

11(ii) Quarter 3 Accounts:

The Board received the Q3 accounts. There were no questions.

11(iii) Budget:

The Finance Committee had agreed to recommend approval of the Budget pending the review of services.

The Head of Finance highlighted the difficulties in the current environment, particularly for the Legal Centre, which was facing a possible deficit next year mainly because of staffing costs: the full effect of the recently settled pension scheme would be seen next year.

The Adult Education Centre had looked at reducing costs e.g. printing, audit and insurance, to make up for the reduction in SFA funding. However, such refinements were a small percentage of the overall costs, hence the planned review of services and structures.

After a short discussion, the Board approved the Budget for 2015/16.

12. Audit and Risk Reports:

12(i) Terms of engagement – Buzzacott and Mazars

The Head of Finance confirmed that favourable terms had been agreed with the two auditing firms, but that Buzzacotts had yet to produce their letter of engagement. He reminded trustees that a tender process would be held this year for external auditors.

12(ii) Meeting of the Audit and Risk Committee 16th June 2015:

The Chair of the Audit and Risk Committee briefly addressed the minutes of the meeting held on 16th June. Mazars had produced a number of reports, from which there were no significant items to raise for the Board's consideration. Both the Chair of the Committee and the Head of Finance expressed their satisfaction at the performance of Mazars in producing their various reports.

12(iii) Risk Management:

The Chair of the Audit and Risk Committee noted that a large part of the June meeting had been spent discussing risk management. He drew trustees' attention to how the main items on the risk register would be presented to the Board in future: as the format of the risk register was becoming too complex for governance purposes, the top risks would be

identified for Board review.

The Board approved the proposed new arrangement for risk management reporting.

- 13. Settlement Policies – responsibilities and programme of review**
The SMT presented a revised list of Settlement policies, showing their difference types, level of responsibility for them and proposed date of review. Trustees were asked to address any queries to the Warden. **Trustees**
- 14. Calendar of Meetings and programme of work 2015/16:**
There being no queries, **the calendar and programme of work was approved by the Board.** Venues for meetings would be notified in due course. **Clerk**
- 15. AOB:**
There was none.
- 16. Confidentiality:**
It was agreed that the minute of item 11(i) on financial planning should be recorded as a confidential item. **Clerk**
- 17. Date and time of next meeting:**
20th October 2015, 6.15pm, venue to be notified

The meeting closed at 8.15pm

Beryl Washington
Clerk
July 2015