



**MINUTES OF BHA BOARD MEETING HELD ON
Wednesday 23rd April 2008
@ 464 Chester Road
4pm – 7pm**

Present:

Board members: Claudette Webster(CW – Chair), Richard Turvey (RT - Treasurer), Ekaete Assiak(EA - Trustee), Tony Durrant(TD – Trustee)

Staff: Nik Barstow (NB), Qurab Ahmed (QA), Marcella Turner (MT – Minutes)

Observer: Wallen Matthie (WM)

NO	ITEM	DISCUSSION	ACTION
SECTION 1: Standard Business			
1a	Welcome / Apologies	<p>CW welcomed all to the meeting.</p> <p>CW also welcomed Wallen Matthie, who was attending in the capacity of an observer.</p> <p>WM provided the following overview of his CV:-</p> <ul style="list-style-type: none"> ▪ Worked in Manchester for over 40 years ▪ Has vast experience within media and also youth work ▪ Currently working closely with CW with regards to Manchester PCT and its Mission around equalities – Race for Health. <p>CW thanked WM for attending.</p> <p>CW reminded the meeting about the sudden loss of one of the Trustees, Joel Richman and requested a minutes' silence in his honour. This request was granted.</p> <p>All agreed the loss of Joel Richman was a very sad one and that he would be greatly missed by all. CW formally thanked Joel for the great contribution he made to BHA during his time as a Trustee.</p> <p>Apologies received from: Richard Turvey (RT, Treasurer) Mansoor Shah (MS, Trustee) Ekaete Assiak (EA, Trustee) Maureen Ndlovu (MN, Trustee) Priscilla Nkwenti (PN, CEO)</p>	
1b	Minutes of meeting held on 23rd January 2008	<p><u>Amendments</u> Page 5 - ROUTES – 'It was felt JD undersells</p>	

		<p>Routes' NB pointed out that this comment could be viewed negatively and requested that it be changed to read "It was felt that the good work that has been undertaken through Routes has not been publicised sufficiently".</p> <p>Apart from the above amendment, the Minutes of 23rd January 2008 were agreed as a true and accurate record.</p>	
1c	Matters arising from the meeting held on 23rd January 2008	<p><u>Shobna Gulati</u> – CW has yet to have a follow-up meeting with Shobna.</p> <p><u>Feedback to staff on specific Issues</u> TD queried whether this referred to feedback on the visits made by the Board or feedback on the project updates. CW clarified it referred to both. MT confirmed that comments from the last Board meeting had been fed back to all Managers / Coordinators.</p> <p><u>Trustees' visit to Arise drop in</u> MT confirmed that Joel Richman had agreed to visit the drop-in, however this would not now take place. MT asked that it be noted that the Service Users were looking forward to a visit from a Trustee and that Julian Mushayi had requested that it be mentioned again at the Board meeting.</p> <p>MT reconfirmed that the Arise drop-in took place every Monday, from 1pm to 4pm at the Zion. Trustees are asked to attend from 2pm onwards to give the Service Users time to settle in etc. Action: MT to send out email again to Trustees requesting attendance</p> <p><u>MRHF</u> CW reported that she, along with PN had met with HB and this was an ongoing issue. Action: PN and CW to continue with this piece of work</p> <p><u>Routes 'Out of the Lion's Mouth' Report</u> SB felt that this was a good piece of work and would be ideal for publication within The Guardian. Action: SB to speak with his PR dept to take this forward</p> <p><u>YBP</u> NB reported that the project had recently undergone a major overhaul. There were general issues around one particular funding stream as to whether it was BME exclusive.</p> <p>CW requested for the sake of clarity that NB double check what was stated in the SLA Action: NB to double check whether the contract was BME exclusive</p> <p><u>BHA Health Event: Warrington, 13th March</u> NB provided the following feedback:- <ul style="list-style-type: none"> ▪ Approx 100 people attended from a range </p>	<p>MT</p> <p>CW/PN</p> <p>SB</p> <p>NB</p>

