

1 Day Strategic Leadership face to face meeting

13th January 2018 (London)

Attending: Jane, Ashleigh, Katja, Sylvie (Jane chair and minutes)

Apologies: Susie, Fran, Liz. (No communication from Nikki)

AGENDA

1. **Membership**
2. **Financial Protocol and Mandates**
3. **Support and Volunteer strategy**
4. **Planning for 2019**
5. **Any other business:**
 - a. **2018 Event Confirmation**
 - b. **Managing Reactive Demands**
 - c. **Managing Tasks and Responsibilities**

1. MEMBERSHIP

Discussion and points raised

Why do we have to have paid members, where did it come from and what are the benefits?

We have to have members as our legal status is as a Mutual Trading Organisation. We have to be able to demonstrate that we have paid members for the purposes of the HMRC on an annual basis. Should we dissolve the organisation the remaining funds will be divided up between the members.

Membership is a major issue as the majority of women are not paid members. However, it is a prerequisite for women to be a paid up member to staff weekends. Women who are not paid members are charged an additional £25 on top of their staffing fee. The pricing for additional trainings have different rates depending on whether you are a member or non member.

We are not in a position to turn women away that want to staff as we have a limited pool.

The totality of members is as follows:

44 members - from the weekend (Years membership free)

17 paid

20 Rose Award - Lifetime membership with no fee. However, Susi B has paid!

It seems the main reason we have paid members is to satisfy the HMRC for tax purposes. WW membership does not provide any benefits to members and has no relationship to being part of the community. So there does not seem to be any purpose of having paid members, unless it is for raising additional funds or to service our legal commitments.

Questions?

QU? Does being a paid member makes you feel part of the WW community?

A. Being a member does not necessarily relate to a feeling of community.

QU?What do you get for your membership fee?

A. Currently not a lot!

If the core reason for membership is with the way the organisation has been originally set up it makes sense to change the governance of the organisation to something that benefits it and the community.

PROPOSAL

So one of the options is to convert to a CIC. (Community Interest Company) What are benefits of becoming a CIC? *NB:If you go onto the UK Government website it explains more about what benefits and requirements of becoming a CIC.*

No paid membership in terms of reporting to HMRC reporting.

Not for profit - Access to funding applications for new initiatives and possible paid posts.

We cannot just swop to a CIC status. We would need to wind things down from a legal and financial basis. We would need to consult Roxy about what the reorganisation consequences might be and what we would need to do from a financial and legal perspective.

Sylvie is under the impression that Roxy may not be happy to convert, however she is not sure whether this is a fact or not, however, this should not preclude us from going down this route if it benefits the organisation.

ACTION: JANE

Investigation of CIC status

To speak to Liz Terry who was deeply involved in the transition of Women In Power changing to a CIC. WIP became a CIC in 2017. This would be a great way of finding out what the implications and considerations for changing the organisational status to a CIC and what is a realistic time frame. What were WIP as an organisation before it changed?

Jane is happy to take this forward and will onboard **Sylvie** to look at the financial issues and speak to Roxy. Once we have all the facts then there will be further discussions.

If it is realistic and there is agreement to become a CIC and all the information is clear it would be important to document a project plan with the aim of completing conversion to CIC by the End of October 2018 in time for the end of WWUK financial year (Nov 2018). However, these dates may need to be revised depending on the workload.

Current Membership

In the meantime what do we do about the current membership issues?

It does not make sense to try and fix the situation regarding membership if the decision to convert to CIC goes ahead. It is clear that paid membership is difficult to enforce and seemingly historically has not been enforceable. It was also recognised that a women may well be a member at the point of signing up to staff, however, that membership may lapse by the time she is actually staffing.

We also need to look at any issues or risks that may impact the community if we change our point of view regarding membership. Women who have already paid their membership fee may feel resentful that we are not enforcing payment or the policy of being a paid member to staff. We need to be very clear about our communication and transparency whilst we explore our options. What can we put in place that would be realistic, reasonable and acceptable in the meantime?

PROPOSAL

Stop enforcing the membership fee for women who wish to staff and to remove pricing difference for staffing. We will still have to account for membership for the HMRC and so our policy to be a member is still in place whilst we are examining our legal status.

