

Trustees Minutes 24th March 2019

43 Lancaster Gate

Attendees

Tim Read (TR) – Chair

Matthew Huish (MH) - National Director

Eddie Hartley (EH) – Treasurer

Andy Johnson (AJ)

Joanna Hartl (JH)

Huey Fisher (HF)

Gillian Leonard-Schroder (GLS) - Secretary

Sylvia Lau (SL)

Apologies

01. Prayer (MH)

MH offers a prayer

02. Declaration of any interests

None

03. Ratify the last minutes (24/2/2019 zoom, and just amended by JH from 3/2/2019)

The minutes have been ratified.

04. AOB (at the end)

None

Change of meeting order:

05. Sylvia:

a. PowerPoint of Org chart

SL the point is to create a more clear line management structure. At the moment the National Director line manages all these roles. Any questions?

JH the Finance Committee and NationalDirector are on the same level?

EH we need to make a distinction on what is a disciplinary line and what line represents information flow. For example there should be a dotted line between the FC (Finance Committee) and the

Business Manager/ Finance Manager because their relationship is information exchange. Perhaps we could split the top and say it is information flow.

SL the line manager function always lies with the National Director. The National Director only line manages these two and the pastors.

AJ does the National Director want to be guiding the business manager? I don't think that is his job. I don't see that happening. The ND needs to know what is going on but not to give directions.

TR The trustees have some experience and the FC have some, but we are all part-time. That is why we need to give all the responsibility to the finance and business manager.

AJ that is why I think we need a property director. A professional person. The business and finance manager is Julian?

EH it is Sylvia and I.

SL if you treat LG as one property. The finance manager overseas the whole movement. My idea is to give FC a meatier role. They should assign each FC member to specific building or other investment like LH, the farm. At the moment what I heard is we don't know what the FC's role is.

EH I think we need to change the name. It should be "investment and property management committee". The name should be changed because Finance Committee is confused by some with "Finance Department" or even "Finance Manager". Not correct.

AJ I believe we need a professional to over-look all of our properties. I think the ideas being discussed works in the short term, but not taking us forward. We are already getting guidance from the National Council. I don't think we have the expertise.

SL I totally agree. But at the moment we don't have the information to give them.

EH there are two philosophies, one is to bring in a professional employee; the other way is for the FC to bring in experts as needed, on a step by step basis.

HF I have a contact who manages properties, they charge a small fee. They look at documents and the legal side.

TR that is a reasonable idea. The reason we have little handle on our properties is because we do not have an over-all property manager. The FC does not have the time. We need someone who really knows what they are doing. Don't think it's £50,000 to £70,000, it could be part time.

EH I'm not against having a heavy in there. AJ is right, but how to get there. We are starting in a weak financial situation and need to find a way to phase it in. It depends on how many properties we end up with.

MH if it is not a full-time role, could the property manager and the business and finance manager be hatched on to their job description?

JH no it wouldn't work.

EH the business side is done very efficiently by SL here is LG, but she does not have the time to handle all of the other properties.

SL it's not practical. It is very hands on because they are so used to doing things in their own way. They do what they want to do not what needs to be done. I have a feeling the other properties are the same. Remotely managing is impossible. Some of the FC could be at CH, e.g. Terry at LH, but once we sort that out they can have the authority to work things out.

AJ at LH and CH is a whole other issue. The trick to it is we employ people and they have a line manager.

TR we can take it as a process. If the FC brings on more people, those people could be assigned to properties.

JH I want to go back. Why do you think it is good to amalgamate HR and accounts?

SL HQ does need a few full time people. At the moment, you would not know we have people in the office. If we have two full-time people on site, that is good. HR and accounts go hand in hand. Accounts is also mainly record keeping, because we outsource to Natural Numbers.

JH so what you are saying is that we need someone full-time for recording keeping. We could change the wording to admin's assistant. Or Admin's support officer.

EH the current role is accounts admin's officer. The only real accounts work is the petty cash account. The bank is essentially doing book keeping for us. Even drop the legal and put it somewhere else.

SL I want to stay away from assistant in job descriptions.

JH admin office?

HF admin finance officer.

EH the business support officer covers everything, that is why SL chose it.

TR we are looking to make it full-time.

SL maybe 5 years down the line. Eventually we need to outsource the HR.

TR is everyone okay with business support officer? -PASSED

HF the finance and business manager is two people.

JH We need separation of powers. The bottom one should not have a line to EH.

MH referring to the points that [REDACTED] made. [REDACTED]

JH I'm worried that if she wants to take action, she might argue that we didn't want her.

