Final Minutes

International Management Committee

Thursday 26 November 2020 11:00 GMT

Zoom Meeting

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| Present |  | | |
| **Present:** | **Name** | **Position** | **Initials** |
|  | Alan Jones | Chairperson, IVP & Trustee | AJ |
|  | Dato Radzak Malek | President | RM |
|  | David Pugh | Hon. Treasurer | DP |
|  | Jane Green | Trustee | JG |
|  | Keith Newton | International Secretary General | KN |
|  | Finbarr Cleary | IVP | FC |
|  | Ramli Amir | IVP | RA |
|  | Neville Binning (deputy) | IVP | NB |
|  | Tom Maville | IVP | TM |
|  | Romesh David | IVP | RD |
|  | Gayani De Alwis | WiLAT Global Chairperson | GDA |
|  | Vicky Koo | WiLAT Deputy Chairperson | VK |
|  | Emma Ross | Next Generation Global Chair | ER |
|  | Harriet Leung | Manager CILT Hong Kong | HL |
|  | Kevin Richardson | CEO CILT UK | KR |
|  | Tom Naylor | Director of Finance | TN |
|  | Ceri Williams | Int. Comms & Governance | CW |
|  | Jon Harris (part) | International Education Lead | JH |
|  | Abi Sofian (observer) | International Business Forum | AS |
| **Apologies** | Rupert Nichols, Fiona Knight, Jan Steenberg, Newton Demba, Teete Owusu Nortey, Sunny Ho, Francis Ehiguese | | |

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| **No.** | **Item** | **Action** |
| **1.0** | **Welcome**  AJ welcomed members to the final meeting of the year. |  |
| **2.0**  2.1 | **Minutes of Meeting on 3 September 2020**  The Minutes were passed as a true and accurate representation of the meeting and were approved for posting on the website.  There were no matters arising |  |
| **3.0**  **3.1**  3.1.1  3.1.2  3.1.3  **3.2**  3.2.1  3.2.2  3.2.3  3.2.4  3.2.5  3.2.6 | **Governance Matters**  **Annual Reports**  CW reported that the deadline for returns was 16 November. We had full returns from Macao, Malaysia, N America, Sri Lanka, and Taiwan. Extensions were requested by Hong Kong, Malta, Zimbabwe, Egypt, and Bangladesh. No response was received from Ghana, Ireland, Mauritius, Namibia, or Pakistan. The remainder of branches made partial returns.  The secretariat team are now processing the countries who have made full returns and chasing outstanding items from countries who have made partial returns. Countries who have failed to respond to the request to return have been referred to the COT for consideration later today.  KN expressed concern at the amount of secretariat time being absorbed in chasing returns and requested IVP support in obtaining responses on outstanding documentation.  DP identified that countries who fail to respond are benefitting from delayed invoicing and therefore a delayed payment due date.  AJ suggested that the trustees may need to consider a penalty fee for countries who fail to provide a complete return.  **Brand Guidelines**  KN outlined the value of global compliance with brand guidelines to achieve a consistent application of our brand. Some countries are still inconsistent or non-compliant in their representation of the brand, and many countries fail to access guidelines and artwork available from the DMS.  We therefore plan to issue all countries with a physical copy of the guidelines to assist with a more accurate representation of our brand globally.  CW reported that over the past 12 months we have updated our main brand guidelines, sponsor guidelines and partner guidelines to:  • Emphasise the human approach in our communications  • Include our own photography rather than stock imagery  • Include more examples of our own communication layouts  • Update our messaging following the I am CILT campaign  • Include examples from conferences and events  • Reflect general developments in the application of the brand  We have also developed a separate membership guidelines document to build on the success of the centenary campaign for membership purposes  CW advised that the issue of the revised guidelines was delayed because of changed priorities in responding to Covid-19 but we now plan to distribute hard copies of the guidelines to all branches in January 2021.  This will be followed by a brand audit in Sept 2021.  KN reinforced that branches are responsible for their own marketing locally but that we will only achieve coherent and effective use of the brand globally if branches adhere to the guidelines.  VK to discuss representation of WiLAT in the guidelines with CW offline  KR suggested that the UK may deviate from the guidelines in sponsor situations or online presentations by third parties. CW stated that we also provide partner and sponsor versions of the guidelines for use in third party relationships. However, the lowest level of representation in a sponsor situation would be use of the CILT logo and that logo should never be compromised. The partner guidelines explore how CILT and third party brands can be represented together in joint communications, but the balance of the brand representation is guided by the relationship between the two parties.  RM determined that we need to be flexible in our approach to third party communications but must also remember that we are custodians of the brand. Our aim is to achieve global representation of one consistent brand. | IVPs  COT  VK/  CW |