To continue meeting our requirements during this transition women applying to staff online will either declare that they are a paid member or indicate that they will be a member by ticking a box. If they are not a member the fee for becoming a paid member will be taken directly out of their staffing fee (there will be no additional charge for this).

ACTION: ASHLEIGH

Prices for membership to be removed from the website.. Also a tick box to state that you are a member, or you are not currently a member. Membership numbers to be created.

Once women have become a member they will be given a membership number that they will use to apply for trainings or staffings. If a woman is not a member as she does not have a membership number £5.00 will be taken from fees for membership purposes.

Website: *'You need to be a member to apply, and that £5.00 will be taken out and placed in the membership fee.'*

ACTION: FRAN

Emails for any queries issues or concerns about membership sent into the 'Info' email address, go to **Sylvie** at Governance. Sylvie will then bring them to the Leadership Team for discussion or resolve them.

ACTION: FRAN

Communication to be sent out to whole community. To be added on to the email *'Call To Staff'* a communication regarding the membership transition.

"The leadership is currently looking at the legal status of the organisation and whilst in this transition regarding membership you will still need to be a member to staff however the fee for this will be taken from your staffing payment for this time."

Circle Training pricing of £125 is to be left as is.

ACTION: ALL TO DISCUSS

To create a membership spreadsheet and get a volunteer to monitor membership...**Liz Hawthorne's sister?**

2. FINANCIAL PROTOCOL AND MANDATES

Discussion and points raised

We currently do not have any cost centres for anything outside of delivery of trainings. This needs to be changed so that we can see exactly where expenditure lands and who is spending.

We do not hold any stock. Why? We have loads of manuals in stock. Who is ordering stuff and why? How do venue costs get approved? How can we put in control measures? Mandates and approval process? People are making decisions about purchasing supplies and ad hoc things including venue booking without any thought on budget or costings. Annabel buys folders £6.00 each and then posts them to the participants...no approval of costs to WW. Annabel is a circle training registra. Booking venues needs prior agreement.

What is non approved costs? Ad hoc purchasing, and unilateral decisions being made without an understanding of reality of the organisational bank balance, or any consultation with the directors.

We also need to separate out Fixed costs that are required regardless of what the organisation is delivering.

Why do we allocate insurance to the training weekends? Perhaps it should be figured in so true costings can be seen and this needs to be applied to all training delivery.

If Team Leaders make a decision to have a meeting, can they claim expenses? If so what and how and who approves it? What is reasonable. Request goes to leadership team.... And it gets approved?

We need to redefine the Leadership Team. Currently same name as the Fac Track..."Leadership Team". Costings are placed under Leadership Team but no clarity of who this is. Need to redefine our name..."WWUK Organisational Directors" "WWUK Strategic Leadership Team"?

Process and procedures. Mandates: Who? How What? How

Mandates for any training outside of hosting agreement, WW Weekend, Wholeness, Skills etc.

Stationery, printing costs, book of readings, manuals for wholeness. Circle training has a handout. The guides manuals. Travel. Supplies, Storage. Insurance. Transportation. Venue hiring costs. Presenters fees (circle, clearing, guide fee) Website maintenance fees. Communication fees. Marketing materials.

Supplies: Consumables and replenishment.

There was a discussion regarding expenditure for printing, travel and other items that are not being claimed or highlighted to the organisation.

Whilst it was agreed that this is a very generous thing to do it is not necessarily helpful as the organisation is unable to see it's real costs. If that person is no longer in a role and someone else takes over and there is a sudden increase in expenditure this will be detrimental to managing the finances. We need financial transparency to manage things effectively.

It also sets a tone in the organisation that it is not 'OK' for women to claim their expenses and that they need to be out of pocket to benefit others. There is a kind of misplaced martyrdom in this and hooks into the belief that women have to give in order to be good enough.

The Leadership Team need to encourage women to claim their expenses and gain approval for expenditure through an easy process, and we as the Leadership Team need to do the same.

PROPOSAL

To have women in roles with a pre approved mandate for certain expenditure, anything outside of these mandates will need to go through an approval process via the Strategic Team prior to purchase.

These mandates will be shared with all members and an approval process published.

Mandated Expenditure

Staffing coordinator: Printing costs, Phone bills; bursaries.

