

# INSTITUTE AND FACULTY OF ACTUARIES COUNCIL MEETING

## MINUTES

Date: Wednesday 13 February 2019

Time: 8.30am – 5pm

Place: Staple Inn Hall, London

### Council Members Present:

Jules Constantinou (President and Chair)			
Laura Andrikopoulos	Lee Faulkner	Alan Rae	Suee Chieh Tan
Nico Aspinall	Richard Galbraith	Matt Saker	John Taylor
* Chantal Bray	Dermot Grenham	Hilary Salt	Perry Thomas
Kelvin Chamunorwa	Keith Jennings	Edwin Sheaf	Kartina Thomson
Charles Cowling	Marjorie Ngwenya	Andrew Slater	Michael Tripp
Colum D'Auria	Bruce Porteous	Malcolm Slee	Alan Watson
Marian Elliott	Louise Pryor	Paul Sweeting	

### In Attendance:

Derek Cribb	IFoA, Chief Executive
Ronnie Bowie	IFoA, Interim Chair, Management Board (to item 11)
Graham Stott	IFoA, Chair of Management Board
David Heath	IFoA, Chair of Policy & Public Affairs Board (item 9)
* Keith Oliver	IFoA, Chair of Disciplinary Board (item 8)
Helen Wright	IFoA, Chair of Lifelong Learning Board (item 7)
Clifford Friend	IFoA, Director of Engagement and Learning (items 6, 10)
Ben Kemp	IFoA, General Counsel (items 6, 8, 10, 13)
Anne Moore	IFoA, Chief Operating Officer (items 6, 12-13)
Sarah Sim	IFoA, Director of Markets Development (item 18)
Annette Spencer	IFoA, Director of Public Affairs and Research (items 6-10, 12)
Irene Redman	IFoA, Head of EMEA Markets Development (item 18)
Charles Toomer	IFoA, Chief Risk Officer
Emma Thompson	Ashridge Communications (item 12)
Ian Phillips	Ashridge Communications (item 12)
James Harrigan	IFoA, Corporate Secretary
Lisa Rivera	IFoA, Assistant Corporate Secretary

\* by telephone

## CLOSED SESSION

Council Members, along with the Interim Chair of Management Board and the newly appointed Chair of Management Board, held a confidential discussion prior to the meeting on items pertaining to the Governance Review presented to Council at the October 2018 Council meeting.

### 1. Welcome and apologies

- 1.1 The President welcomed everyone to the meeting, in particular Grahame Stott, the new Chair of Management Board, who was attending his first Council meeting.

1.2 Apologies were received from Council member James Tufts.

## **2. Registration and declaration of interests**

2.1 No declarations of interest were made.

## **3. Actions from past meetings**

3.1 Council noted the updates to its action list.

### ***Paper 09 19 noted.***

## **4. Consent agenda**

4.1 The President invited Council to note and (by exception) comment on the items in the consent agenda for this meeting:

- Minutes of Council's meeting on 19 October 2018
- Council's forward agenda
- Results of October 2018 Council meeting feedback survey
- Update on Council Effectiveness
- Data Science – update
- Brexit – update
- Chartered Actuary – update
- Equity Release Mortgages

4.2 It was confirmed that the Council Effectiveness paper was produced further to Council's discussion at its meeting in July 2018 around developing effectiveness measures for Council's performance. No other comments were made on any consent agenda items.

### ***Papers 25 19 – 32 19 inclusive noted.***

## **5. Death announcements**

5.1 Council noted, with regret, those members who had died recently. The President and Alan Rae specifically noted the passing of Alastair Neill.

### ***Paper 10 19 noted.***

## **6. Corporate Plan 2019/20**

6.1 Ronnie Bowie gave a presentation on the draft Corporate Plan for 2019/20, which had been developed by the Executive in conjunction with Management Board and was being presented to Council in order to:

- Provide Council with the context in which the Plan had been developed;
- Outline Management Board's consideration of the proposed options for the Plan;
- Explain the rationale for the Board's recommended Plan, including how its intended outcomes align with Council's strategic priorities;
- Invite Council to provide a steer on what needed to be prioritised within the Plan, particularly in the light of the Board's realisation that not all of Council's current strategic priorities could be accommodated in the early part of the Plan; and
- Explain what the next steps would be.