		<p>of areas in North West. Significant number from Warrington, Manchester & Blackburn.</p> <ul style="list-style-type: none"> ▪ the event was held in partnership with Race Equality Foundation. Ronnie Flynn delivered a very good introduction ▪ a series of 9 workshops were delivered and well received, especially BHA projects ▪ established good links with Mental Health presentation from the 5 Boroughs Partnership <p>A report of the day will be produced and made available in a couple of weeks. This will be pulled together by BE (BHA's Information Officer)</p> <p>CW wanted it noted that there were two particular aspects that came out of the event:-</p> <ul style="list-style-type: none"> ▪ it was organised by BHA ▪ projects were able to showcase their work in a part of the North West not usually targeted <p>CW felt that the organisation should be proud of its achievement and need to build on its success as part of a reputation management process.</p> <p>It was agreed that BHA would host an annual conference.</p> <p>CW queried how the report would be distributed and to whom.</p> <p>PN responded that the report would be sent to major Voluntary organisations within the region, as well as some National ones, along with Race Equality Leeds and all PCTs in North West.</p> <p>SB felt this was a profiling opportunity and believed the Report should be brought to the attention of publications like The Voice newspaper.</p> <p>Action: BE to work with NB in pulling together the report.</p> <p>Action: BE to look into media links and do press release once Report has been finalised.</p>	<p>BE/NB</p> <p>BE</p>
SECTION 2: Strategy and Decision Making			
2a	Treasurer's update	In the absence of RT, a Treasurer's update was not available.	
2b	Finance Report update	<p>Trustees were provided with a copy of the Finance Report prior to the meeting.</p> <p>QA provided the following summary:-</p> <ul style="list-style-type: none"> ▪ The audit is scheduled to take place from June 25 – 27th. The full timetable is detailed in the FSM's report. ▪ It is envisaged that the final accounts will 	

		<p>be ready by mid September for approval at the Board meeting in October.</p> <ul style="list-style-type: none"> ▪ Generally the year has been quite good, income has increased from the previous year, resulting in an opportunity to build up the reserves <p>QA asked the Board to consider the following query:-</p> <p>When the statutory sector issues contracts to the voluntary sector, why do they request that any unused money be returned. Whereas they do not request this of other providers within the statutory sector</p> <p>A discussion followed, which included the following comments:-</p> <ul style="list-style-type: none"> ▪ Prior to the start of a contract, there needs to be an agreement in place as to how spending is reported. ▪ Refer back to the wording of the contract to clarify position. If it is an ongoing contract, there could be the flexibility to amend. <p>QA thanked the board for considering and discussing the matter and continued with her report.</p> <ul style="list-style-type: none"> ▪ Restricted funds balance at 31.03.08 was £119,916 ▪ Unrestricted funds balance was £355,381 ▪ Total funds balance was £455,296 ▪ Surplus for the year to 31.03.08 was £249,209 <p>CW queried whether the figures included the cost of appointing at CEO, Quality Assurance Officer and Senior Finance Officer. QA confirmed that those costs were not included.</p> <p>The majority of projects are operating within their allocated budget, although some were still over spending.</p> <p>TD queried why some projects were still exceeding their budget, as it was important that they remain within the amount allocated.</p> <p>QA responded that in some instances it was historic, in that the deficit has increased over a number of years. Also, as the organisation grows, core costs increase, resulting in some projects having to absorb those costs.</p> <p>SB stated that the Trustees agreed a year ago that projects should not overspend.</p> <p>The Trustees again requested that the issue of</p>	
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		<p>projects going beyond their budget be addressed.</p> <p>In relation to MRHF, there are question marks around this project. PN and CW are in conversation with HB to resolve the issues.</p> <p>Project Funding update:-</p> <ul style="list-style-type: none"> ▪ YBP - NSF funding now coming through Manchester Children’s Fund. ▪ Joint Health Unit – has awarded a 6 month contract with a view to increasing it to 3 years, at the same rate. Inflationary increases can be added on. <p>NB provided the update for LINKs</p> <ul style="list-style-type: none"> ▪ Putting in bid for a 3 year contract for Lancashire – joint initiative with Age Concern Lancashire. Worth around £300,000 per year. ▪ Submitting bid for Salford. Deadline for tenders is end of May. Funding will be around £150,000. ▪ All PPI staff has now transferred into the current operations. However if successful with the Salford bid, new staff will have to be recruited. ▪ The Trustees congratulated NB on his hard work in securing the LINKs contracts. <p>QA continued with her summary:-</p> <ul style="list-style-type: none"> ▪ Confirmed income for 08/09 stood at £2,176,582. <p>QA directed the Trustees to the Funding Life Cycle 06-09 chart.</p> <p>There was a query as to what the colours represented. QA confirmed that the colours indicated the different end dates for each project The trustees requested that a key relating to the colours be included, for ease of reference.</p> <p>NB informed the Trustees as to the position regarding the service charges relating to Gallery House – in that it has been picked up that the amount payable had roughly doubled. To date, two quarterly invoices have been paid at a total cost of £6k</p> <p>NB advised the Trustees that commercial heads of lease usually do not give a fixed figure for service charge only, an indicative amount.</p> <p>SB commented that if the amount charged so far was an error, it would be easily rectifiable.</p> <p>Trustees queried whether there was a system within the organisation that double checked</p>	
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		<p>incoming invoices, especially for large amounts.</p> <p>QA updated the meeting as to the new system recently adopted, whereby all Managers are now responsible for authorising the ordering of resources and providing clarification of invoices received. VM will not now make payments without relevant authorisation/clarification.</p> <p>SB requested that as all managers/coordinators are now budget holders, they be provided with a list of the projects they are financially responsible for.</p> <p>The Trustees expressed concern as to whether there were enough financial checks in place and requested that designated time be put aside for managers/coordinators to receive training around the new system.</p> <p>Action: QA to provide Trustees with information about the system in place for authorising invoices and payments</p> <p>Action: QA to deliver training to managers/coordinators about the new procedure, i.e within the next Quarterly Team mtg or Management Team mtg</p> <p>SB asked that it be noted that the final accounts need to be brought to the Board's attention before the Board meeting scheduled on 22nd October, in order to have adequate time to resolve any queries. It was agreed to bring the accounts to a Personnel & Finance Sub to be scheduled for September and CW to attend.</p> <p>Action: QA to arrange a Finance and HR sub committee meeting to take place in September Action: Final Accounts to be brought to the Finance and HR sub committee n Sept. CW to attend.</p>	<p>QA</p> <p>QA</p> <p>QA</p> <p>QA / CW</p>
2c	BHA Structure	<p>CW requested an update as to the appointment of Deputy CEO, Senior Finance Officer and Quality Assurance posts.</p> <p>QA reported that she had been in conversation with HAYS Recruitment Agency. Agreed a fee of £3,000 on a no placement, no payment term. To date, only one application received.</p> <p>CW expressed concern as to why the process was taking so long.</p> <p>QA responded that she had been deliberately holding back on the Senior Finance Officer post until funding had been clarified.</p> <p>CW pointed out that the Board had actually approved funding for the three posts at the last meeting in January 2008 and expressed her disappointment that this had not progressed as expected.</p> <p>NB reported that the recruitment process had not</p>	