Registrations: Printing costs; Phone bill; bursaries.

Paperwork Queen: Folders; printing; Journal; postage.

Supplies coordinator: storage costs; transport; consumables (wool, paper, drinks, medicine). Renewals: stationery; Cleaning linen; replacements; Innovative ideas; Flowers.

Circle Training Reg: Printing (manuals); Venue, snacks; travel for circle guide.

Staff training coordinator: Printing; travel; refreshments/beads.

Open circle coordinator: Venue hire; printing.

Celebration coordinator: Beads; Rose; refreshments; venue

Finance: Phone calls; printing; currency exchange; postage.

Team Leader coordinator: Meeting costs; ad hoc training costs. This will require some pre approval.

Team Leader: Printing; last minute ad hoc decisions; replenishing supplies; approval of additional venue issues: ie food or accomodation; travel for venue inspection/ phone calls; Meeting costs.

Facilitation Team Coordinator: Meeting costs; ad hoc training costs. This will require some pre approval.

Venue coordinator: Travel to visit venues; Negotiation of venue costs and contract with the venue/phone calls

Marketing Director: marketing material; business cards; ongoing website maintenance; website development expenses; advertising and promotion.

Strategic Leadership Team: Travel for meetings; printing costs

NB: However, even with these mandates there will need to be some pre approval, especially regarding venue hire and any ad hoc training costs.

ACTION:

ASHLEIGH: Put together an approval process for non mandated expenditure. Create a form to be placed on the website, similar to staff application form. Needs to have name of person applying and role if they have one.

Policy criteria:

1. Reasons for purchase request, what is the benefit or need of the purchase

2. Cost of purchase
3. Justification for costing; have they found the most cost effective way
4. Funding application forms will be directed to Sylvie at Governance. The request will be agenda in the next 3 Strategic Leadership Team meetings.
5. Once approved, a mandate form from the Governance will be emailed. This needs to be sent to Finance along with scanned receipts for reimbursement. If no receipts or approval form reimbursement will not be made.
6. If you have made a purchase without prior approval then it may not be approved and you may not be reimbursed.

It is the responsibility of any women who is purchasing to ensure that they look at the best value for money, minimising costs.

NB: If there is an urgency to the purchase request that would impact the delivery of trainings etc then there needs to be a fast track process to the Strategic Leadership Team to make a quicker decision. With these issues there needs to be some examination of the reason that this has been necessary so that contingency plans can be put in place to ensure that this doesn't happen again.

We also need to see if we can print out the manuals, rather than it coming from the US as the process is inefficient and increases costs.

ACTION: ALL

To redefine the name of the Leadership Team for clarity purposes

3. SUPPORT AND VOLUNTEER STRATEGY

Discussion and points raised

The Strategic Leadership Team was committed to not becoming overburdened with tasks that are related to training delivery and not strategic leadership. Due to the lack of additional support from the community tasks are still having to be held by the Directors.

There is a continued lack of clarity about the process and procedures of areas of work as much of knowledge is held in the minds of the women holding these tasks. This makes it hard to invite other women in and delegate responsibilities

There is also a resistance to letting go of some of these tasks. Historically they have not been held well, or been dropped and this creates fear and raises trust issues for the women who are currently holding things well, even though this may be detrimental to them.

However, this is not sustainable and the risk is that history will repeat itself and lead to burnout and potentially resentment. Ultimately women may leave. As a leadership team we have a duty of care to ourselves and our 'members' to ensure that women are not overburdened, overstretched and that there is a realistic view as to what is reasonable to carry. Whether that is a commitment of time or task.

Sometimes, through the best intentions, plugging holes and gaps can be detrimental as the organisation is unable to see which areas need support and resource. It is important for the organisation to see clearly the areas that need help and support and resources; this again is about transparency.

There are reasons why the Strategic Leadership Team have not been successful on onboarding more support and help to service the organisation, and we may now need to look at this in a different way. Rather than trying to be specific about roles and responsibilities, even though in some circumstances we may be clear about this, we need to start creating an energy around women wanting to step into the organisational development roles.

As a leadership team we need to reflect and remember, how far we have come in the past 12 months and what we have created as a team. We have had to move through an existing and historical view of the leadership of WWUK, which has been very negative and critical, and it has taken a lot of energy to hold the line.