- 6.2 Ronnie Bowie explained that Management Board's primary conclusion from the process undertaken to date was that the IFoA needed to make itself more operationally effective and agile, by taking steps to increase the output and sustainability of its employees and its systems. Ronnie advised that the IFoA did not currently have the resources to drive forward everything that Council had identified as a priority this year and in past years, and that high workload, resource strain and a lack of agility to respond to new matters were becoming increasingly problematic. In response to challenge from Council around these points, Ronnie advised that the organisation was already aware of a number of 'pinch points' but proposed to carry out a full gap analysis to understand all the issues and what the potential for improvement would be in each instance.

#### **Action 1 – Management Board**

Ronnie also clarified that operational effectiveness was primarily intended to be achieved through technological efficiency and improving core processes and procedures rather than through increased permanent headcount, though temporary additional resource might be required to help deliver those improvements.

- 6.3 Ronnie Bowie then outlined to Council the Management Board's favoured option for the Corporate Plan, summarising the areas of intended focus in each year and the estimated cost to the IFoA of the proposed operational efficiencies over the whole period. There followed rich discussion of the merits of the Plan, including the key points summarised below:

- Ronnie Bowie advised Council that it was unclear what the IFoA's global strategy was, or how its strategic boards fitted into it, as there was no strategic two-way communication between Council, Management Board and those boards. Ronnie encouraged that time spent now by Council on 'strategic tidying up' would be greatly beneficial to the IFoA and future Councils. Council members challenged, in response, that work on strategy development should precede operational planning in order for everything to be appropriately co-ordinated.

#### **Action 2 - Council**

- A number of Council members argued strongly for greater collaboration with other actuarial associations or organisations as appropriate, both for greater operational efficiency and from a wider strategic perspective.

#### **Action 3 - Council**

- Concerns were expressed that the draft Plan sought increased investment at a time when the results of the Member Value Proposition survey indicated that members were already concerned about the fees they were paying. It was agreed that Management Board would need to make sure that the results of the required operational efficiencies resulted in benefits to members that provided them with greater value for their membership.

#### **Action 4 – Management Board**

Relatedly, greater transparency on how members' fees are spent was also recommended, so that members could better understand why some of their subscription fees go towards aspects that are not relevant to them or may be perceived to be of limited value.

- Several Council members suggested that membership fees should be reduced, and significantly if possible, even if the additional expenditure for operational efficiencies was approved and funding for that had to be drawn from the IFoA's reserves. Anne

Moore confirmed that this proposal would be taken forward by the Subscriptions Working Group.

**Action 5 – Anne Moore**

Council also asked for pie charts to be produced that set out marginal expenditure and marginal revenue by region (including the UK), to help illustrate how subscriptions are spent.

**Action 6 – Anne Moore**

- In recognition of the pressure that the IFoA's volunteer model was under, Council members challenged that the IFoA needed to be clearer about what it needed volunteers for, and to use them only where an actuary needs to be used. In a similar vein, it was suggested that the IFoA should avoid stifling volunteers' engagement, though it was noted that their independent work did draw in executive support more often than was recognised.
  - It was agreed that there was an essential need to build capacity to mitigate some of the mounting risks, as well as giving greater prominence to underlying issues before they come to a head.
- 6.4 By a show of hands, Council confirmed that it was supportive of the direction of travel of the draft Corporate Plan. The President concluded discussion on this item by thanking the Chairs of Management Board and the Executive for their work on the Plan to date.

***Paper 11 19 noted and steer given.***

**7. Lifelong Learning Board – Annual Review**

- 7.1 Helen Wright and Clifford Friend introduced this item, which provided Council with an introduction to the initial activities of the Lifelong Learning Board since its establishment in January 2018, the Board's anticipated priorities in 2019 and the alignment of its activity to the IFoA's strategy.
- 7.2 Helen Wright emphasised that the Lifelong Learning Board had been tasked with contributing to a move within the IFoA to more contemporary standards and expectations, to make sure it is fit for the future and responds to the future needs of an increasingly diverse membership. Council was asked to consider and (if satisfied) approve the Position Statement developed by the Board to guide its planned approach to working with the Board's key stakeholders, and the Board's intended pursuit of its priorities through Task and Finish Groups focused on (a) pre-qualification curriculum and lifelong learning, and (b) conferences and events.
- 7.3 Key points arising from Council's discussion of this item were as follows:
- Council members emphasised the importance of effectively communicating to the membership that lifelong learning was not just about qualifying and then doing Continuing Professional Development (CPD), but about members taking responsibility to manage their own learning throughout their professional careers in order to ensure their skills remain relevant. With the profession providing direction to members to learn about the most relevant content areas, the expectation was that overall capability of the profession would improve, thereby supporting the ambition of branching out into new and wider fields. To that end it was suggested that the IFoA could look to disassociate lifelong learning from CPD and reposition CPD within the regulatory realm of the organisation.

