

The Duke of Edinburgh's International Award Association

Brief for Constituents of the Association

First Edition June 2018



Editor's Note

This Brief has been designed to accompany The Duke of Edinburgh's International Award Association's *"Memorandum of Understanding"*. The contents deliberately follow the structure of the *Memorandum* and try not to include elements to which it doesn't refer. Since it is designed as a reference document there is some intentional repetition of parts of the text so that sections can be read in isolation. In the process of writing this, it has become necessary to adapt to changing circumstances by adopting a few new names and titles to help with consistency and to try to fill in gaps in practice. With luck they shouldn't be too obvious and, more importantly, the logic should be acceptable; only time will tell.

Key

There are quite a variety of documents and concepts referred to in the text which the following key tries to explain how they've been identified.

Example	Meaning
<u>assuring the quality</u>	emphasis
'additional opportunities'	Concept or Process
"Brand Platform".....	Reference – Document Title
<i>Key Governing Documents</i>	Reference – Document General
"Online Learning Hub"	a Name
Award Family.....	People
Association	a Title, prefixed by the

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Introduction

Welcome to The Duke of Edinburgh's International Award Association.

This *Brief* is designed to give you an understanding of what the Association is, what it does and how it works. The *Brief* elaborates on the "*Memorandum of Understanding*" – which governs the establishment, purpose and principles of operation – and the *Key Governing Documents*. It will also help you to understand what your commitments and responsibilities are as a constituent of the Association.

For the Association, and more importantly The Duke of Edinburgh's International Award, to function well it is important that you understand the way it works and what it means to be a constituent. Equally we are keen to use the experience and skills which you bring to the Association's gatherings, and to help you realise your aspirations and maximise your contribution to the Award throughout the world.

Constituents with a clear idea of their duties and responsibilities are more likely to be effective from the outset. If at any time you feel you need more explanation please get in touch with your closest contact within the Foundation staff team or one of your peers in the Association who may be able to answer any questions you have or direct you to the best source of advice, guidance or information.

Our website is www.intaward.org which also gives you access to our intranet or "Online Learning Hub" where you can find a reference section titled *Key Governing Documents*. This includes a "*Glossary*" which should help explain the terms used throughout this *Brief*.

Story of The Duke of Edinburgh's International Award Association so far

The Association was formed by The Founder, HRH The Duke of Edinburgh, in 1988 some 30 years after the Award started. By that time, the Award had already spread to more than 40 countries and two international forums had been held when The Duke of Edinburgh proposed creating a formally constituted Association with a Forum every three years and an International Council to meet in the intervening years.

The key objective was to create a type of franchise whereby everybody signed up to running the same programme, but could call it whatever they pleased. The "*International Agreements*" enshrined the format through the "*Fundamental and Operating Principles*" while the "*Code of Practice*" along with the "*Operational Guidelines*" established common practices to ensure reciprocity whereby participants might move between countries and continue their Award seamlessly.

As the membership of the Association grew, the point of greatest stress within this arrangement was assuring the quality of delivery and practice. Although there were criteria for membership these were difficult to assess. As a result, the decision was taken at the 2012 Forum in Malta to introduce a more formal social franchise business model and manage Award Operators through a licence and quality assurance process. The introduction of the "Online Record Book" enabled the same Award Programme to be delivered worldwide and, for the first time, achieve true reciprocity.

However the introduction of the *Operating Licences* challenged the role and function of the former "*Constitution*" as the most appropriate means of governing the Association. The decision was taken at the 2015 Forum in Toronto to accept that the *Operating Licences* governed membership or inclusion in the Association for Award Operators and to adopt a "*Memorandum of Understanding*" to govern the establishment of a revised Association, its purpose and principles of operation.

The "*Memorandum of Understanding*" retains all the elements of the former "*Constitution*" such as the "*International Agreements*", the Forum and the International Council, but has revised the purpose, composition and objectives of the Association as well as its processes and procedures. These are explained further through this *Brief*.

Composition of The Duke of Edinburgh's International Award Association

The Association is the collective name for all the constituents of The Duke of Edinburgh's International Award and is established by the mutual consent of all the parties concerned through the "*Memorandum of Understanding*". This includes The Founder, the Foundation, Award Operators, participants, volunteers, Award Holders and financial supporters. The composition, and objectives, of the Association are set out in *Figure 1* of the *Memorandum of Understanding*.