TR it is not true.

SL I always approach it as an organisation. This is structure so there are no names. At the moment everything is tangled.

JH so we want two full-time people. And they can re-apply for those roles but they may not get it.

Zoom Call for job description

TR: JH EH HF and SL should be on it.

EH I can set it up.

SL once it has been approved we can advertise. We need it sorted by May.

JH this coming week, Wed evening. 8pm

TR can we move on to the left-hand side of the diagram?

SL with this one, we replace the general affairs. To take some of the line management off the ND. Because I know the education dept hasn't worked for the past two years. Please correct me, but I think it is good to go through all 4 functions. At the end of the day our organisation is there to provide education. One of the jobs should be to decide with the ND, how many workshops we want to run. Rather than the blessed family department doing something different, and CARP and HARP doing it another way, we should work together to deliver something. At the moment people do whatever they want to do. That is why I want to merge the ministerial and education and... This support officer can get involved more with communications side.

TR that could be [REDACTED].

SL I haven't done a JD for the support officer. It should come from the manager. If someone asks what will have with the education. At the moment we rely on one person, but need to bring diversity.

SL we can have a tighter hand on the budget. It is nice to bring in younger, older or whatever. To bring in diversity. This is my feeling. How many time does HARP run a workshop; can we run it as a project, do we need someone there day in day out. Make it tighter.

TR if the young people are not involved then they will be doing something else. They don't have a sense of mission. But also they will get other jobs. So I'm not sure they can be employed on a project basis.

AJ I think HARP moved on a different level when Ruth was there.

MH It has gone down since she left.

AJ the thing about youth ministry is that it is looking after people one by one, it is not a project.

TR why don't we move it next to the pastors? It is not really a project. The youth is 2/3 of our membership.

MH age should not be the defining factor; it is their capability to reach out to young people.

AJ it think it is. I don't know their world and young people have an insight into it. Age doesn't qualify automatically.

JH to back up what Andy is saying. It should be someone in the same position and the guide should be from that background so they can identify, the 2nd gen will know what their struggles are more.

HF I think it is more the generation gap.

TR why MH are you not for a youth leader?

MH I didn't say that. We want one yeah.

TR when my daughter-in-law was doing it, it seemed to be okay.

MH when I became the National Director 4 years ago, the first thing I did was to sit down with the team and there was a question who would lead it. We agreed most of their projects fitted within the blessed family department. My hope was that [REDACTED] would work with those people and those individuals would get more involved with the BFD. But one by one they all quit. I think it was a mistake. I want to create a culture that people can leave freely. We have a HARP committee, and there is a vacuum of leadership. I will come back to it, they are all passionate though. [REDACTED] wants to come back to the UK, and I mentioned the youth leader. Initially he was reluctant. After talking with people he considered it.

TR maybe he would do it if someone was over him from here

MH recently I was moved by Tom with his efforts with GLOW and managing all the people. When the communication officer went AWOL, Tom took over. I spoke with him informally that we are re-structuring and we have the education position. He can manage projects, and a good communicator. Selina has surprised me with some of the things she is doing.

AJ it is definitely what we need in the future.

MH pastors need to focus on the membership but also we need some HQ position, I don't have an opinion on a project basis. E.g. Chris le Bas has been doing the summer camp for ages. Currently HARP runs 4 workshops a year.

TR what about the Chaplaincy?

MH I have people concerned that if there is micromanager then the projects will be snuffed out. But it needs to be aligned. At the moment it is not line managed. I am concerned they may go off course. I want the Chaplaincy to be apart of a youth department, that is maybe what [REDACTED] could help us with.

AJ We may not like this generation gap, but it does exist. The pastors may need to work through someone. It think it is important to have a youth minister, but they need an experienced pastors to work with them.

MH I think we have too many communities and pastors. I do agree pastors should be involved in a pastoral team.

TR they should have someone who has a good project manager and someone who takes care of the internal side.

SL then could replicate what the BFD is doing. My understanding is the chaplain and the young ministry is not part of our organisation. If they are not, why do we support them. By letting them use the building we give them consent.

TR we do want to support them because it is something we didn't think of. We can agree to these two yellow boxes. [Points to diagram]

JH maybe you could email out the first JD?

HF I suggest a business and operations committee instead of finance.

TR you are the finance manager, but at the moment you have no position.

EH I am contracted as paid a little as the Finance Manager but I am also the Treasurer so Simon is quoted at the moment in our trustees report as the Finance Manager.

TR ... which is confusing.

SL if we sort out the foundation, then we have time to sort out the higher levels, then we can go up.

