COUNCIL MEETING, INSTITUTE AND FACULTY OF ACTUARIES MINUTES

Date 20 May 2015

Start Time 09:00 Finish Time 17:30

Place Orion Suite, Grange Holborn Hotel, 50:60

Southampton Row, London, WV1B 4AR

Council Members present:

Nick Salter President and Chair

Deborah Cooper Carole Ryden Edwin Sheaf Marian Elliott **Huw Evans** Simon Sheaf Patrick Lee Nick Silver **Donald Macleod** Malcolm Slee Kathryn Morgan Peter Tompkins Fiona Morrison Elliot Varnell Marjorie Ngwenya Suzanne Vaughan Mark O'Reilly* Alan Watson Martin Potter Colin Wilson

In attendance:

Derek Cribb Chief Executive
Memoria Lewis Membership Director

Suzie Lyons Head of Adjudication and Acting General Counsel

Anne Moore Director of Finance and Operations

Paul Reynolds Director of Public Affairs
Kimberley Russell Corporate Secretary
Trevor Watkins Director of Education
Alan Whalley Chair, Management Board

Tom Clarkson	Comres	Item 8 only
Mary Downs	Executive Director, American Academy of Actuaries (AAA)	Item 8 only
Mary Miller	President, AAA	Item 8 only
Tom Terry	Immediate Past President, AAA	Item 8 only
Martin Miles	Worshipful Company of Actuaries	Item 11 only
Jane Irvine	Chair, Disciplinary Board	Item 13 only
Nicola Woods	Member, Disciplinary Board	Item 13 only
Andrew Miskin	CIMA	Item 14 only
Iraj Amiri	Chair, Audit and Risk Committee	Item 16 only
Kathryn Burton	External Auditor, haysmacintyre	Item 16 only
Martin Clarke	Government Actuarial Department	Item 22 only
Sarah Mathieson	Head of Research and Knowledge	Item 23 only
Professor Mark Cross Chair, Research & Thought Leadership Committee		Item 23 only

^{*} by telephone

PART I - GOVERNANCE

1. WELCOME AND APOLOGIES

The President welcomed attendees to the sixth Council meeting of the 2014 – 2015 session. There were eight apologies from Council Members, Charles Cowling, Helen Davies, Karen Grant, Benny Higgins, David Hare, Andy Rear, Alan Rubenstein and Mike Smedley. The President had been given three proxy votes from David Hare, Andy Rear and Mike Smedley. Fiona Morrison had been given a proxy vote from Charles Cowling.

2. REGISTRATION AND DECLARATION OF INTERESTS

Marjorie Ngwenya and Peter Tompkins declared an interest in respect of Agenda Item 15 as being, or having previously been, members of the Editorial Panel for the Actuary.

3. MINUTES

The draft minutes of the Council meetings held on 5 February and 17 April 2015 were approved, subject to minor amendments to clarify certain actions.

Paper 07 15 and 08 15 approved.

4 ITEMS APPROVED BY CORRESPONDENCE

22 Council members had voted in favour, one against, and no abstentions to replace "Chairman" with "Chair" throughout the IFoA's Charter, Bye-laws, Rules and Regulations (together the **Governing Documents**). The result had fallen short of the 75% majority required. Council did not object to the proposal *per* se but instead felt the amendments could go further to introduce wholescale neutrality of language throughout (e.g. "he", "she").

The Corporate Secretary would review the Governing Documents in their entirety and circulate a further vote to all Council members out of meeting in due course.

Action 1 - K Russell

5 ACTION LIST

The actions included on the action list were noted, except as undernoted.

IAA Formal and Less Formal Meetings (Action 13.1, 9 October 2014)

A note of the IAA meeting held in Zurich had yet to be collated and would therefore remain on the action list as a separate action.

Paper 09 15 noted.

6 FUTURE AGENDA

A Council member queried the date of the October meeting which may be changed to avoid the dates for GIRO and to align October Council with the Autumn Lecture in Edinburgh. The dates for the Autumn Lecture were awaited. Council agreed not to delay further for the Autumn Lecture dates and rearrange the October Council meeting as soon as possible.

February Council would also be rearranged to avoid the dates for the Global Conference, Mumbai.

Paper 10 15 noted.