		<p>yet started re: the Quality Assurance Officer post and that as ISO9000 was increasingly being requested by funders, it would be beneficial to specify this requirement in the job description</p> <p>SB expressed concern about capacity and welfare of staff and that delay in recruiting to these posts would result in further impact around these areas. SB re-confirmed that Trustees had previously agreed to move this forward and this issue now required immediate attention.</p> <p>QA confirmed that job descriptions and personal specifications had been finalised for all positions.</p> <p>In relation to the Deputy CEO post – PN has decided to initially advertise this internally as a secondment opportunity.</p> <p>The Trustees stated that it was important if an agreement has been reached to increase capacity, then this should move forward. Trustees asked that this matter be made a priority and that the recruitment process for all three posts be finalised by the next Board meeting scheduled for July. Action: QA/NB/PN to lead on recruitment process.</p>	QA/NB/PN
2d	<p>Risk Management and Funding Strategy Awayday</p>	<p>At the last HR & Finance sub committee it was suggested that Trustees need to focus on where priorities are. RT spoke about how we look at investment.</p> <p>BHA currently does not have an up to date risk register.</p> <p>Risk Register and Risk Log – need to think about this, for eg in terms of Leeds. Trustees should be receiving report about potential risks.</p> <p>MT confirmed that the Risk Assessment Awayday will be taking place on Saturday 12th July at BHA, Chester Road.</p> <p>CW asked NB to update Trustees as to the draft of Cheryl Hooper's report of the recent Awayday</p> <p>The report focuses on three main areas:-</p> <ul style="list-style-type: none"> ▪ Evaluation – reporting on impact ▪ Relationships and profile ▪ Policy development and implementation <p>The report also identified the need to get systems in place and for managers/coordinators to work within them. In addition, capacity has been identified as a main issue. It also highlighted training requirements around fundraising / bid writing and conducting appraisals</p> <p>SB suggested approaching the Institute of Fundraising, who can provide a list of accredited trainers.</p>	