MH this re-structuring will affect the National Council.

AJ we are not low line managers. It put me in a difficult position, because she is my friend.

JH because the work load is increasing we need to create a full-time job.

JH We need to issue a statement making it very clear why we are doing this, saying we are streamlining all the office roles, making the part time jobs into full time jobs.

TR I can write that

EH we are not doing anything wrong.

SL you should say even though you are upset you should direct concerns to your line manager.

Eh I have told her that.

Action Point: We agreed EH to put that in writing to Helena re that any concerns should go to her line manager. TR to write a letter explaining that we are streamlining the office roles.

b. Overseas leave - research report

SL JH has told me you have approved 28 days plus 8 days. It is already so generous, would it be okay to go to Korea and support. If someone like MH is invited for a week for that kind of situation, you need to get some kind of written permission from the trustees.

EH I can give a historical view point. We have never had this discussion before, only for William and MH. Matthew went overseas from time to time as a lecturer, which has nothing to do with ND status. Only two people are involved here. I don't think we should apply this to our other employees.

JH I agree with you.

TR Maybe it is fine, because we are here as anation to provide support to other European countries. But, for example, you should ask David Hanna.

SL exactly rather than have a clause.

MH there is one you have missed. The BFD meeting and Jeff would have to go for a long weekend.

JH but that is his job. But all the young people I have spoken to have a problem with it, because it's not clear.

SL then we can pay them over time.

TR Could you research what other church organisations do, e.g. the Mormons; we could do the same?

JH e.g. BFD, when their contract is drawn up, we can specify you will be paid this amount for your overseas work. As written in the contract, they will receive this rate when away.

AJ how is travel paid for?

EH costs come out of their budget.

HF from our last meeting we said 20 days plus 8.

JH in the zoom call we decided 28 days plus 8.

SL before I leave. Maybe we should consider changing full time change it to 7 hours a day, 5 days a week, so 35 hours. because we are already so generous. And usually because I work in the office, usually our office we start at 10am kind of leaving 5:30pm. That is like 7 hours with a 30 minutes break inside. So 35 hours per week is more reasonable for our organisation rather than 37.5 hours.

TR its more realistic.

AJ So its 10 till 5. And with half an hour lunch break.

SL no one pays lunch break.

JH if someone wants to come in earlier, can they.

Action Point: We agreed to add Job description for the ministerial education manager to the agenda.

BREAK

06. Clarify Sylvia's role (EH)

07. Discussion re above

08. National Directors Report on FFWPU activities(MH)

MH we had the big events in Korea in Feb. A number of members from the UK were there. To summarise a few points. TM spoke on three occasions, one of the points that she said about how she used a metaphor of being abandoned in a sand storm and to find a needle, even though she couldn't see a few feet in front of her. I think it is because she needs to communicate who she is and her identity. I felt it meant that she found who she is and how to lead. And any rumours about a court drama are not true. She is in control with the direction of our movement. It was refreshing that there were a lot of younger people than me there. This was a directive from TM. She is encouraging us to bless 430 couples, and to bless more. And she wants to register those who fulfil that. She specifically mentioned the European missionaries, and wants to recognise the people that went overseas. Mike also said we should help the Masters bless 430 couples in their names. I think it would be moving for TM and for the Masters.

TR we couldn't do something about that, but the pastors could.

MH I am just reporting, I wasn't expecting anyone to do it.

MH also GLOW. We had some good talks and worship. It's good to start it, we have a plan to follow up next year and offering it to the North Region level, to invite them as well. As a way to connect all the organisations together. Small meeting in May and mini GLOW after the SeongHwa. And then again in November, so that we can set goals and report how we are pursuing goals. Third point is national level 21 day fasting and prayer condition. A lot of flak from all directions.

Finally we are in the middle of events, the Cheon Bo event in June, the AGF festival in June, also the High Noon in May or June and the Easter HARP Workshop. It has been focused on Divine Principle traditionally, they are slightly underprepared. I designed the poster last night.

AJ have they got staff yet?

MH no kitchen staff yet.

JH isn't Simon that person, though I don't know why he is that person.

MH Simon has changed his PR role, but I want him to stay on till we have a replacement.

GS how do we know when the DBS checks have gone through? I haven't received it.

Reports of officers, boards and standing committees:

09. Treasurer's report (EH)

EH I did do the management accounts for Jan. I will hand those round to you. The summary of this is, because of 100% occupancy of LG flats, I was able to raise the allocation of funds to HQ from £13,000 p.m. to £15,000 p.m. We are doing well on LG, but terribly at Wontner Road. Currently we have £186,500 in bank/cash. The overall picture is that we have a good income coming into HQ but this week from Wontner Road and Cleeve House. Tithes are a bit slow. We are operating okay. My concern is that we need to build up the operating reserve to £80,000; currently it is in the minus.