Constituents

The composition of the Association now includes the much wider Award Family rather than just Award Operators, so constituent is used to describe one of the parts that makes up the whole, such as a participant, volunteer, financial supporter, national director and so on, who can be either actively or passively involved in Association matters. By necessity all the gatherings and meetings are representative of the various constituents who comprise the Association. When someone is actively part of a defined grouping or meeting they are described as an attendee or a member, such as a member of the International Council or a member of the Foundation staff or an attendee at the International Gold Event. Each of the Association's gatherings or meetings defines its composition or membership through its particular Terms of Reference.

The Founder

HRH The Duke of Edinburgh is still recognised internationally as the creator of the Award. He chaired the UK's Board of Trustees from inception to 2000 and the Foundation's Board of Trustees from its inception in 1986 also to 2000. The structure, content and principles are largely of his making and the Award would not be where it is in the world or have achieved the status it now holds without him. As such, he retains a strong interest in its ongoing development and a say in its direction.

The Foundation

The Duke of Edinburgh's International Award Foundation, to give it its full name, is the charity at the heart of the Award movement internationally. The Foundation is the legal owner of the Brand and intellectual property rights. It is perhaps unusual that a later body was superimposed on the structure, but someone needed to be responsible for the franchise and it was simpler to create a new, independent body and to keep all the Award operators as equals. The Foundation is composed of a Board of ten Trustees drawn from around the world who meet at least three times a year, a Chief Executive, who is also known as the Secretary General of the Association, and a staff team who are located in four regional offices with London as the headquarters. The authority, role and responsibilities of the Foundation set out in *Figure 2* of the "*Memorandum of Understanding*" show the dual role of being the governing body as well as a service provider to the constituents of the Association. As such, the Board of Trustees is the ultimate decision maker on issues which affect the operational development and management of the Award internationally as set out in paragraph 9 of the "*Memorandum of Understanding*". Yet to be accountable to the Association and ensure its actions are transparent the "*Memorandum of Understanding*" requires the Foundation to regularly consult and discuss with all the other constituents of the Association, collectively, in representative groups or individually.

Award Operators

These are licensed by the Foundation and fall into two categories: National Award Operators and Independent Award Centres. Their responsibility is to deliver the Award, the scope of their jurisdiction being limited by their licence. They are bound together by the "*International Agreements*" set out in *Figure 3* of the "*Memorandum of Understanding*". They are not only partners with the Foundation in helping to deliver the Award, but also have a vested interest in the objectives and purpose of the Association. This is especially the case when it comes to influencing decisions on the future of the Award and the way its operations are managed which have international consequences, for participants in particular, as well as on volunteers and staff.

Participants and Volunteers

All participants in the Award and all volunteers who help with delivering, supervising or assessing the Award have a vested interest in the Association, albeit for differing reasons and in a different context because most of their activity is localised; their relationship is with their local Operator or delivery partner. There are also a great many of them and their numbers are increasing. For these reasons, although they, too, are regarded as constituents of the Association, participants and volunteers largely depend on their Award Operator to represent their views at regional and international level. Equally the Association expects Award Operators to practise good governance by consulting and discussing with participants and volunteers on issues which may affect their experience or the operation of the Award. It is, however, possible for an older participant or a younger volunteer to have the opportunity to attend an International Gold Event and Emerging Leaders Conference (see page 14) which may lead them to have a more direct involvement in Association events and meetings. There may be other opportunities if as individuals they have come to the attention of their Award Operator leadership.

Award Holders

Also referred to as the alumni, these are among the most powerful advocates as well as critics of the Award. Although some do stay engaged with the Award once they complete, it would be good if more were willing and able to do so. It is an aspiration to create a network of alumni associations to help Award Holders in their future lives and careers as well as hopefully enabling more to remain engaged or in touch with the Award wherever in the world they may be. There is a range of possible voluntary roles from unit leaders to assessors to ambassadors to fundraisers to trustees. Those who do remain engaged may be offered the chance to attend an International Gold Event and Emerging Leaders Conference which may enable them to become more directly involved in Association events and meetings.

Financial Supporters

This is a very broad group with varying degrees of interest in the purpose and objectives of the Association, nevertheless financial supporters are important constituents of the Award Family. Their interest and involvement in the Association will be most likely influenced by their philanthropic aims. For some this might be a willingness to give to multiple countries such as supporters of the Foundation or members of the World Fellowship. For others it might be an interest in international policy and policy-making for young people such as government departments and relevant officials who support their local Award Operator for whom attending an Association meeting can be of great value.

