



ONLINE MEETING OF THE BOARD OF DIRECTORS OF

WORLD ASSOCIATION FOR CHRISTIAN COMMUNICATION (UK)

Held Tuesday, **December 10, 2019** at 10:00 a.m. Toronto time

1. Welcome by the President

The President thanked the Directors for attending. The Agenda for this meeting is short, however important matters must be discussed and decisions made.

2. Roll call

The President called the roll: Those present at the meeting were:

Officers:

Embert Charles, President

Stephen Brown, Treasurer

Mathilde Kpalla, Vice-President

Absent: Sharon Bhagwan-Rolls (apologies, travelling)

Directors:

Gregg Brekke

Jim McDonnell

Rania Rashad

Ary Regis

Jim McDonnell

Absent: Alba Sabate, Vincent Rajkumar, David Morales (apologies)

Staff:

Philip Lee, General Secretary

Sara Speicher, Deputy General Secretary

Joseph Patterson

Shari McMaster, Board Liaison and Minute Taker

Quorum was established.

3. Revised WACC Global Budget

The Treasurer discussed the Revised Global Budget document which indicates a deficit of \$437,221 in 2019.

During discussions at the Board meeting in London in September 2019, the Finance Committee was asked to look at the 2020 budget and, in particular, the high amounts to be raised for GMMP. The Officers and the Finance Committee therefore looked at the budget for 2020 and asked the Secretariat to develop a global budget that reflected the most urgent costs. The Budget presented here indicates \$116,000 to be raised for GMMP in 2020. Given the high profile of GMMP and its significance to WACC, it was decided after much discussion that there could be made available a contingency amount for GMMP of \$50,000 maximum which would come from the WACC reserves.

The General Secretary noted that the proposed 2020 Budget depends on what is able to be raised, across the board, not just for GMMP.

The President indicated that the suggestion of Gregg Brekke at the London meeting, whereby a cap is put on any drawdown is to be followed. The General Secretary asked for it to be noted that the \$50,000 GMMP contingency is in addition to the projected deficit and not contained in the deficit figure.

The Finance Committee is in agreement with the 2019 Budget. The Treasurer suggests that the Finance Committee review the 2021 Budget in the light of the 2019 end of year position and the likely 2020 finances in order to gain a more accurate picture.

It was therefore MOVED by Stephen Brown that the Finance Committee agree to the Budget figures for 2019 and 2020 with a cap for additional drawdown from the reserves of \$50,000 in 2020 for GMMP if funds are not raised, and that in early 2020 the Finance Committee review the 2021 budget and make a proposal for approval by the directors.

Seconded by Gregg Brekke.

ALL in favour.

The President added a Rider that fundraising efforts are to continue.

4. Future of WACC office

The General Secretary spoke to the matter of the future of the WACC office and the issues, risks and options related thereto. He referred to the Future of the WACC Office document.

As rental payments are a large Budget expense, the Secretariat has explored options to reduce the amount being paid. At present, WACC is in a large space. Some of the staff has decentralized. Therefore, is there a better model that would work for WACC? However, WACC must be mindful of how donors might perceive a shift in working differently.

The General Secretary spoke to the various options set out in the document:

1. **Smaller office renting long-term.** WACC would need to reconfigure. It is unclear if ACT Alliance (from whom WACC gains income through a hosting Agreement) and Thyroid Cancer (who rents space) would be part of a move to smaller premises. What happens to equipment, furniture, etc.? What about physical records that need to be kept?
2. **Flexible office space.** Space could be hired for the duration and number of staff required, with the ability to increase or decrease space. What about physical records that need to be kept?
3. **Decentralization – all staff would work remotely.** Many issues need addressing: Where is server located; Where are physical records stored; Cost factors/implications for setting up

network of decentralized staff; Concern for WACC going forward – if staff members leave, how to replace?

4. **Hosted by a partner organization.** The General Secretary is aware that most of the partner organizations are decreasing their space and are unable to host.
5. **Hybrid solution.** Small hubs in both Toronto and London. Using flexible space for 3 -5 staff in Toronto. Rent space in London for one person, hopefully with partner organization. Possibility of strengthening European connections.
6. **Status quo.** Renegotiate lease with Hope. The General Secretary has started the negotiations and is awaiting a reply.
7. **Another option.** Though not on the document, the General Secretary proposed a 7th option. Use some of the reserve money and purchase a small commercial property that would be owned by WACC. The investment could be recouped over time. It is likely possible to purchase a property for \$800,000 to \$900,000.