7. MANAGEMENT BOARD

Alan Whalley highlighted key issues arising at Management Board (**Board**) since the Council meeting held on 5 February, 2015, and the following items were noted by Council:

- Nick Dumbreck, Chair of International Board, had attended the Board on 26 March. The
 Board was pleased to report that International Board had functioned well in the previous
 year. The increase in online Continuous Professional Development had been positively
 received by international members. The Board had encouraged the International Board
 to focus on how better to coordinate international activity and share information from bilaterals with the IFoA's other boards and committees.
- The Certified Actuarial Analyst (CAA) continued to gain traction. The success measures had been achieved bar the number of candidates (which had been lower than anticipated). The UK still represented the highest number of candidates. The Board, however, anticipated that momentum would grow. The CAA had been endorsed by the World Bank and the IFoA had been invited to present to the Association of Southern East Asia Associations Insurance Council (ASEAN) on the CAA. There had also been positive interest from Kenya and Uganda.
- The Board would review their effectiveness in June. Alan Whalley encouraged participation by Council members in a survey which would be circulated.
- Two vacancies for Council Members on Management Board would be available at the end of the 2014 2015 session.
- The website had continued to be a key topic for discussion at the Board. Patrick Lee, as a member of the Digital Project Board (**DPB**) and Council, provided an update. The third party developer appointed by the IFoA had undergone internal operational change. Those changes had impacted on the delivery of the Project and had caused a delay in launch. The DPB were expected to meet week commencing 25 May to discuss next steps and further updates would be provided to the Board thereafter.

PART II - SPECIFIC ITEMS AND GUEST SPEAKERS (PART A)

8. PUBLIC AFFAIRS AND STAKEHOLDER PERCEPTION AUDIT RESULTS

The President welcomed Tom Clarkson and the representatives of the AAA to the meeting.

A copy of the full Stakeholder Perception Audit Results (which had been based on the participation of 75 different stakeholders) (the **Results**) had been made available on the Council's webpage in advance of the meeting. Tom Clarkson explained the methodology used to conduct the Audit and highlighted key points arising from the Results.

Compared to previous years the Results had showed an increased level of stakeholder understanding of the nature of actuarial work and the value added by actuaries. Three challenges had however emerged:

the competitive nature of the market in which actuaries work;

- the need to assertively promote and redefine the actuarial profession out-with the traditional roles (e.g. pensions); and
- low familiarity of the actuarial profession amongst political audiences. The awareness amongst MPs and MSPs was relatively low, albeit MSPs had slightly more awareness.

The profession was perceived as being male dominated. However, traditional stereotypes of the actuarial profession (e.g. insular) were being perpetuated by the profession itself and were not commonly held stereotypes by the wider market.

The perception of the IFoA was a positive one. The administration was seen as professional and the IFoA was seen as being internationally influential. The qualifications were perceived as rigorous and world leading although there would be a need for the IFoA to consider how to incorporate "business skills" as part of its examinations.

Room for improvement had been identified in respect of two areas, namely (a) ensuring productive and meaningful meetings with civil servants, and (b) targeted engagement in driving public policy. In respect of the latter, the Scottish Independence Debate had been a good example of direct and timely engagement by the IFoA and that approach could be used more often. The media had also felt the IFoA could allow greater access to the press (e.g. at events and conferences).

Tom Clarkson and the representatives of the AAA were thanked for attending and left the meeting. There was general consensus at Council that the Perception Audit work represented value for money and should be continued as a biennial exercise.

Paul Reynolds thereafter provided an update from the Public Affairs and Consultations Committee (**PACC**). The overhaul of the consultations process had had a tangible impact, with a significant improvement on quality. However one of the biggest challenges faced by the IFoA regarding consultation responses related to the availability of technical volunteer engagement. PACC would consider more fully how to address that concern.

There had been occasions in 2014 – 2015 where media opportunities had been turned down by the IFoA because a spokesperson could not be identified. A first wave of media training had now been completed and a pool of speakers identified. In addition, crisis reporting had not worked as well as expected in 2014 – 2015. The IFoA's response to the Health and Social Care Information Centre data issued had been a particularly bad example as media queries had not been channelled through the IFoA's press office.

That said there had been a number of successes including working with the Foreign and Commonwealth Office regarding assessing climate change risk assessment and policy decisions, and the IFoA's engagement in the Scottish Independence Debate which had been held out by the Secretary of Scotland as an exemplar.