- Relatedly, the need to prioritise Data Science within the IFoA's pre-qualification and lifelong learning was agreed, as was the importance of moving towards developing a post-qualification credential.

#### **Action 7 – Lifelong Learning Board, Data Science Steering Group**

- There was a critical need for the IFoA to develop a more dynamic process for revising its syllabus, to better reflect the rapidly-changing environment that actuaries work in, particularly given the time it takes an average student to qualify. Council members also highlighted the need for the Lifelong Learning Board to work closely with the Research and Thought Leadership Board to ensure that current research flows through appropriately to future curricula.

#### **Action 8 – Lifelong Learning Board**

- It was recognised that lifelong learning needed to be considered in a global context, both in terms of recognising diversity of membership and in ensuring that lifelong learning-based outputs are accessible to members globally, particularly in areas where conferences and events are held infrequently or not at all. To these points it was noted that the Lifelong Learning Board had recently appointed a member with international experience in the field, and that the Board had discussed at its first meeting the importance of using technology to reach wider audiences, as well as signposting to other qualifications and resources where appropriate.
- Concerns were expressed that the IFoA's events and conferences had become more corporate and less member-led, and were not effectively communicating what Council was doing, though it was noted that the key objectives of a conference could vary considerably. Council was advised that the IFoA had not previously carried out a holistic review of its portfolio of conferences to ensure that each event is correctly tailored to members' specific needs, as the Lifelong Learning Board would be doing. This was received positively but it was emphasised that the IFoA (notably its Practice Boards) would greatly benefit from having more assistance and support in the short term on how best to arrange conferences, as there was some concern that current efforts, despite all best intentions, were not serving members' needs effectively.

#### **Action 9 – Lifelong Learning Board**

*Paper 12 19 noted.*

### **8. Disciplinary Board – Annual Report**

- 8.1 Ben Kemp introduced the Disciplinary Board's Annual Report for 2018, which was noted to require Council's formal approval. Ben noted that disciplinary case volumes remained relatively low in 2018, and highlighted the launch of the Capacity for Membership Scheme as the Board's key achievement in the year. Ben confirmed that the Board's key priority for 2019 was to initiate a substantive review of the Disciplinary Scheme, with an additional focus on continuing to decrease the time in which disciplinary cases are dealt with and reviewing the quality of decisions reached and how they are articulated.
- 8.2 Council members were reassured that the IFoA's disciplinary processes were robust, but raised a concern about the risk it could be exposed to through its association with other bodies whose processes were potentially lacking.

#### **Action 10 – Management Board**

Ben Kemp confirmed that the IFoA's need to perform its public interest role and also protect its reputation in some instances was a strategic challenge for the organisation,

and one best approached through collaboration, though this was a work in progress at present. It was noted that where the IFoA was unable to recognise the regulations of other actuarial associations, the risk of 'double jeopardy' for IFoA members who live and work in those bodies' jurisdictions could provide reason for them to give up their IFoA membership.

- 8.3 The potential for subconscious bias in both the reporting of members under the Disciplinary Scheme, and the decision-making of those involved in exercising that Scheme, was acknowledged to be a risk. It was suggested that the Disciplinary Board should be watchful of this and consider producing a statistical analysis on in the future.
- 8.4 On a show of hands, Council voted to approve the Disciplinary Board's Annual Report for 2018. The President concluded discussion by thanking Keith Oliver for his four years of service on the Board, including the past three years as Chair of the Board.

***Paper 13 19 approved.***

**9. Policy and Public Affairs Board – Annual Report**

- 9.1 David Heath and Annette Spencer introduced this item, which outlined for Council the current activity of the IFoA's Policy & Public Affairs and Marketing, Communication & Digital teams, and the plans for each team in 2019. David highlighted that there is an opening for a trusted profession with a public interest ethos in the financial sphere on which the IFoA needed to capitalise, in order to raise the visibility of the profession and promote the expertise of actuaries. David also noted that, at the same time, the IFoA needed to enhance its contact with its members to make them feel more aware of the benefits that membership brings to them.
- 9.2 Key points arising from Council's discussion of this item were as follows:

- Council members supported the IFoA's key policy priorities (ageing population, investing for sustainable growth, resource and environment, and evolving risks and the future of insurance) as detailed in the report, and stressed the value of tying those priorities into the IFoA's work on lifelong learning, as each area had aspects that could contribute to members' professional development.