Each of the scenarios need to take into consideration the impact on staff and how a change is perceived by funders.

The President asked if the Directors required any clarification.

Question:

1. At what point does Hope United need to be given a final decision as to whether the lease will be renewed and if the decision is to not renew, how long can WACC remain in the premises.
Answer: Hope needs to be given a decision by the end of February 2020 and WACC would need to leave the premises by August.
2. Regarding the ACT Alliance situation. Is there not a guarantee as to how long the hosting agreement is to continue?
Answer: The Agreement that WACC had with ACT has expired but there has been no discussion about renewal. WACC has been continuing with the status quo, so as to not encourage ACT to make a decision that moves them from WACC.
3. If WACC stays at Hope, is it assumed that ACT would also stay?
Answer: No

It was asked what exactly the Board was being asked to decide at this juncture, to which the President said that the Secretariat wants guidance from the Board. The Directors were invited to provide their thoughts/comments on these options.

- apart from the finances – what will make it easier for the mandate of WACC to be carried out? not just question of money and location – how will this make WACC more effective and sustainable over the long term
- has it been explored enough what needs to be done to make WACC more sustainable
- it is important that the options bear in mind the impact on staff morale, cohesion, productivity, financial implications in the medium to long-term.

The General Secretary expressed concern that if someone were to visit WACC, how would they “see” WACC as an organization in an environment other than at present?

The Treasurer said that as Treasurer, he can’t rule out the bottom financial line but in terms of what WACC is and where it is going, he was struck by what the General Secretary said in the narrative, that WACC already has 3 staff working outside the office. WACC has already moved away from the model of having one central office.

Decisions that Board needs to make:

1. Does the Board want to give the Secretariat permission to renew the lease with Hope?
2. Does the Board feel that strategically WACC’s purposes are not best served by tying itself to a physical office?

The general consensus was:

1. To negotiate a short extension with Hope United until the end of 2020 so that WACC and Hope would better be able to plan going forward.
2. “No” to purchasing a property.
3. Being hosted by someone else (another organization) a good idea. However, the General Secretary indicated that in preliminary discussions with other organizations, (UCC, Kairos, Anglicans) they do not have available space.
4. “No” to decentralization.

There was discussion with the General Secretary and the Deputy General Secretary regarding decentralization. Sara Speicher, who works out of the UK indicates that it works well for her, but she does not think it would necessarily work well for everyone. She does see the possibility however of being able to build a flexible organization with staff located in different parts of the world which would add to the makeup of WACC.

The President said that there were two matters to make a decision on and the following Motions were made:

It was moved by Mathilde Kpalla that:

- 1. The Secretariat be asked to discuss with Hope an extension of the lease until the end of 2020 to enable both WACC and Hope to find alternatives.**
- 2. The Secretariat explore smaller office options – including the hybrid option with an office in the UK and an office in Canada. The Board would need to know what would be the minimum amount of space required and to come back to the Board with a proposal by early next year.**

Seconded by Stephen Brown.

ALL in favour.

5. Memorandum of Understanding between WACC UK and WACC Canada.

The General Secretary spoke to the matter of the MoU between WACC UK and WACC Canada, which had been a long time in the making. The MoU sets out the relationship between the two WACCs. The

MoU must also ensure that it falls within the governmental guidelines of both entities and that it contains the same goals and objectives for both corporations. He is confident that this MoU satisfies all of these requirements.

There being no questions or comments regarding the MoU, **it was MOVED by Stephen Brown that the MoU as presented to the Meeting be approved.**

Seconded by Mathilde Kpalla.

ALL in favour.

6. Any Other Business

For information purposes, the WACC offices will be closed down for the Christmas break from December 23 to January 2, 2020. However, the General Secretary will be available online during this time.

The President advised that the Personnel Committee had met and made a proposal to the General Secretary to extend his contract until the end of 2020. The President will be coming to Toronto in February 2020 to do an evaluation at the WACC offices that includes meetings with the staff and the General Secretary.

7. Adjournment

Motion by Gregg Brekke to adjourn the meeting.

Seconded by Mathilde Kpalla.

ALL in favour.

Minutes respectfully submitted by Shari McMaster