The following recommendations set out in Paper 11 15 were approved by Council:

- the existing public affairs strategic objective and the seven programme areas previously agreed by Council remain fit for purpose;
- the owners of the technical content for public affairs output should be the Practice Boards;
- the methodology as set out in Paper 11 15 for approval of the tone and messaging of a public statement;
- PACC meets three times per annum, with ad hoc meetings when required;

• the membership of PACC would be altered to include (a) the Presidential team, (b) the Chair of Regulation Board, (c) the Chief Executive, (d) the Director of Public Affairs and (e) three expert members, representing each of the Key Policy Priorities. In addition, Council queried if there would be a need for Solvency II expertise on PACC.

Action 3 - P Reynolds

Results and Paper 11 15 noted and approved.

9. AMERICAN ACADEMY OF ACTUARIES

Council discussed the presentation provided by the AAA on 19 May, 2015, which had encompassed the AAA's (a) history, (b) strategic objectives, (c) values, (d) approach to public policy and research and, separately, (e) the actuarial landscape in the United States. The President formally noted his gratitude to the AAA for their comprehensive presentation and for making the journey to London. Council recognised the value of continued collaboration and a strong relationship between the IFoA and other actuarial associations, including the AAA. The President would write to the AAA to offer his personal thanks.

Action 4 - N Salter

10. COUNCIL EFFECTIVENESS REVIEW

Council recognised the need for, and value of, reviewing its own effectiveness annually and agreed it would be appropriate to carry out a quantitative self-assessment process, by way of two separate surveys. Key stakeholders would be asked to complete a written survey that would ask them to rate Council's performance, using pre defined measures of effectiveness. Work would be done in the next 12 months to explore the appropriateness of Council's composition – the surveys would be useful to assist explore that topic.

Action 5 - K Russell

A 400 Club survey would be commissioned as part of the review of the Board's effectiveness. The results of that survey would be included as an important part of Council's assessment process.

Council felt it important to consider how to communicate to the wider membership the role and activities of Council more effectively. This would be considered more fully once the results of the effectiveness surveys were known.

Paper 12 15 approved.

11. WORSHIPFUL COMPANY OF ACTUARIES (WCA)

The President welcomed Martin Miles to the meeting. Mr Miles provided a presentation to Council on "Working Together – Report from the WCA". The presentation and discussion that took place explored activities undertaken by the WCA during 2014 – 2015 which overlapped with, and supported, the work of the IFoA. Notable activities had included the provision of University bursaries and "grass roots work" to support mathematical learning at secondary level (e.g. master-classes and community education as part of a schools outreach programme). A number of events had also helped raise the actuarial profile. Council acknowledged the beneficial work being carried out by the WCA in promoting and supporting the profession and encouraged greater publicity of the educational work. Council also thanked the WCA for their introduction to the Lord Mayor which had been hugely beneficial. The President thanked Mr Miles for his presentation.

Paper 13 15 noted.

12. DIVERSITY

Anne Moore highlighted key points arising from the Diversity Steering Group (**DSG**). With regard to each of the three separate diversity themes the DSG had agreed as follows:

Taskforce 1: Representation and Diversity within our membership

A lot of activity to encourage and support diversity was already in place but more could be done. Opportunities to engage and support potential and existing members more widely would be explored. A high level Diversity Strategy would be prepared in consultation with Taskforce 1 for Council's approval. A detailed action plan identifying priority areas of focus would underpin the Strategy. The President urged the Executive to launch a high quality and fit for purpose Diversity Strategy, albeit if after his Presidential term finishes.

Taskforce 2: Actuarial Skillset

Issues of diversity were being taken into account both in the review of the education strategy, the ongoing Skillsets Project and the pilot focussed on practising certificates. Members of Taskforce 2 would be invited to participate in the review of the education strategy. The suggestion raised at February Council of a marketing initiative based on three key words designed to represent the actuarial brand would be considered by the Executive and brought forward to Council at a future date.

Action 6 – P Reynolds M Lewis

Taskforce 3: Diversifying into new areas of work / breaking down the boundaries

A strong overlap with Fiona Morrison's Presidential theme of "Promote" had been identified and as such would be appropriately driven forward by Presidential initiatives.

Paper 14 15 noted.

13. DISCIPLINARY BOARD

The Chair welcomed Jane Irvine, and Nicola Wood as a recently appointed member of the Disciplinary Board (**DB Board**), to the meeting.

Jane provided a high level overview of the Annual Report of the Disciplinary Board of the IFoA, year to 31 December 2014 (**Annual Report**).

A mini audit of the IFoA's Disciplinary Scheme (**Scheme**) had been undertaken in the previous year to review timescales, communication and efficiencies of the Scheme processes. Internal improvements had been made as a result. In particular, the majority of cases had fallen within the expected timescales. The number of disciplinary cases had remained low with just 5 non-CPD and 1 CPD cases being reported in 2014. As a result, no notable identifiable trends had emerged. This lack of trends could expose the profession to risk.