		<p>At the HR & Finance sub held on 9th April, there was a discussion around available budget for training. A suggestion was made to pool allocated individual funding into one pot KMc is currently doing work around staff training requirements.</p> <p>NB suggested that some training could be done in-house and tagged onto Management team mtgs.</p> <p>Trustees agreed that PN should read through draft report, review document and feedback any comments/amendments to Cheryl Hooper.</p> <p>SB suggested that we bring all previous strategic documents together to review at the next Board.</p> <p>Action: PN to look at draft and feedback comments to Cheryl Hooper Action: Trustees to review work Cheryl Hooper has undertaken so far at next mtg</p>	<p>PN Trustees</p>
SECTION 3: Reports and Updates for Information			
3a	Chair / Vice Chair update	<p>SB had nothing to report.</p> <p>CW asked Trustees to consider recruitment of additional Board members. The ideal number of Trustees is between 10 – 5. Currently there are 7, therefore 5 more is required.</p> <p>The areas of expertise we are seeking are:</p> <ul style="list-style-type: none"> ▪ Business to help around contracting ▪ Legal - WM commented that within the legal system there were young BME professionals who would be interested in becoming involved in an organisation like BHA ▪ Service Users. SB felt it useful to have Service Users as Trustees. PN felt this could be challenging due to the broad issues of BHA ▪ PR ▪ Academic institutions in relation to BHA developing a research arm. ▪ HR in terms of growth <p>Priorities:-</p> <ul style="list-style-type: none"> ▪ Business/Marketing ▪ Media/PR <p>SB suggested Greater Manchester's employment forum</p> <p>TD suggested approaching a networking organisation called TIE. Action: TD to email information</p> <p>CW commented that she thought it important to have additional HR support on board, taking into consideration the growth of the organisation.</p>	<p>TD</p>

		<p>CW suggested adopting PCT's approach to identifying NEDs and that BHA could look to the PCTs for the skills BHA require.</p> <p>Vanessa Kirkpatrick (BHA Patron) has immeasurable skills within media that BHA should utilise.</p> <p>In summary:-</p> <ul style="list-style-type: none"> ▪ prioritise Business/Marketing, PR, additional HR, utilise experience and skills of VKP - patron ▪ Research Greater Mcr's Employee Forum ▪ Invite Private Sector to AGM <p>Action: MT to research Gtr Mcr Employee Forum and TIE Action: NB to ask BE to research big companies who have social responsibility policy</p>	<p>MT NB/BE</p>
3b	Chief Executive Report	In PN's absence there was no CEO report.	
3c	Personnel & Finance Committee update	<ul style="list-style-type: none"> ▪ Most issues covered earlier in agenda. ▪ Discussions around training and development have taken place ▪ Work has and continues to take place around the updating of organisational policies ▪ There have been discussions around increasing management fee ▪ TOIL and annual leave – exploring the question of whether staff should accrue additional holiday after a certain time. 	
3d	Project Reports	<p>YBP – TD felt their report was a little critical and queried whether this was the correct way in which to report.</p> <p>SB questioned is there anything beyond YBP as regards reputation.</p> <p>NB responded that the funders have been made aware of the issues and errors that have occurred and that Davine Forde (DF) was now in place and had the ability to turn the service around. Although current staff are more than capable, they have lacked direction due to to mis-management.</p> <p>PN & QA are working closely with DF – meeting regularly for updates.</p> <p>Individual staff member has left. Nothing further has occurred.</p> <p>Action: NB to look into the credibility of staff members – speak with DF.</p> <p>CW commented that she was pleased to note that all the projects' literature now display the BHA logo.</p> <p>CW asked that the managers/coordinators are thanked for their report and their hard work.</p>	<p>NB</p>

SECTION 4: Any Other Business

<p>4a</p>	<p>Gtr Mcr B&APA Spring Ball – BHA Table</p>	<p>COMPACT Voice is going to be doing some focus groups in different places across the country in May about the relationship between the government and voluntary groups. Important for BHA to link into this.</p> <p>Evelyn Asante-Mensah at North West Development Agency (NWDA) has an Equality, Diversity and Health person in her team. Malcolm Kennedy – has BHA made the professional link into it. SB has contact number for MK</p> <p>TD commented that she has spoken with Evelyn Asante-Mensah about her team at North West Development Agency getting out and meeting BME groups etc.</p> <p>Action: PNCW to meet with Malcolm Kennedy</p> <p>EVERY BME CHILD MATTERS: Closing the Attainment Gap – major conference on 14th May.</p> <p>CW confirmed that she will not be at the next Board meeting and asked SB to chair in her absence.</p> <p>There was no other business.</p> <p>CW thanked all for attending and brought the meeting to a close.</p>	<p>CW/PN</p>
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DATE OF NEXT MEETING: Weds 23rd July 2008, 4pm – 7pm