

Governing Board Meeting Minutes

Saturday 22 July 2017

Present: Anne-Caroline; Calixto; Daniel; David; Einav; Gaby; Gustavo; Luis; Margie; Vinh; and Denise.

Minutes: Lisa

Approval of agenda and minutes of our previous meeting – Daniel

Daniel asked us to approve the agenda of this meeting and the minutes of our previous meeting.

Decision: We approved the minutes and the agenda.

Board and Committee Evaluations – Daniel

Daniel led a discussion around the progress of the evaluations and we confirmed that most committees had done their group evaluation debrief and that Chairs had completed the majority of one-to-one meetings. Together we reviewed the Board group results and Luis provided insights on the findings across committees. The next steps will be to conduct a more in-depth review of the overall findings and consider the process involved. Analysis work has been completed and will be discussed further at the in-person meeting in September. The Board thanked Luis for the analysis work carried out.

Action: Daniel and Gaby to add this item to the agenda for the in-person meeting in September.

International Programmes Review – Gaby

Gaby advised that the Request for Proposals (RFP) document, agreed in principle at our last meeting, has been shared with the committees involved in this objective. A few suggestions were made and considered. It was generally well received, and the Resources and Infrastructure Committee feels that it is now ready for final approval. We discussed the importance of market analysis – it is likely that the review will be at a global and regional level, but we agreed with the addition that was made to the RFP to request that the consultants provide a model that would assist National Associations and Chapters to analyse their own markets. This methodology can be incorporated into the strategic planning kit being developed by Chapter Development. We stressed that the document should clearly highlight the need to consider the age ranges of our programmes, and those that are most relevant to our growth and therefore impact. We went on to discuss the importance of scheduling regular opportunities to review this critical project.

Action: Gaby will update and finalise the RFP document.

Decision: We agreed to publish the RFP internally, with a letter to all NA Representatives first (week commencing 24 July); then more widely the following week (week commencing 31 July). We discussed the timescales involved and agreed that we want to move quickly, but because many offices close in August, we will extend the deadline for proposals to mid-September.

Harris Fund – Luis

Luis led a discussion around the proposed use of some of the Harris Fund (legacy) and summarised his recommendation of encouraging growth through providing cash flow options for NAs agreeing to host additional programmes. We agreed to review this further at the in-person meeting in September. We agreed that the concept has now been well developed and that the next step will be to consult and determine how to help NAs assess how and where the type of arrangement can create increased hosting. Part of this will be carried out within the programme review and will require Chapter Development involvement. Pilot projects will also be helpful. Longer term, criteria and milestones will need to be created for implementation. The Board thanked Luis and stated their renewed commitment for this direction.

Action: Daniel and Luis will work on the package presentation to clarify how it can lead to increased hosting, for September. The Programme Review team will keep this in mind in developing the methodology. Gustavo will develop options for piloting the project. Daniel and Gaby to add this item to the agenda for the in-person meeting in September.

Accounts – Calixto and Gaby

Calixto took us through the audited statutory accounts (including results from the insurance company, as these are ‘group’ accounts). We noted that, as expected, the results show a high surplus on the year. This is due to the generous legacy (the Harris Fund) received in 2016, participation levels; and the impact of the low pound on exchange rates can be seen in the result of consolidating the charity and insurance company accounts. As agreed, we are able to set aside in one year most of the funds we committed towards the Global Conference. Calixto was delighted to report that the auditors didn’t find anything to question in the figures/report. We thanked Gaby and David (Fiscal Officer) for the work involved in producing the report.

Decision: We approved the 2016 statutory accounts.

Action: Daniel and Calixto will sign the accounts. Gaby to liaise with the Fiscal Officer to finalise work with the auditors and file the accounts with the relevant authorities.

Calixto and Gaby also presented the quarterly management (April-June 2017) accounts for our review and explained that there has been a good level of income from programmes and that there are areas where we expect to make some savings. Calixto noted that this is the last year of the 3-year grant from Erasmus +.

Decision: The Board will discuss budgeting processes at the in-person meeting in September.

Action: Denise will apply for future EU funding that may be available to us for next year.

Senior Management Team Reports – Gaby

Gaby invited our questions on the quarterly Senior Management Team (SMT) reports. In particular, we noted that this has been a time of significant change in the Risk Management area in all regional teams, the committee and the office. We extended our thanks to the International Risk Management team for their work.

We further noted that host plan offers for some programmes are falling short of targets; the Chapter Development Manager and Regional Coordinators are working to address this and will report back to us for our discussion. We thanked the managers for their reports and the dashboard updates.

Investment Policy – Calixto and Gaby

The Investment Policy was approved at the last meeting, with one change requested. Calixto and Gaby brought the updated Policy to us along with a recommendation from the Resources and Infrastructure Committee to appoint Brewin Dolphin as investment manager.

Decision: We approved the updated policy and recommended the appointment of Brewin Dolphin as investment managers.

Action: Gaby to publish the Investment Policy and liaise with the Fiscal Officer to make arrangements with Brewin Dolphin.

2018 International Programme Offers – Gustavo

Gustavo led a discussion around programme offers; stating that Chapter Development is looking at capacity and hosting. Each year, targets are set five years in advance and reviewed with NAs during Regional Meetings; then confirmed through data capture in June. He advised that we are currently under target with a few programmes, but are greatly over-target in another, which is unusual and will be analysed further. In summary, this will result in varying programme offers and hence affect income. Gustavo provided an update to the Board on where we stand with current 2018 offers, versus 2018 targets:

- 2 Villages down (EMEA)
- 5 Seminar Camps down (1 in Americas, 2 in EMEA, 2 in Asia-Pacific)
- 4 Step Ups down (3 in Asia-Pacific, 1 in Americas) (*Note that since then, one Step Up has been added in EMEA*)
- 14 Youth Meetings up (2 in Asia-Pacific, 10 in EMEA, 2 in Americas)

Gaby noted that the enthusiasm for Youth Meeting programmes is growing and increasing year on year.

We questioned what the trends have shown over previous years and felt the programme review to be extremely timely. We will discuss this further at the in-person meeting in September.

Action: Daniel and Gaby to add this item to the agenda for our in-person meeting in September.

Board Communications – Einav

Einav updated the Board regarding the proposals for communication to Members. We have already agreed and implemented more detailed meeting minutes and notices in the IO Update to state when they have been published. In addition, live minutes of in-person meetings will also be available for longer.

Decision: A Facebook group will be created to allow the Board to have more informal interaction with NA Representatives. It was agreed that a small task force will be created with a representative from each region, to look at additional communications and practices, which they may find helpful.

Action: Daniel and Gaby to add this item to the agenda for our in-person meeting in September.

Any Other Business:

Action: Daniel will speak with Margie about sharing updates regarding motions voting and the Global Conference, so that full updates can be shared with the Board Members.

Daniel and the Board passed on sincere thanks to outgoing Board Members David and Luis, who were attending their last Board meeting. We also send congratulations to Board Candidate Emmanuel Keates, whose wedding had taken place earlier in the day.

Dates of Next Meetings:

31 August Orientation for new Trustees only (in-person – Newcastle)

1-3 September Board meeting (in-person – Newcastle)

Further 2017 and 2018 Board Meetings – schedule to be confirmed.