Council, accordingly, agreed it important that members are reminded of the whistleblowing guidance, and noted the intention that the DB Board would work with Regulation Board to ensure that awareness of the Scheme was improved in members' application of the Actuaries' Code and other Actuarial Professional Standards (e.g. their speaking up obligations).

In discussion, there was general consensus by Council that the DB Board should also consider the most appropriate means of raising awareness of the role of the complainant under the Scheme and support mechanisms available (for example, Council noted the WCA had on previous occasions offered support to complainants). Council also felt the introduction of a "lower level" reporting mechanism would be an option worth exploring.

Action 7 – S Lyons

Council approved the Annual Report for external publication and the objectives for the DB Board for the 2015 – 2016 session.

Council noted that Jane Irvine would step down as Chair of the DB Board at the end of the 2014 – 2015 session. The President put on record his formal thanks to Jane.

Paper **15 15** noted and approved.

14. CIMA

The President welcomed Andrew Miskin of CIMA to the meeting. Mr Miskin provided a presentation to Council on "Opportunities for actuaries in data analytics".

The presentation and discussion which took place largely explored the potential opportunity for management accountants and actuaries to collaborate to diversify into fields heavily influenced by "big data" and data analytics (for example, health and pharmaceuticals).

The President thanked Mr Miskin for his interesting presentation.

15. THE ACTUARY MAGAZINE

Derek Cribb highlighted key issues arising. The tripartite publishing contract between the IFoA, SIAS and Redactive for the Actuary Magazine would terminate in December, 2015. The contract had run at a loss in recent years. A focus for the IFoA is to produce a high quality magazine for all its members, at all levels and delivered in a form that the members prefer. However, proposals by SIAS to return the Actuary to a sustainable profit position had highlighted that the IFoA's and SIAS's objectives, vision and aspirations as to the most appropriate direction of travel for the magazine were not completely aligned.

Council noted the proposals from SIAS which included a significant one off payment for the transfer of the intellectual property in the title, "The Actuary", or an annual fee to SIAS for magazine production and Redactive for printing and distribution.

In discussion, there was consensus by Council that the financial proposals submitted by SIAS would not be supported. There was however no desire that the IFoA take steps that would, or could potentially, impact negatively on the IFoA's relationship with SIAS. Council encouraged the Executive to consider equivalence of membership and to seek clarity on the aspirations and drivers behind the magazine – for example, would digital delivery (rather than hard copy print) be more or less appropriate for the membership. Council agreed that editorial independence would be important.

Paper 16 15 noted.

16. FINANCIAL STATEMENTS

The President welcomed Iraj Amiri and Kathryn Burton to the meeting.

Iraj provided an overview of the purpose of the Audit and Risk Committee (**Committee**) and highlighted key issues arising from his report to Council. The following items were noted by Council:

- The Committee had reviewed the Financial Statements and associated documentation for the IFoA, the Memorial Prize Fund (MPF), the Memorial Education and Research Fund (MERF) and the Faculty of Actuaries in Scotland Charitable Trust (Faculty Fund). The Committee had been satisfied that the IFoA had complied with its requirements and the presentations for each were fair.
- Both MPF and MERF continued to hold funds far in excess of their annual income or expenditure. Kathryn Burton emphasised the risk in light of IRS10. The IFoA, as Trustee for the MPF and MERF, was encouraged to explore the possibility of making more active use of each charity's funds. Council noted that the Board would consider this matter at a forthcoming Board meeting.
- The existing post year end reporting timetable had been too tight and represents a risk
 to the IFoA, allowing very limited flexibility to allow for unforeseen delays in the
 accounting drafting process. Kathryn Burton reiterated this concern. The timetable had
 ultimately been driven by the date of the Annual General Meeting and, in turn, the date
 of May Council. The Corporate Secretary would consider the 2016 timetable.
- The Committee was satisfied that the Board had adequately listened to, and considered, issues highlighted by the Committee.
- The Committee had been pleased and encouraged by the considerable work undertaken by the Executive during 2014 – 2015 to strengthen the IFoA's risk management and other governance processes and frameworks.

In addition, Alan Whalley clarified that the Board were content that the Financial Statements were complete and suitable for approval by Council and publication to members. Subject to a point of clarification on a drafting point in the Financial Statements for the Faculty Fund, Council unanimously approved the Financial Statements for the IFoA, MPF, MERF and the Faculty Fund.