We are expecting £50,000 more to come in.

AJ who is chasing the £50,000?

EH the farmer paid, it but the solicitor is sitting on it.

AJ it would be very nice to have somewhere saying this is the money we have.

HF to summarise it.

JH the two figures we need to know are how much we have got and how much has been allocated.

10. Secretaries report (GS)

TR you are getting there, thanks.

Reports of special committees:

11. Farmland special committee report (AJ)

AJ there was some worry that because Honda is closing down that everything might go pear shaped. I gave Hannick Homes a call and they are still very much on board with the residential side and employment land. So that is it really.

TR can you find out how that impinges on the solar farm project?

TR you may need to email Chris or something

12. Corporate charity status special committee report (TR)

TR we haven't got any further with this.

AJ Sorry you just want to know where the employment land impinges on the solar farm?

TR yes, how does that affect it or not, because of the solar farm.

TR on corporate charity status there is nothing to report because we haven't met yet.

JH Chris asked me if we had received an email from the Solar farm; the new one. I said no, you were supposed to have received the paperwork from the lawyer.

TR Yes I have that. It's fine I have been in contact with him.

13. (Business manager special committee report (AJ) Not relevant now due to restructuring.)

AJ I think we need to revisit this, especially in light of what we spoke with SL about. I do believe we need somebody to take us forward.

TR okay this is the point of having a dedicated property manager. I think we can talk about this at another meeting.

Unfinished business:

14. Fund for ESGD (TR)

TR EH wrote a short summary of what he suggested of what was possible. I sent that to Gary. Gary said thank you but he was busy moving house so he would look at it in a couple of months' time.

EH okay. No rush anyway.

New Business:

15. Property Timeline (MH)

MH we had the meeting and I think one of the decision was to re classify LH and LG as money-making properties and to hand those over to the trustees and FC, to develop them, sell them, or whatever. That is not my concern. And the other one was looking into creating a viable retreat centre, again for the trustees and FC to figure out. What the National Council wants is the timeline. They appreciate that it is impossible to know exactly how much time we need.

Miriam could be leaving in November. Did I send you this note from Carlo?

TR you may have but I didn't see it.

MH It was something like Miriam is leaving on this date, but could stay on longer.

EH please don't allow that. Please cut the relationship and start again as fully controlled by FFWPU.

TR Sorry to interrupt, but the reality is that we don't have the finances in place to do both of these things. And nor are we going to have the finances in place for a while unless we borrow the money. And also we don't have any clarity for staffing. So how can we plan anything unless we have the funds in place?

EH the minute we take over Cleeve, we immediately take over what is in the Cleeve House bank account, not the Cleeve House Ltd. of course. And we take over the £650 p.m. rental income. So it is not a completely empty house. I am expecting from now in March up to end of October that we develop a plan. And I am also expecting Wontner Road to be split up and for us to start selling units. But there are various options there, we need to get a move on. We really should ask the FC how fast can you make proposals, because this committee will take FC proposals and select the most suitable ones.

MH so does the trustee board trust the FC to make those?

EH to make those proposal and get the required expert advice before they give it to the trustees.

TR Wehad a meeting with Mike on Thurs. We havenot had proper advice on our properties, so we can make proper decisions on them. It's only recently that we decided what we want to. But if the FC can do that I don't know, if they can get Bernard on board, it will help, he has his feet on the ground.

EH they could come up with some real proposal in the next few months.

AJ but it really needs to be backed up with evidence that we can then look back on and say the reason we make this decision was because of these facts.

EH yes absolutely.

AJ without that research we can't possibly make any decisions. We have got direction from the National Council of what we want to achieve. It's a matter of ...

TR I can write a letter to the FC of what we need to do. We need to find a property and so on... and we are waiting for some proposals from you please.

JH I thought the decision has been made to keep Cleeve House.

TR no

EH possibly.

JH I thought the national Council said it was a fine place.

TR they can recommend what they like, but we have to decide what we are going to do based on the finances. Personally I am not for keeping Cleeve House, but the argument is not for here, it is for the FC to find out.

JH why is it for them to work out?

TR because they are the FC, it's a financial decision. They can come up with proposals

JH but I don't think that that is going to happen.

TR but that is their job. It is their job to come up with the proposals whether we sell Wontner road or not, whether we keep CH or not... and they come up with the proposals plus the documentation to back it all up as we decide what to do.