Purpose of The Duke of Edinburgh's International Award Association

The purpose of the Association is to encourage mutual cooperation between all constituents, share responsibility for development and foster collective ownership of our Brand. In essence, this is what is often referred to as the 'Award Family'. This is an expression that is more of a feeling which is difficult to describe until you become a part of it, although there are positive actions we can all take to sustain this. These objectives, and the composition of the Association, are summarised in *Figure 1* of the "*Memorandum of Understanding*" and set out below in full with a commentary:

a) fostering a sense of collective ownership of the Brand by:

- (i) **embracing the vision, mission, values and guiding principles**:- all these elements describe the essence of the Award which is the service we all help to deliver or participate in. They express not just the concept, but also the spirit which binds the Award Family together. An explanation of the Award's "*Brand Platform*" is attached at *Appendix A, page 16*
- (ii) **building The Duke of Edinburgh's International Award's status as the world's leading achievement award for young people and the non-formal education qualification**:- over the years the Award has evolved from being just a development programme for young people into a non-formal educational qualification, increasingly recognised by universities, colleges and employers. This level of recognition can vary from territory to territory as the Award's local reputation grows, but this international credibility means holding an Award has value beyond the country where the participant achieved it. This also means that assuring the quality of the Award has become increasingly more important
- (iii) **monitoring the Brand Guidelines and how they are used as well as key policies to protect and develop the Brand, especially the visual elements**:- developing the recognition and awareness of the Brand and especially its identity is an increasingly important part of the Association's purpose. As a result, the rules for the use of the visual identity are set out in the "*Brand Guidelines*", one of our *Key Governing Documents*, and it is important that we are all involved in managing, enhancing and protecting our Brand

b) sharing responsibility for development by:

- (i) **attending and participating in Association meetings and events**:- when proposals relating to the future of the Award are being discussed, policies are being formulated and operational developments explored it is not just the Foundation's Trustees who are hearing views, experiences or ideas, but also as many other constituents of the Association as possible so that they too can be informed and understand the circumstances which can influence a final outcome
- (ii) **advising and guiding on strategic development and policy**:- to get these right the Foundation needs input from constituents; the range of practical experience is vital to ensure the intentions can be met and will have the right consequences. All operators, regardless of how long they've been a constituent of the Association, are equal partners
- (iii) **advising and guiding on the management and development of operations**:- experience and views are necessary to ensure the Foundation is setting the right priorities, providing the right operational support and delivering the required services for constituents to enable the Award to improve and grow

c) encouraging mutual cooperation by:

- (i) **sharing best practice, experiences and lessons learnt**:- the Association's gatherings and events are to assist constituents with building relationships with other constituents, to learn from one another and to help each other; no one should be timid about sharing how they have overcome particular problems or challenges; it is always possible that other constituents' experiences may be of value to you

- (ii) **supporting and helping each other, including financially when appropriate**:- the Association is there to help. This support may come in many different forms, not just from the Foundation. There is currently no membership fee so any pooled resources comes through voluntary income held by the Foundation; constituents are encouraged to support each other voluntarily where this is practical and feasible
- (iii) **reaching out to embrace new ideas and practices, new members or new attendees at meetings**:- no one has a monopoly of good ideas; constituents are encouraged to keep an open mind to the suggestions of others. The Association should also be an open and welcoming environment to all, most especially new faces whose prospective contribution needs to be embraced

Principles of Operation

To achieve the purpose and objectives of The Duke of Edinburgh's International Award Association it is necessary to establish some principles by which the Association wishes to function. In part this is about how the Association manages its business, especially the types of meetings, their content, how they are run and how decisions are reached. There are also the practices and procedures which shape the Association's approach to dealing with proposals, concerns and ideas. Understanding these principles should make attending and contributing at meetings less daunting as well as appreciating better how an outcome is reached.

Consultation and Discussion

Association meetings are opportunities for enabling consultation and discussion. In essence, consulting is the act of seeking counsel as in advice; discussion is the act of exchanging opinions or debating. An essential part of the Foundation's governance responsibilities is to ensure accountability and transparency. This requires consultation and discussion with all other constituents of the Association, collectively, in representative groups or individually. The Foundation tries to achieve this primarily through the 'consultation process' for dealing with concerns and proposals.