A report being prepared for the Scottish Board in August, 2015, in regard to the Faculty Fund and its running total, would also be shared with Council in due course.

Action 8 – A Moore K Russell

Council agreed to delegate responsibility to the Board for approving, signing and providing the auditors with the respective Letters of Representation. The President thanked Mr Amiri and Ms Burton for their work over the prior year and for their attendance.

Papers 17 15 and 18 15 noted.

Financial Statements for IFoA, MPF, MERF and Faculty Fund approved.

17. ANNUAL REPORT

Subject to minor amendments, which included the addition of "non-UK" to page 104 of the Council Agenda Pack, Council approved for publication the Annual Report for 2014 – 2015.

Paper 19 15 approved.

18. CORPORATE GOVERNANCE STATEMENT

Subject to the inclusion of (a) a principle risks and uncertainties statement, and (b) clarification on the split of constituencies at Council, Council approved the Corporate Governance Statement for the Annual Report.

Action 9 - K Russell

Paper 20 15 approved.

19. SUBSCRIPTION RATES

Subscription Rates for 2014 - 2015

Anne Moore highlighted key points arising. The subscription rate had remained unchanged for the previous seven years. This had represented a reduction of 23% (in real terms against RPI). A five year financial plan had been prepared, and a number of factors had been considered which had included (amongst others) the five year plan, financial deficit, delivery of the Corporate Plan, and achievement of the optimal reserves level. It was now recommended to Council that the subscription rate was increased from £690 to £700 for fully regulated Fellows. Other subscriptions would rise in line with this. It was noted that the increase was lower than that which would require a member vote (RPI plus 1%).

In discussion, a Council member expressed some concern that greater clarity should be available on the classification of budgetary areas – the reallocation of some financial spend may have, in the member's view, prevented the need for an increase. Further, Council noted the work which would be undertaken during the 2015 – 2016 session to review the IFoA's existing strategy. As part of that exercise Council agreed it beneficial to consider not only the appropriateness of the strategy but also its pace of implementation – both factors impacting the IFoA's long term financial position.

By majority vote Council approved that the subscription rate for 2015 – 2016 be increased in accordance with the recommendation – all Council members present and by proxy having voted in favour, except for two members who voted against. In doing so, Council emphasised the importance of a clear member communication explaining the reasons for the increase.

Separately, in discussion, there was general consensus by Council that in future years the report to Council on subscriptions should include (a) an analysis of comparator subscriptions and (b) the income generated by practising certificates separate from subscriptions. The latter would be considered also as a separate item by Council at a forthcoming meeting in 2015.

Action 10 - A Moore

Paper **21 15** noted and approved.

Free membership at aged 80

Anne Moore highlighted key issues arising and the options presented to Council for consideration which had included a commutation option. Council sought clarification of the advice provided at the meeting and noted the options and the potential pros and risks identified for each. In discussion, there was general consensus by Council that simplicity should be favoured and the commutation option appeared overly complicated. In a vote the majority of Council favoured the recommendation to revoke the category of Life Membership for those who would qualify in the future – all Council members present and by proxy having voted in favour, except four members who voted against.

The Board would consider the views and steer provided by Council at its July Board, prior to the submission of a final proposal to Council.

20. MEMBERS' BENEFITS BROCHURE

Council member, Simon Sheaf, presented the Members Benefits Brochure. Its original impetus had been to highlight the benefits and services available to members (i.e. "added value" in return for the subscription fee). Feedback from the 400 Club had identified the importance of both tangible and intangible membership benefits.

In discussion, a Council member felt the use of terminology such as "status and prestige" could create a negative perception of the profession but acknowledged the terminology had been driven by survey responses. A Council member further questioned the tone of the opening paragraph under Regulation.

Subject to minor amendments which would be agreed between Memoria Lewis and the relevant Council members, Council approved the Members Benefits Brochure.

Paper 23 15 approved.

21. REFRESH OF THE IFOA'S STRATEGY

Derek Cribb clarified that a high level strategy session would be held on the afternoon prior to July Council, commencing at approximately 2pm BST. That discussion would assist the more detailed discussions on each of the strategic themes which would take place at each Council meeting held during the 2015 – 2016 session.

Paper 24 15 noted.

PART III - GUEST SPEAKERS (PART B)

22. GOVERNMENT ACTUARIAL DEPARTMENT (GAD)

The President welcomed Martin Clarke to the meeting. Martin Clarke provided a presentation to Council on "How to work most effectively together as a profession". The presentation and discussion which took place largely explored the role, responsibilities and nature of activities undertaken by the GAD within the public sector and government sphere.