This is now about the culture and ethos that we are committed to creating and who we are choosing to be in our roles. None of us really knew what we were going to hold in our positions and if we all look back when we first stepped in there are many things that we are doing now that we didn't know we would be doing.

Let's honour our growth and tenacity, and our willingness to say 'YES' and 'NO' and the wonderful collaborative culture we are generating.

This is what we need to promote, this is what will compel women to step in, to lean in, changing hearts and minds so the community can really see the supportive and compassionate container that they can be part of and feel really valued for their contribution, no matter how big or small.

PROPOSAL

What do we need to do to enable women to step in? More engagement and communication about what is on offer and what the community can contribute.

ACTION: ASHLEIGH

Setup up a shared Google.Doc so that each of us can document areas that require additional resources.

ACTION: ALL.

Everyone on the Leadership Team Identifies areas that need support and log them onto the Google.Doc. This is a top level view, not going down to specific tasks. If there is already a clarity on a role or if it already has a job description it needs to be indicated.

ACTION: ALL

Collectively we will look at the support needs and begin to look at how we can get more specific about roles and responsibilities and skill requirements.

ACTION:ALL

Connecting with the community and a call to action.

Proposal for a Community Day May/June proposal for the **19th May 2018**

- AGM/ meet and greet the Leadership Team.
- Sharing of the work that the Strategic Leadership Team has already achieved. What is the Leadership Team philosophy, how do we run/work together. What can women be part of?
- What is our leadership culture, what are we making a stand for, what are we committed too? What is it that we are wanting or needing to achieve and how can others help and support.
- Q?and A surgery.
- Celebration in the afternoon with refreshments and activities.
- What will be provided, what is the budget?
- Liz Marsh to help organise?
- Date needs to be communicated to whole team.

ACTION: JANE

To write blog on Leadership Team culture and ethos...what's up.

Make it appealing, don't overwhelm them. Use plain english, speak from the heart

ACTION: ALL

To do a VLOG/BLOG about what the Leadership is doing and how they are being.

Ethos of Leadership Team. Call to action in each area sharing what we are doing or what we need support wise. Each area to write down specific areas in their remit that needs a role.

ACTION: ALL

Strategic Leadership Team Surgery

Requiring two Directors to run each quarter.

Quarterly Zoom call for 2 hours with the Leadership inviting anyone to come and ask questions, share their concerns or judgements and to also share what we are doing.

Issues that are not answerable or need further discussion to be taken back to the Leadership Team meetings to be an agenda item within 3 Team meetings.

Newsletter: 6 month.Hot potato. Historically this hasn't worked and needs to be looked at when we have more support.

4. PLANNING FOR 2019

Organisational Development.

- To have become a CIC by 2019 if logistically possible
- Agreed licence with WWI
- Confirm Leadership Team continuation, commitment and succession planning
- Discussion to be had regarding the separation from Sacree Femme. How? When? Who? Why?

ACTION: JANE/ ALL

Strategic Leadership Team Face to face meeting early **November 2018** Jane to organise.

A Strategic Leadership Team 4 hour Zoom call prior to **June 2018**

Training Delivery in 2019

It was agreed that we wanted to be able to do more in 2019, and there was a mindfulness about trying to do too much so we tried to reach a happy balance between offering more and minimising risk.

Training Delivery Proposal:

- **3 Training weekends:** 2x 2 Team Weekends. it felt that it was important to hold these at familiar venues that service the organisation both from a cost perspective and from a delivery perspective. The weekends will be held at the same time as 2018. To reduce costs to Coordinate with France or Germany to go back to back for weekend leader. **April/ October 2019** Hemel?
- 1 X 1 Trial Team Weekend to be held at Nampanton(part of Waterperry) looking at the minimum of breaking even. We only need one big workroom. Proposal is for this to be held in **JUNE 2019**. To look into whether we can self catering? Employing someone in the community to support this delivery. Annie Kettle was suggested and there may be other women who are interested. We need to have a tight budget control on expenditure and to ensure that the food offering meets the needs of the participants and staff. June.
- **Skills** - November - Dorset Wharf. Call to putting people up.
- **Fit/Fac Weekend** February 2019. - needs costing - needs to break even. Potential venue Richmond Bridge - 1 day event 2 different groups over the Saturday and Sunday. Processing opportunity for 7 women per day. Also opportunity for Team Leaders and other staff to gain more experience in holding space. Got to have a FAC for each day (Paula and Mellon, Juliette?)
- **Other potential trainings:** To be considered, Authenticity; Shedding Shame; Embracing Sexuality; Be Clear About Clearing; Taster for Weekend Leader.