**Action 11 – Policy & Public Affairs Board, Lifelong Learning Board**

- The Policy and Public Affairs Board was encouraged to explore how the communications expertise within the team could be used to drive forward new channels and technologies to deliver lifelong learning. It was noted in response to these points that the IFoA was exploring the possibility of introducing non-actuaries at IFoA conferences events, if those individuals have skillsets and expertise that would be valuable to the IFoA's members (and in turn, to inform those individuals about the actuarial profession).
- The Policy and Public Affairs Board was encouraged to add the UK regions to the areas for policy development, as there was considerable scope for the IFoA to do good work with the devolved administrations in those areas.

**Action 12 – Policy & Public Affairs Board**

Similarly, Council members recognised that the overarching themes arising from the IFoA's key policy priorities were equally applicable in other parts of the world.

- Council members emphasised the importance of maintaining an appropriate balance of focus between the IFoA's members in the UK and its international membership, and to be able to demonstrate the tangible value of membership of the IFoA to members overseas. In response, David Heath cautioned against taking any approach that might give the impression that IFoA (as a British-based organisation) had superior knowledge to its counterparts in overseas authorities. David instead encouraged an approach based on a clear understanding of where the common themes are that the IFoA could add value to local discussions, to the benefit of people working in those areas who will interact with the authorities and regulatory bodies of those areas.

#### **Action 13 – Policy & Public Affairs Board**

***Paper 14 19 noted.***

### **10. Update from Interim Chair of Management Board**

10.1 Ronnie Bowie introduced this item, which provided Council with an update on the work carried out by Management Board since Council's meeting in October 2018. Ronnie advised that he had been heartened by the quality of the Board's debate and challenge at its meeting, but acknowledged that the Board was struggling with the complexity of everything that was going on within the IFoA and how it all aligned to the IFoA's strategy, though steps were in place to establish that understanding.

10.2 Key issues highlighted in Ronnie Bowie's update were as follows:

#### Mutual Recognition Agreements

10.3 Council noted that the IFoA's Mutual Recognition Agreements (MRAs) with other actuarial associations were currently suspended, pending alignment of the IFoA's new curriculum with those of the other organisations. Ronnie Bowie confirmed that while neither Council nor Management Board were being asked to immediately decide on this, a steer from Council might be required in the future.

#### Mutual Recognition of Individual Exam Passes

10.4 Council noted the position with the arrangements the IFoA has in place for mutual recognition of individual exam passes with sister actuarial associations, and were advised that a proposal on the way forward for these arrangements would be agreed by Management Board, on the advice of the Executive, and brought to Council for decision in due course.

#### **Action 14 - Management Board**

Relatedly, it was noted that this underscored the need for the organisation to develop an international strategy as a matter of priority.

#### **Action 15 - Council**

#### Member Support

10.5 On the issue of member resignations in Ireland, Ronnie Bowie advised Council that no further resignations were now expected but work was underway along with the Society of Actuaries in Ireland to understand why those resignations happened, and identify what could be learned from it to inform the IFoA's international strategy. Council also noted that there were concerns about the level of support that the IFoA's members in India were receiving.

### Memoranda of Understanding

- 10.6 By a show of hands, Council voted to approve the revised governance process for IFoA's Memoranda of Understanding, as commended by Management Board.

### Equity Release Mortgages

- 10.7 Ronnie Bowie explained to Council that Management Board had reviewed the governance processes in relation to the IFoA's research into Equity Release Mortgages and had found them to be appropriate, but that the Board had been left concerned that the IFoA had been many months too late in becoming involved in the matter.
- 10.8 In response to questions from Council members about what had been learned from these events, it was agreed that it would be important to identify at the outset of future research projects whether there are competing public interest issues (as was the case in this instance) and if so, whether these can be reconciled. In recognition that this was the first research carried out by the IFoA on a jointly-funded basis, it was agreed that the IFoA needed to give careful thought to how the perception of conflicts of interest can be effectively managed even where (as in this instance) appropriate governance arrangements were in place, and whether it was possible to put a 'firewall' between the research and its funding that would stand the test of public scrutiny. Council member representatives on Practice Boards were encouraged to be mindful of the reputational risks to the IFoA that can arise in situations like this.
- 10.9 It was acknowledged that while there would inevitably be some criticism of the IFoA for becoming involved in such a contentious issue, it would have been peculiar if the IFoA had not sought to become involved in the debate, and it was felt that those who viewed the IFoA's participation objectively would recognise that it was fair and balanced.