JH my point that I made in the meeting on Wednesday is that without a comparison of how much it will cost fitting the cabins or whatever, that's one job to price etc. The other is to find a suitable alternative place and compare them. So like SL said they need to have one person for each place, is it us or they?

TR it is Simon.

JH do they know that?

TR Yes. He got upset with me because he said that he was doing that.

AJ I am just really concerned that if we are looking to do that, there is a precedent of building works, but it is a big job TR. I hope with the extra people...

JH which is another point on the agenda to keep advertising.

AJ they do need someone who really know properties and planning.

MH did [REDACTED] say he has 15 properties?

TR I will write a letter to them and send it round to everyone and you can add your bits.

JH I think we need to do that every time the FC needs to do something, otherwise its just going round and round in circles.

AJ its important to put in the document that it is done by a certain date as MH said.

TR by when?

MH I don't know, I'm asking.

AJ I think by the end of June. Getting all the info to us, that gives them 3 months.

EH are you happy with working with the FC yourself? I talked with HF and she says to me very sensible things, like why did they do this and not that? They could have done things differently; she knows what she is talking about.

TR okay I can write the letter and you can add your bits in to it.

MH one thing that we haven't done is to draft some kind of action to the membership.

JH wasn't that discussed in the last meeting, should that have been in the minutes.

MH I am happy to draft something in the next few days.

Minute taker lost access to computer for a minute

EH reporting on Gift Aid. We are expecting Natural Numbers to make a Gift Aid claim very soon since the data has now been prepared for that

16. car dealer at the top of Cleeve House (AJ)

Defer to AOB

18. Basic training for our employees (EH)

EH Some of the problems that I meet is that people have not receive basic training. E.g. self-management skills. The HR should make proposals; ask people: are you prepared to take this and this course?

TR what is your proposal?

EH to have a personal development plan for each person.

TR Do we all agree on that?

Action Point We agreed that EH should send an email to Sylvia to set up a personal development plan.

MH maybe SL could look into what we should aspire to.

TR I want to make some comments about meeting Mike.

17. Comments on meeting with Mike B (TR)

TR Mike gave a presentation. We are in an era of group decision not top-down management. He clarified we shouldn't be wedded to the past. He showed us the old and new buildings in the US. The UK has 65% of the assets in Europe. In Europe £10 million was turned into £30 million, but in the UK £1 million turned into £45 million. The trustees do need to decide in the end, but we do need a vertical component as well. So he wants to keep True Parents informed. That's means keeping True Mother, Mike & Fumiko Balcomb and David & Kyunja Hanna informed. We mustn't forget the vertical component. He said we are not there to block you but we want to report it to True Mother, to inspire True Mother, and that we should not consider it a block.

He also suggested we support the Masters with their offering. Also Won Pil Kim lost his health in Norway.

Mike said we need to have a comprehensive set of options. E.g. Did you think of splitting up Lancaster Gate. Even things that don't seem possible. The trustees' responsibility is to bring in the proper legal advice. If you pay £100,000 to get £5 million then it is worth it.

19. Finding more trustees (TR)

TR We need to find more trustees. I feel more confident that we can have someone younger. We need to head hunt them. They could be an observer for a while.

JH: [REDACTED] had a brother who was interested

TR We can have maximum 7 - with two or three as observers. They have to be quite practical; legal, finance, property, or generally intelligent.

20. Meeting UPF directors (TR)

EH I spoke to Robin just to see what is going on. We need a meeting ASAP. They are getting pushed by the Charity Commission. They are dragging their feet.

AJ We don't want to take the wind out of their sails. I think we need to support them. They might collapse. If we want them to achieve something then we need to support.

TR this is not our responsibility. It's up to Jacques Marion.

EH do not ask Robin or Margaret to do this. Get someone like an administrator to do it.

TR I don't know what to do.

MH this week I'll consult Jacques Marion

GLS aren't they worried about the office.

HF can you put it in writing?

MH I explained to them that we can increase the budget.

21. AOB

Car dealer at the top of Cleeve House(AJ)

AJ I looked at the planning. It's not nice; they park cars on the road and down the driveway. We need to write as trustees, because it is having a detrimental effect.

Action Point: We agreed AJ to draft a letter from the trustees to the car dealer at the top of Cleeve House.

22. Next meeting

HF I can't attend the Zoom. Do we have minutes?

TR May 5th 3pm

JH will we have a Zoom?

TR if it is required.

JH after speaking with Simon we may need another meeting

End of meeting