External influences, such as (a) the rebalance of priorities of a new Government (e.g. devolved powers, EU referendum etc.), (b) civil service reform, (c) the digital landscape, (d) the continual need for procurement efficiencies, would all, potentially, impact on the GAD and actuarial work more broadly.

The main discussion that ensued considered the question of how the IFoA and the GAD could work together to promote the actuarial skill set and the profession. GAD could in particular assist the IFoA continue to build its relationship and profile with the Government and governmental bodies. There would also be potential for the IFoA and GAD to work more closely on some occasions in regard to actuarial research and thought leadership.

The President thanked Mr Clarke for his attendance and wished him well for his wedding the following Saturday.

23. RESEARCH AND THOUGHT LEADERSHIP COMMITTEE (RTLC)

The President welcomed Professor Mark Cross and Sarah Mathieson to the meeting. Professor Cross took his paper as read and highlighted key points arising.

Initially, Professor Cross urged Council to consider the need for senior academics on Council. The lack of senior academia could, in his view, create a disjuncture between the academic and practice communities.

Separately, the IFoA's approach to research had been unique in Professor Cross's experience. The vast majority had been undertaken by the IFoA's community via Working Parties. That approach had been pleasing and was admiral as a demonstration of the commitment of the IFoA's community to the delivery of research important to the profession, and of the collaborative approach between the Executive and the membership. He would not propose to alter that generic approach. Working Parties and volunteers should continue to play an important and valuable role, yet that approach should be coupled with an adapted model for the delivery of larger and more strategically important projects. Alignment with industry and industry funding would be important going forward.

The RTLC would, in the 2015 – 2016 session, focus on ensuring the IFoA's framework and model for delivery of research is fit for purpose. That would include consideration of aspects such as ethics, quality assurance, legal topics (such as competition law) and the establishment of an integrated research programme by working closely with the Practice Boards as subject matter experts. Consideration would also be given to the expansion of the Actuarial Research Centre as a vehicle to deliver the IFoA's research agenda.

It was noted that the future model for the Actuarial Research Centre will be a decision reserved to Council in due course.

The President thanked Professor Cross for his paper and for his attendance.

Paper **25 15** noted.

PART IV - BRIEFING PAPERS

24. WORKING IN PARTNERSHIP WITH OTHER INTERNATIONAL BODIES

Council noted the briefing paper relating to the role of the IFoA's International Board and how relationships are managed with the international actuarial bodies, the International Actuarial Association (IAA) and the Actuarial Association of Europe (AAE).

Paper 26 15 noted.

25. REPORT FROM AWARDS COMMITTEE

Council noted the report from the Awards Committee primarily setting out the results of the 2015 Honorary Fellow elections.

Paper 27 15 noted.

26. DEATH ANNOUNCEMENTS

The President paid tribute to John Galloway Wallace, who died on 18 February 2015 aged 100 years. Tribute was also paid to David Paul Hager, who died on 16 January 2015. Council noted with regret the names of the other members who had died in recent months.

Paper **28 15** noted.

PART V - OTHER BUSINESS

27. ANY OTHER BUSINESS

The President thanked the Council members retiring from Council for their contribution to Council over their tenure. The President also spoke proudly of the efforts of Council and the work undertaken by Council and the Executive during his year's tenure as President, particularly to progress his theme of "Diversity". He was delighted to be passing the Chair to Fiona Morrison who would take up her tenure as President from the AGM on 29 June.

28. NEXT MEETING

The meeting of the Council would be held on 23 July, 2015, at Staple Inn Hall, London. An induction for new Council members would be held on the morning of 22 July. The induction would be followed by strategy discussion in the afternoon. The meetings on 22 July would also be held at Staple Inn Hall, London.

Schedule of Actions

Item	Action	Member	When
4	1	Kimberley Russell	27 October 2015
6	2	Kimberley Russell	29 June 2015
8	3	Paul Reynolds	23 July 2015
9	4	Nick Salter	23 July 2015
10	5	Kimberley Russell	June Council 2016
12	6	Paul Reynolds	30 September 2015
		Memoria Lewis	
13	7	Suzie Lyons	27 October 2015
16	8	Anne Moore	31 August 2015
		Kimberley Russell	
18	9	Kimberley Russell	29 May 2015
19	10	Anne Moore	27 October 2015