### Exam Pass Lists

- 10.10A Council member questioned the rationale for the proposed cessation of publication of pass lists for individual IFoA examinations. Clifford Friend advised that this decision had been taken as it was no longer considered good practice to publish pass lists before giving each individuals their exam result, particularly as the IFoA's contract was with the individual rather than their employer.

***Paper 15 19 noted.***

***Paper 16 19 (Memoranda of Understanding) approved.***

### **11. Governance Review – further recommendations for Council**

- 11.1 Ronnie Bowie introduced this item, which provided Council with an overview of the progress made to date to take forward the recommendations of the Governance Review and proposed that further progress be reported by exception at future Council meetings.
- 11.2 Council members noted the update and requested more visibility of the progress towards implementing the recommendations, which was accepted.

**Action 16 - President**

- 11.3 The President explained the process by which the Presidential Team, the Chairs of Management Board and the Chief Executive had identified the recommendations to prioritise as well as those that were considered to be quick and easy to implement.

Marjorie Ngwenya advised that some of the more detailed recommendations regarding the composition of Council were being looked at by the Nominations Committee.

- 11.4 In concluding discussion on this item, the President thanked Ronnie Bowie for his assistance to the IFoA both in relation to his involvement in the Governance Review, and for chairing the Management Board on an interim basis from November until the beginning of February.

***Paper 17 19 noted.***

## **12. Member Value Proposition**

- 12.1 Lee Faulkner led the presentation of this item, which provided a summary of the quantitative research phase of the IFoA Member Value Proposition (MVP) project. Lee summarised the key and noteworthy results of the quantitative research and advised that the quantitative stage of the research, which was due to begin imminently, would involve obtaining detailed feedback in one-to-one or focus group sessions from those members who completed the survey and were happy to elaborate on their responses.

- 12.2 Key points arising from Council members' discussion of the survey results and proposed next steps were as follows:

- Council members agreed that it was important to speak to employers as part of the qualitative research phase of the project, to understand their perspective of the IFoA and the value it adds, and suggested that the researchers could liaise with IFoA members to identify the appropriate people in those companies to speak to.
- It was suggested that it would be helpful for the qualitative research to ask members to envision what the IFoA would look like in the future and what they would value most from that future body to meet their professional needs, to help give direction to the actions to be taken forward from the research results.
- Council members were concerned to note that only a small number of members working in wider fields had responded to the survey, and highlighted the need to keep those members engaged and supportive of the IFoA given the critical need for the profession to grow in these areas in the future. Some members expressed concern that a 12% response rate to the survey undermined the reliability of the results as an accurate measure of the average member's views.
- It was argued that the data from the survey should be viewed alongside the hard data available on member resignations and lapsed memberships, to identify overlaps and/or discrepancies between the messages coming out from the responses to the survey and the definitive action that individuals are taking.
- It was suggested that the researchers should approach members to participate in the qualitative stage of the research even if they had not specifically indicated an interest in doing so in their survey response (or had not completed the survey at all), in order to help give a better sense of how the 'silent majority' feels.

- 12.3 Council debated the timeline for releasing the survey results to members, and broadly agreed that there would potentially be great benefit in engaging on this with members at the earliest opportunity, to demonstrate that their concerns are being listened to and acted upon.

**Action 17 – Member Value Proposition Group**

It was also suggested that the 'Net Promoter Score' could be utilised as a Key Performance Indicator for the IFoA, so that it is consistently thinking about how to improve the member experience.

#### **Action 18 – Management Board**

- 12.4 Lee Faulkner concluded discussion on the item by summarising the next steps for the project and confirming that the results of the qualitative research stage would be brought to Council's meeting in June 2019.

#### ***Paper 18 19 noted.***

### **13. Kingman Review and Actuarial Monitoring Scheme**

#### Kingman Review

- 13.1 Ben Kemp updated Council on recent developments in relation to the Kingman Review of the Financial Reporting Council, and confirmed that the IFoA was proactively engaging with the key bodies involved (with ongoing cross-Board and cross-directorate engagement, involving Council members and the Presidential Team, informing that engagement). Ben confirmed that Council would continue be kept informed on developments on this matter.