5. ANY OTHER BUSINESS

a) Confirmation of events

- **Trafford Hall**

There are concerns that we still do not have a firm booking for Trafford Hall for the training delivery in October 2018. The administration staff at Trafford Hall seem to be contact avoidant and Ashleigh has tried to get a response from them to give us booking security and to also advise us about VAT. She has not had any response and there is a risk that the training may be jeopardise.

ACTION: JANE/SYLVIE

To action and chase the non response. **Sylvie** to send details of recent Information and the information that has already been and contact details.

- **Skills Training 2018**

Unfortunately Dorset Wharf is no longer available on the date we asked for which was the 13/14th November. We were offered other dates in November but Paula is not available. The only other date they can accommodate is the 12st/2nd December 2018

Pricing discussion

A rough estimate was calculated for the costing of running skills on the maximum amount of participants (24). We also looked at comparing it to other pricing of training that we run. We agreed that, whilst we wanted to make it financially viable for participants we see this training as an opportunity to increase organisational funds to support other areas of the business.

Early bird paid in full by £200 - Start 2nd March - 15th April

£220 there after

£80 non refundable deposit

Advertise the purpose and benefits - what do you get out of it?

ACTION: ASHLEIGH

To keep to the same date Ashleigh has enquired about the availability of Richmond Bridge. If Richmond Bridge is available then we will run it on 3rd/ 4th November. Ashleigh is waiting for confirmation on Monday 15th January.

Await confirmation for Richmond Bridge on Monday 15th January - Ashleigh to make a decision. And will switch venue or date.

If it is not available or they fail to confirm we will move it to the next available date that Paula and the Dorset Wharf can accommodate it. That being 1st / 2nd December 2018.

ACTION: ASHLEIGH

Tuesday 16th January 2018: Put an announcement on website on date and venue and pricing for Skills.

b) Managing Reactive Demands

A discussion was held regarding the issue of women in the organisation taking up time and energy by being reactive or not bringing issues to the whole leadership team. This might look like asking for approval from a specific person and, not being satisfied with the response, going to someone else, thus creating work and taking up energy.

It was also raised that some women do not want to staff with a specific Team Leader or FAC and how we as an organisation address this.

We need to look at tightening up our boundaries as a Leadership Team, putting in clear processes and making it transparent what issues can be taken up by a specific director or the leadership team as a whole.

As a leadership team we need to be consistent and directing communication or issues to the right person or people and not dealing with something that is not our own remit. So this is about allowing others to undermine

decisions that have been made and being clear processes that need to be followed. Whilst it is good to accommodate and be flexible if we can not upholding clear guidelines can cause inequality and confusion and lack of safety.

c) Managing tasks and responsibilities

Discussion and points raised

It is difficult for the Leadership Team to be able to access all the required tasks and information when it is not held in a central place. If someone has committed to take on a task and for whatever reason is unable to complete it then it is vital that someone else in the team is able to access this task and complete it.

Agreement of taking on tasks needs to be realistic both in time and workload and we are all responsible for being able to honour our commitment.

There needs to be a commitment from everyone that they raise their concerns about completing tasks well before deadlines so that it isn't just left. Some tasks are dependent on other tasks being completed and so it is important that the whole team is aware of how things are progressing.

Utilising job share companions so that tasks are shared out.

PROPOSAL

For consideration by the Leadership Team

To set up a spreadsheet with all tasks taken on including deadlines and who is responsible.

The spreadsheet will be reviewed at each Leadership meeting.

For bigger projects we will need to produce a project plan.

The Leadership Team to transfer into Google drive so that approved documents and ongoing documents can be shared and viewed by the whole team This facility also allows people to work on the same document and have input rather than having to send information via email and recreating documentation.