

**MARY WARD SETTLEMENT
INTEGRATED BOARD
Minutes of the meeting held on
25th October 2016 at 6.15pm
Room 11, 42 Queen Square, London WC1N 3AQ**

Present: Frances Bates
Andrea Williams
Kate Watters
Alison Lowton
Andrew Peck
Austin Hill (*to item 12iii*)
Helen Carty (*from item 9*)
Jim Bewsher
Peter Clyne
Emma Wyatt (*from item 4*)

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

Clerk: Beryl Washington

**Agenda
Item**

Action

1. **Apologies for absence** were received from John Edwards, Raja Nadarajan, Alex Horsup, Maureen Brewster, Nicole Kar and Alan Humphreys.

The Chair welcomed Paula Twigg, Director of the Legal Centre, who had returned from maternity leave, and offered good wishes to Andrea Williams who was about to go on maternity leave. The Chair also reminded the Board of the resignation of the Clerk, who would be leaving at the end of December. An item about the recruitment of her successor was on the agenda.

2. **Declarations of interest:** there were none.

3. **Trustee appointment:**

3.1 The Chair confirmed that a new trustee had been recommended for appointment following a search by the Governance and Nominations Committee. Emma Wyatt had an extensive background in marketing and communications, areas of knowledge and experience which had been identified as lacking on the Board. The Chair briefly advised the Board of Emma's current work and her enthusiasm for joining Mary Ward, and commended her to the Board for appointment.

3.2 After a short discussion the Board **approved the appointment of Emma Wyatt as a trustee of the Mary Ward Settlement and the Mary Ward Legal Centre.**

Emma Wyatt joined the meeting at this point.

4. Minutes of meetings of 7th May (recirculated) and 5th July 2016 were approved.

5. Matters arising: there were none other than those on the agenda.

6. Chair's report:

6.1 The Chair introduced her report, calling particular attention to the update on property matters.

6.2 In response to a question, the Chair clarified that the size of accommodation required in future would be influenced by any growth achieved by the search for partnerships/mergers. The Head of Finance advised the Board of the current unsatisfactory use of floor space at 42 Queen Square, where the difficult layout meant that of 19,000 sq ft of floor space, the Centre used productively only 11,000 sq ft.

6.3 The minimum accommodation requirement was envisaged as one building the size of 42 Queen Square and another, which might become available through partnership with another organisation. It was agreed that collaboration and new initiatives were vital, but that history and tradition were important too. It was unlikely that the Settlement could afford to keep both its current buildings and still offer the right 'experience' for users.

6.4 The next meeting of the Property Working Group would take place before the December Board meeting, when a further update, including a report on dilapidations and more information from Gryphon about the use of building space, would be available.

The Chair's report was received.

7. Warden's report and draft Operational Plan 2016-2017:

7.1 The Warden presented her report and offered the following updates and comments:

- An excellent appointment had been made to the post of Head of Access to Services. However, due to impending surgery, the successful candidate was unlikely to be able to take up the role before March 2017.
- The Area Review process was focused on FE colleges nationally, but in London the Mayor's Office had decided to look at adult education funded through Adult Community Learning (ACL) via local authorities. 34 boroughs in London received funding – other areas have a smaller number of local authorities likely to manage funding through a devolved budget. Whilst the Mayor's Office does not intend to look specifically at Institutes for Adult Learning (IALs, formerly SDIs) yet, there is a need for them to be seen to be working more closely together, possibly as a 'business development federation'.
- The funding review was an incentive for the Settlement to widen its property search to other boroughs – Camden has several IALs.
- There were too many uncertainties at this stage to decide on matters such as bidding for delivery in other areas or potential partnerships /

collaborations with other IALs.

- KPIs accompanying the Warden's report had been presented in a different format and now included a column giving explanatory comments. It was agreed that this was a useful addition.

7.2 In response to a question about fundraising, the Warden advised that it was hoped to have an initial policy available for the Board's consideration at their December meeting.

Warden

The Warden's report and the draft Operational Plan were received.

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

8.1 The HACE referred the Board to the figures given in her report and confirmed that there had been a good end to 2015/16 and a good start to 2016/17 in terms of enrolments and income.

8.2 With regard to plans for the preparation of the SAR, the HACE reminded trustees that they would have the opportunity to attend moderation meetings, and advised that her PA would be in touch shortly to seek availability. The Chair commented that she had participated in the process last year and had found it to be very informative about the work of the AE Centre and matters that were important for Ofsted.

8.3 The HACE reminded trustees to visit the exhibition of student work in the Centre café: the current display was of work by outreach groups related to the 'Sunken Cities' exhibition at the British Museum.

The Board received the report on current AE activities.

9 Legal Services – report on current activities:

9.1 In presenting her report the Director of the Legal Centre highlighted the following:

- Since the cuts in legal aid, MWLC had been able to offer welfare benefits advice only in Camden but now, with City Bridge funding, they could extend this work outside the borough.
- The Welfare Benefits team had helped clients claim over £570k in arrears and lump sums, and the Debt team had helped clients write off over £580k in debts.
- Employment advice was now being offered at daytime pro bono sessions.
- Case studies had been included in the report to illustrate the depth of work at the Centre – the Board agreed that these were a very useful and informative addition to the report.