Governance

The Association has an interesting and perhaps slightly unusual governance arrangement particularly as it has no hierarchical organisation structure. This is because the Foundation owns and licences under franchise only the Award Programme, the service or product which the Brand describes and protects. The Foundation doesn't own, manage or run the organisations which deliver the Award as these can be schools, government departments, non-government organisations or charities set up specifically to deliver the Award operating under their territorial laws; hence Award Operators are regarded as 'partners' and the local operational management of the Award is only achieved through partnership. Equally, no 'partner' owns either the Foundation or the Award's programme. This relationship makes for a level arrangement and explains why the interaction between the Foundation and the constituents of the Association is so important.

Leadership

What the Award internationally needs and what the Association tends to expect the Foundation to provide is leadership. This is about someone taking the initiative in developing ideas, expressing a vision, giving direction, encouraging good practice, raising expectations, setting targets, marshalling resources, promoting the cause and organising activities which generate confidence, trust and respect both within and without the Association. Such trust and respect has to be earned and maintained, it cannot be taken for granted. Once established, however, it should enable the sum of all the parts to work together to overcome challenges, seize opportunities and make progress. That is not to say that others cannot initiate ideas, express a vision or take a lead in any of the other areas mentioned above, in fact such initiative is actively encouraged.

Content of Meetings

The subject matter for the majority of discussions at meetings is generally operational because that's what is important. The range of issues is determined by the respective Terms of Reference and also the context of the meeting, so regional issues may be different from international ones. What makes our meetings work, usually harmoniously, is that regardless of whatever organisation we may be a part of outside the International Award Association, within the Association we can share a common passion and purpose for delivering the Award to young people. We are all striving ultimately to improve the value of the Award by reaching more young people, igniting a passion within them, giving them a positive and purposeful experience and through discovering their place in the world help more to succeed in life. We can only achieve this by sharing our experiences, highlighting best practice, learning from our mistakes and continually challenging ourselves.

Decisions – Consensus

The general principle governing Association meetings is that agreement is reached through consensus. In essence, consensus means a general agreement of opinions; if there are even a very small number of dissident voices or opinions then a proposal or recommendation cannot be agreed by consensus. The chairman always retains the right to call for a simple show of hands to illustrate the scale of any opposition. Where there is not consensus, a proposal can be dropped, further discussion may take place or an appropriate amendment can be made. This approach is intended to make meetings more informal, encourage more contributions and ensure maximum support for any action. Although the Foundation's Board of Trustees is essentially the final decision-making body, when the practices and procedures developed over the life of the Association work properly the final outcome should have virtually unanimous agreement.



Cycle of Meetings

The Association has a three year 'cycle of meetings' beginning and ending with the Forum. The general purpose is to ensure regular opportunities for constituents to gather in different contexts, to allow different forms of consultation or discussion on matters of interest and to engage with the Foundation's Trustees and staff. Summaries of the roles and functions of these meetings are set out in *Figures 4a-c* in the "*Memorandum of Understanding*"; they are either international or regional; there is no hierarchical structure or organisation, the content of each can be entirely independent although normally there is a flow of business between each.

Forum:- (Fig. 4a) this might be equated to a general assembly of the constituents which is why most ideas or proposals tend to either originate or conclude at the Forum. Although there are certain matters which need to be dealt with during the course of the Forum, as the Association grows, it is becoming more of a conference and less of a formal meeting. It is customary for the Foundation's Trustees, the International Council and each of the Regions to meet within the same time period. It can only be hosted by a "*Full Licence*" holder and there is a formal bidding process to select the host. Given the complexity and cost of the event, every three years seems a sensible timeframe, although this is constantly reviewed, so smaller gatherings are held in the intervening years to progress business stemming from the Forum and to provide other opportunities to come together. An explanation of the roles and functions of the Forum is attached at *Appendix B, page 20*.

International Council:- (Fig. 4b) this is a representative body of the Forum, or more accurately the Association, which meets once a year. Its key task is to track and progress business stemming from the Forum. As a much smaller group it is often easier for the Foundation's Trustees, staff, Operators and Emerging Leaders to discuss operational matters in greater detail. It usually meets towards the end of the year and so can also distil those matters arising at the Regional Conferences. It normally meets in or near London in the year following a Forum and in its second year its meeting coincides with the International Gold Event which culminates with the Emerging Leaders Conference where the attendees of the IGE meet with members of the International Council. The International Council then reports to the Forum on any progress made, decisions taken or recommendations for action. An explanation of the roles and functions of the International Council is attached at *Appendix C, page 27*. (For the International Gold Event see page 14 under "Overview of Key Governing Documents").