#### Actuarial Monitoring Scheme

- 13.2 Ben Kemp updated Council on the work carried out in relation to the proposed Actuarial Monitoring Scheme (AMS) following the consultation that took place in 2018, and in particular the Regulation Board's decision – taken in the light of feedback from the consultation and recent regulatory developments – to proceed with Thematic Review ('category B') monitoring and Information and Data Gathering ('category C'), but to postpone 'Category A' mandatory direct reviews of the work of Practising Certificate holders for the time being. Ben confirmed that these decisions would be communicated to the membership in the coming weeks, and invited Council's input on what the topics of the first Thematic Reviews, which were tentatively scheduled to begin in late 2019/early 2020, should be.

#### **Action 19 - Council**

- 13.3 Concerns were raised that the significant decisions taken by the Regulation Board on these matters might have been more appropriately taken by Council. Ben Kemp advised in response to that the Board had acted in this instance under the authority delegated to it by Council, as enshrined within its Terms of Reference. Ben advised that whilst the Board wished to keep Council fully engaged on the issue, it would itself be subject to criticism from the Financial Reporting Council (in its capacity as the IFoA's oversight body) for any perceived interference from Council in matters it had delegated to the Board to deal with. The President advised that this would be taken forward with the Chair of Management Board in due course.

#### **Action 20 - President**

#### ***Papers 19 19 and 20 19 noted.***

### **14. Corporate Plan Update**

- 14.1 Council noted the update on progress against the 2018/19 Corporate Plan, and made no comment other than requesting that the Key Performance Indicator (KPI) targets to be

incorporated into the presentation slide that provided an update on performance against those KPIs.

**Action 21 - Anne Moore**

**15. Budget Update**

- 15.1 Council noted the update on performance against the 2018/19 budget and made no comment on it.

***Paper 21 19 (Corporate Plan and Budget update) noted.***

**16. Chief Risk Officer's Update**

- 16.1 Charles Toomer presented his report on the IFoA's strategic risks, which he confirmed were kept under continuous review. Charles confirmed that he had raised the risk of *failure to maintain quality leading to reputational impact* from green to amber, in recognition of the need to address the efficiency of several aspects of engagement with members. Charles reassured Council that the potential options for the 2019/20 explored earlier in the meeting would not negatively impact on the IFoA's risk profile, and would in fact move to address some of the most serious risk issues (for example, Member Value Proposition and operational efficiency) the organisation currently faced.
- 16.2 Council noted the report. In response to a question, Charles Toomer confirmed that he was confident that processes were in place as far as feasible to identify potential risks to the IFoA, but cautioned that there would always be potential for external uncertainties to arise unexpectedly.

***Paper 22 19 noted.***

**17. Update from Audit and Risk Committee**

- 17.1 Alan Rae, the senior Council member on the Audit and Risk Committee, introduced this information report, which outlined the key issues considered by the Committee at its meeting in December 2018.
- 17.2 Alan Rae highlighted that the Chair of the Audit & Risk Committee was keen to ensure that the essential role of the Committee was fully recognised and embraced by the Executive, and that the Committee was keen for members of Management Board and the Executive to (as appropriate) periodically attend its meetings and raise the visibility of their priority issues. In noting that, unlike most organisations, the Chair of the IFoA's Audit and Risk Committee was not also a member of its relevant governing body (in the IFoA's case, its Management Board), Grahame Stott confirmed that he would attend the Committee's upcoming meetings to help develop an effective connection between the Committee and Management Board.

**Action 22 – Chair of Management Board**

***Paper 23 19 noted.***

**18. Council's trip to Africa**

- 18.1 Sarah Sim joined the meeting to update Council on the plans for its visit to Africa in June 2019, including the proposed itinerary and the rationale behind it. Charles Toomer provided Council with an update on the relevant risk factors, and gave his recommendation that the IFoA go ahead with the proposed trip provided that all appropriate precautions were taken. Charles confirmed that he would keep the situation

under continuous review and that a security consultancy firm would be retained in due course to provide expert advice on relevant logistics.

**19. Any Other Business**

- 19.1 It was suggested that the development of an international strategy, and associated understanding of what Council's vision for each region should be, needed to be undertaken before any conclusions were reached on the issue of Council's composition.
- 19.2 It was agreed that another 'temperature check' call between a subset of Council members and a subset of Directors, on the relationship between Council and the Executive, would be arranged subsequent to the meeting.

**Action 23 – Lee Faulkner, Directors**

- 19.3 The President invited Council members to share their thoughts on the meeting and suggest areas for future improvement. A number of productive suggestions were made and would be taken forward as appropriate by the Corporate Secretariat.

**END**