| **4.0**  4.1  4.2  4.3 | **CILT Join Up at UK & International Level**  AJ reported on meetings held with interested parties, and discussions with KN and KR on how we might structure the business moving forwards. Progress is now being made. The intention is to put together a combined structure to present to the combined Trustees for comment, approval, and opinion before the end of the year. AJ will report to the Trustees this afternoon.  AJ will also now have weekly updates with RM.  Once the Trustees have provided basic approval of the proposed structure AJ will come back to IVPs for thoughts and ideas and hopes all will have a positive input into the process.  The meeting had no questions. | AJ |
| **5.0**  **5.1**  5.1.1  5.1.2  5.1.3  5.1.4  5.1.5  **5.2**  5.2.1  5.2.2  5.2.3  **5.3**  5.3.1  5.3.2  5.3.3  5.3.4  5.3.5  5.3.6  5.3.7  **5.4**  5.4.1  5.4.2  **5.5**  5.5.1  5.5.2  5.5.3  5.5.4  **5.5.5.**  **5.5.6**  **5.5.7**  **5.5.8**  **5.5.9**  **5.6**  5.6.1  5.6.2  5.6.3  5.6.4  5.6.5  5.6.6  5.6.7  **5.7**  5.7.1  5.7.2  5.7.3  5.7.4 | **Regional and Forum Reports**  **Covid-19 Response: Webinar & Bulletin Approach**  KN reported that we are pleased with the general response to the international webinar and bulletin programme, but some countries are still not sharing content put out.  CW outlined that we have run 4 webinars since the last IMC, and in that time our YouTube Channel which hosts the recordings has had over 11,000 views, with 1,400 hours of content watched, and 105 new subscribers.  The next webinar on 9 December will be on the UK Grocery Response to Covid-19 Challenges and will be hosted by Past International President Paul Brooks.  On 13 January Jan Steenberg and Jon Harris will host a session on New Year, New Ways of Learning, and on 3 February Emma Ross and the NG team will host another NG session.  KN added that we have also published issues 08 and 09 of the Best Practice Response bulletin, with issue 10 due in early 2021. All articles are also published on the website and circulated on social media as Best Practice Response pieces.  CW reported that since last IMC we have had 40,000 Facebook impressions with a reach of nearly 33,000 and around 10,500 engagements. We have also had nearly 34,000 Tweet impressions, over 500 profile visits and gained 74 new followers.  CW advised that in 2021, on top of the regular programme of Best Practice Bulletins and Webinars we will have themed output to support Dato Radzak’s focus areas:  • Sustainability and Green Technology in Q1/Q2  • Digitisation & New Technology in Q3/Q4  KN reported that some countries are running effective webinar programmes themselves in support of the international programme and welcomed feedback from branches on our output.  JG suggested we should celebrate our success in reaching out through the webinar and bulletin programme  **IBF Report**  FC reported on progress. Although there has been an enthusiastic response from some branches the IBF team would welcome more involvement for improved connectivity. FC requested IVP support in getting the IBF message out to branches.  AS added that Communication through the branch network is currently the biggest challenge in developing IBF.  AJ asked IVPs to support the IBF initiative.  RM suggested we start small, focusing efforts on interested parties initially, and report back to whole network every few months. Over time the concept will develop. It is important that we don’t lose interest from currently engaged countries by waiting for the rest.  **IVP Reports**  **Africa (ND)**  No report was circulated  **Americas (TM)**  A report was circulated  N America have held a successful AGM and have new council members. Membership fees are to be held for 2021 but a substantial raise is due in 2022. The Annual Conference in November was held over 2 days on Zoom with 178 delegates.  Presentations will be uploaded to YouTube. Webinars are the new business model and planning is underway for a new programme over the next 6 months. The region is also progressing more effective use of social media. A membership survey is planned for the New Year, including questions on awareness of member benefits and use of the Knowledge Centre which is being under-utilised.  **Australasia (FK)**  Reports were circulated. NB deputised for FK and reported that  membership has stabilised and the region is using marketing techniques to raise profile and improve awareness.  **East Asia (SH)**  No report was circulated.  HL reported on Hong Kong’s AGM in September and their new board and President. Issue 80 of the CILT Hong Kong newsletter has been shared. Financially Hong Kong branch is in a good position and the office remains open.  **Europe & Middle East (FC)**  No report was circulated  KR reported a reduction in revenue in the UK branch and reduced levels of staffing, but advised that membership has held up, with individual membership increasing slightly over the course of the year. Corporate membership has held static.  Events have been challenging with the move from physical to virtual, but the branch is continuing to run 4-5 events a week, many through regional and forum structures. The online forum platform is going from strength to strength, and online assessment is working well. The UK is still undergoing governance changes. The policy focus is moving away from Covid to the UK exit from EU. KR advised that the UK branch is emerging from the Covid crisis stronger than when they went in.  **South Asia (RD)**  A report was circulated  RD reported on significant work in Sri Lanka establishing their new council and developing a strategic plan for the new year. Membership activities continue well although corporate membership has become a challenge. The branch in Sri Lanka is investigating opportunities for acquiring their own property. WiLAT remain very active in the region which is still pre-occupied with Covid.  **South East Asia (RA)**  A report was circulated.  RA reported on a collaboration between Malaysia, Indonesia, and IBF on Halal logistics. Singapore has been active with newsletters, webinars, and a website relaunch. Membership in Malaysia has declined due to non-payment of fees during the pandemic, but the branch is taking steps to address this.  TP accreditations are in process and there are now 7 local sections running their own activities in Malaysia. The CILT and WiLAT webinar programmes remain active and WiLAT have a new Chairperson in Amy Ooi. Convocation 2020 was cancelled but the branch hopes to re-schedule in early 2021. The industry  linkages committee are busy and have plans for initiatives to strengthen industry relations.  .  **Next Generation Report**  ER reported that the new NG global team met last week on Zoom. All global team members now have a specific area of responsibility. Progress is on target and the focus is now on getting to know each other and collaborating within the team. ER is pleased with the composition of the team which is a good mix of experienced members and new members with fresh energy.  NG will be hosting another international webinar in February following on from the success of the October session.  ER and the team are pleased with the timing of the relaunch of the Brand Guidelines.  **WiLAT Report**  A report was circulated.  GDA reported that the steering committee met in November and are busy driving WiLAT’s 5 strategic thrusts across all countries.  The 23rd WiLAT was inducted last week in Madagascar, with further new chapters due to launch shortly in Egypt, Turkey, Fiji Korea, Seychelles, and Oman. Also in the pipeline are  Rwanda, Cameroon, Poland, Philippines, Indonesia, Taiwan Kazakhstan, and Maldives.  GDA is working on developing global partnerships for WiLAT.  GDA spoke at the Central Asia Trade Forum on the topic of Women and Empowerment and this will also help the development of WiLAT in Kazakhstan.  WiLAT plan to revive their webinar programme next year in January.  A Global Country Chair meeting will be held in December to reinforce the WiLAT plan and agenda.  The CALF programme has now been modified and will be launched as a global programme.  Activities have been curtailed in countries due to the pandemic, but regular webinars and virtual sharings have been taking place.  VK offered further detail on the CALF programme which will generate revenue at WiLAT at global level, with an incentive at a local level for the referring country. A separate WiLAT bank account will be open and audited through CILT Singapore. The programme has 11 sessions and the first lecture next Wednesday will be hosted by DC.  WiLAT are supporting JH in launching the programme in Central Asia and are now considering a further programme on the subject of sustainability.  **IESC Report**  A report was circulated.JH reported on the headlines:  We have increased the number of partners accredited to provide both CILT full programmes and short courses to over 110 and currently have 2500 students studying either short courses, modules or full qualifications.  Education income was around £400,000 income at the end of the last financial year which is around 90% of the pre-Covid target.  We are on the cusp of a new USAID bid as a strategic partner in an initiative designed to benefit women in S. Africa. The outcome is expected in the next week.  We are also working with USAID on an extension of the current project in Kazakhstan which includes the CALF programme and the expansion of NG into the Central Asia market.  Progress is being made, with Tania at CILT UK, on the groundwork of the education join-up. A communication will be issued shortly.  We are asking education champions to outline current challenges in education in their country in a survey to be analysed in the New Year  The meeting had no questions  **Regional Meetings and New Branches**  KN thanked IVPs for their support in the first round of regional meetings. The second round starts next week with Africa.  KN reported 31 members in CILT Rwanda which we hope to ratify as a new branch at the next COT. The development of CILT Philippines is being supported by CILT Australia and we hope to launch CILT Sierra Leone in the first quarter of 2021.  KN recognised the work by GDA in driving WiLAT membership opportunities in new countries, and similarly the work of NG in Namibia  AJ commented on the positive news of new branch launches and new member registrations during the Covid pandemic. | ALL  IVPs  IVPs |
| **6.0**  **6.1**  **6.2**  **6.3**  **6.4**  **6.5** | **Conferences and Conventions**  **Central Asia Trade Forum**  KN reported on the CATF held from 16 – 20 November where CILT participated virtually. Full details and recordings are available on the international website and in issue 09 of the Best Practice Bulletin  **China Conference**  China Conference was held from 14-15 September in Tangshan with CILT international delegates invited to join the event virtually. Details of the event and recordings of CILT presentations are available on the international website.  **Africa Forum 2021**  The revised dates for Africa Forum in Ghana are currently 3-5 March 2021. The Africa regional meeting next week will discuss this.  **International Convention 2022**  The Trustees have agreed that the proposed CILT International Conference scheduled for June 2021 in Perth Australia be moved to October 2022.  **International Convention 2021**  A regional approach is being considered for gatherings in 2021. This item will be taken offline, and a proposal will be circulated for comment. | KN |
| **7.0**  7.1  7.2  7.3  7.4  7.5  7.6  7.7 | **Budget 2020-21 & Year End Management Accounts**  Year end accounts were circulated.  TN reported a 10% shortfall in revenue of around £40,000, but a £61,000 surplus – which is well above the budgeted surplus.  TN recognised the considerable cost control exercised whilst substantially changing the operation of our business during such a challenging time.  Our accounts are now with the auditors. We have completed the Trustee report and the audit is progressing well.  The auditors have asked for a forecast forward to Jan 2022 which we are currently working on.  The budget for 2021 shows a small surplus of £11K and sees the revenue bounce back to around £450,000.  We had a small deficit in October but seem to be back on target for November.  The auditors have asked for a risk register which the COT will be looking at today. |  |
| **8.0**  8.1  8.1.1  8.2  8.3 | **Any Other Business**.  RM highlighted the importance of communication as we progress through this difficult period with honesty and integrity. Thought leadership is very important during a crisis, as is the sharing of best practice. The international secretariat is being very active in producing best practice and we need everyone to participate and play their part.  AJ echoed RM’s words and predicted that the next 12 months will be equally difficult.  FC wondered whether it would add value to our make-up to re-instate the Past President position  KN to respond to VK on International Young Achievers in 2021 | KN |
| **9.0**  9.1  9.2  **9.3** | **Next Meeting:**  The next meeting is scheduled for Friday 12 February at 11:00 – 13:00 GMT  KN requested feedback on the proposal to have the February meeting on a Friday to accommodate Fiona Knight in New Zealand. Members to email CW within one week.  AJ closed the meeting and wished everyone a good holiday. | ALL |