9.2 In response to a question about expanding the Housing team, the Director of the Legal Centre advised that it was not easy to fund a new adviser, but that alternative sources of funding would be investigated.

9.3 The Warden informed the Board that an intern was being taken on to prepare an impact report, including health impacts, and that KPIs would be formulated from the outcomes of that report.

9.4 In response to a question about collaborative working, the Director of the Legal Centre reminded the Board of current work with the Cardinal Hume Centre and the cross-borough work under the Capitalise contract.

The Legal Services report on current activities was received.

10. Report from the Governance and Nominations Committee:

10.1 The Chair of the Committee briefly presented the minutes of the meeting of 27th September, many of the items being on the current agenda. The Committee recommended approval of the reviewed Code of Conduct and Standing Orders, and of the new policies for Trustee Induction and Succession.

10ii 10.2 After an update on availability for **committee membership**, it was agreed to appoint Emma Wyatt as a member of the Finance Committee. As this resulted in an appropriate number of members Kate Watters would not now be asked to join that committee – she was thanked for her willingness to do so.

10iii and 10iv 10.3 It was noted that the **Code of Conduct** and the **Standing Orders** had been revised to take account of the increased trustee term of office and the current practice of sending documentation by email. After a brief discussion **both were approved.**

10v 10.4 The new **Trustee Induction Policy** included a list of actions to be carried out by and documentation to be made available to a new trustee; the documentation of such a list met a recommendation of the internal auditors.
The Board approved the policy subject to the addition of a reference to access to Moodle.

10vi 10.5 The new **Trustee Succession Policy** recorded the current process for ensuring succession to official roles on the Board. It was another recommendation of the internal auditors that this process should be contained in a written policy.
The Board approved the policy.

10vii Revised Trustee and Board self-appraisal format:

10.6 To meet previous Board agreement that the process of self-appraisal needed to be refined and made less onerous, it was proposed that the personal and Board-wide appraisal be brought together and both carried out at the time of the Chair's annual meetings with individual trustees.

10.7 After a short discussion **the Board approved the new timing and format subject to the inclusion on the appraisal form of a category relating to safeguarding and 'Prevent' training.**

10viii Appointment of Clerk

10.8 The Chair advised the Board of recent discussions with the Warden and the Clerk about the recruitment process. It was proposed to increase the hours for the post from 301 to 430 hours pa, and to advertise shortly. If it was not possible to

recruit by the New Year, then an interim clerk could be appointed via the Association of Colleges.

The Board agreed the proposed recruitment plans.

11. Report from the Audit and Risk Committee:

11.1 The Head of Finance reminded trustees that they had been asked to give their view of the main risks facing the Settlement (without first referring to the risk levels included in the register). In response to a query, he undertook to check the totals given in the report to ensure that all responses had been accounted for.

HofF

11.2 The highest risks were largely financial and beyond the control of the Settlement; there was heavy dependence on certain sources of income (three big contracts at MWLC, SFA funding at AE). Building and pension issues would also have a major impact in future.

11.3 In response to a request the Head of Finance agreed to clarify headings in the register for mitigated and unmitigated risks.

The report from the Audit and Risk Committee was noted.

12. Report from the Finance Committee:

12.1 In the absence of the Chair of the Committee and the Treasurer, Andrea Williams ran briefly through the minutes of the meeting of 11th October 2016.

12ii 12.2 Discussion centred on the current position with regard to the **investment portfolio**. The remaining equities had been sold, leaving just bonds. Risks associated with bonds were much lower and the prospective return of 2%+ was much greater than the 0.4% currently earned on the cash deposited with CCLA. The Head of Finance had spoken to CCLA and they were unable to offer any financial product with a significantly better rate of return, other than investment in the far riskier area of property. The Board decided that the investment in bonds should be kept. There was a brief discussion about whether to put more of the cash reserves into bonds, and the Head of Finance agreed to consult Rathbones about the advisability of so doing in the current financial climate.

HofF

12.3 The Head of Finance informed the Board that he had been approached by Nationwide with information about a savings account offering 0.9% interest. The Board saw no ethical or other reason not to invest with Nationwide and agreed that the Head of Finance should explore the offer further with a view to moving cash to that bank.

HofF

12iii 12.4 The Board noted that the **Q4 management accounts** included costs that had arisen from the service review, that income was as forecast and that tutor costs were slightly lower than anticipated following close management of non-contracted hours.

The Q4 management accounts were noted.

12iv *Confidential items*
and
12v

13. AOB

i. Kate Watters registered her approval, to general agreement, of the ‘recognition’ section of the Staff Newsletter circulated to trustees with the Warden’s report under item 7.

ii. Alex Horsup had raised a question about trustee liability and indemnity assurance. The Head of Finance confirmed that trustees and staff were covered, and that as an incorporated organisation liability was limited anyway.

14. Confidentiality:

It was agreed that discussions relating to the LGPS (agenda items 12iv and 12v) should be minuted as confidential.

The meeting closed at 8.10pm

Beryl Washington
Clerk,
November 2016