Regional Conferences:- (Fig. 4c) these are held in each Region at least once, but preferably twice, between Forums. Their key task is to discuss the challenges and opportunities facing the Regional Director and staff as well as to consider any relevant business stemming from the Forum or the International Council. The composition and context of these conferences may have an influence on the nature of the discussion. It is customary for a "Full Licence" holder to host a conference, but essentially it is the decision of the Region. Matters arising from the conferences are then discussed at the International Council. An explanation of the roles and functions of the Regional Conferences is attached at *Appendix D, page 33*.

Regional Meetings:- these occur in the margins of the Forum and are essentially opportunities to gather those attending the Forum in their Regional groupings. No Regional Conferences are held in the year of a Forum so this provides a chance to discuss matters pertinent to the Region and anything which it is felt that they wish to be raised at the International Council or Forum.

Additional Opportunities

There are a number of other less formal opportunities for constituents to engage with each other and the Foundation. The constituents engaged in the following groups are drawn from a pool of volunteers who have made themselves known to the Foundation, have particular interests or have undergone additional training to qualify them to carry out the relevant tasks or roles.

Working Groups:- these are formed as required to engage an appropriate grouping of constituents for consultation on and the development of specific tools, such as reviewing and updating the Handbook for Award Leaders or producing the next version of the "Online Record Book". These opportunities are usually promoted and function through the Association's intranet, also known as the "Online Learning Hub", so communication is on-line rather than face-to-face.

Licence Validation and Reviews:- there is an opportunity for constituents to get involved in assisting with this process. This might require a three person team drawn from a mixture of nationalities and positions, so perhaps a member of the Foundation staff, a National Chairman and a National Director. A typical visit lasts 3 days and involves the checking of supplied licence compliance paperwork (before any visit), follow up interviews and the possible facilitation of group discussions concerning plans for improvement and future growth.

Regional Support Groups:- Originally Regional Training Panels, these groups comprise volunteers working on behalf of the Foundation, managed by Regional Directors, to support the development of Award Operators within a region, especially with training. Groups can also be formed to support the implementation of a particular service offered by the Foundation in which case they are referred to as Service Support Groups and are managed by Heads of Service. (The change in title is deemed to be more appropriate and in keeping with the definitions found on page 13 of this *Brief*).

Foundation Team Visits:- from the Secretary General to project administrators assessing “Special Projects”, the Foundation staff make regular visits to the Regions and countries. These provide more informal opportunities for constituents to raise issues that may be a cause for concern or ideas that may support more effective development.

Practices and Procedures

The practices and procedures of the Association, its meetings and gatherings have evolved over the years and have been largely unchanged under the “*Memorandum of Understanding*”, although we have made more of an attempt at trying to describe them. In addition to the topics determined by the Terms of Reference and set out in the respective agenda, the meetings and ‘additional opportunities’ also provide the mechanisms for constituents to raise their own matters of interest.

Comments and Opinions:- the purpose of any meeting, consultation or discussion is to stimulate observations, comments and opinions. The content of meetings is designed to raise subjects which are thought to be of common interest and value to the attendees. The contribution of the attendees usually provides a gauge of the level of interest, although a lack of reaction may be interpreted as either general agreement or a signal of disinterest or absence of understanding, so active participation when the opportunity arises is very strongly encouraged. The purpose of minutes is to record what happened at a meeting, especially decisions taken and why, this provides attendees with a second opportunity to respond if they feel the minutes do not reflect what they thought had been discussed.

Concerns and Questions:- at all times there are Award Operators who are at different stages in their own development and therefore running up against different challenges and opportunities, yet no one should be shy of asking a question, however basic it might appear to be. Equally, more established and experienced operators must be patient and display understanding of those still coming to terms with the philosophy of the Award and the myriad ways it can be applied in different circumstances. Constituents should also feel free to raise any concern or worry they might have about the way the Award’s delivery is being managed, coping with a particular challenge, how others are interpreting the “*Operational Guidelines*” or “*Operating Principles*” or anything else which they feel instinctively is not quite right. Any such matter should be dealt with appropriately at any point in the ‘cycle of meetings’ or through the ‘additional opportunities’. Occasionally a concern merits wider consideration and discussion if it is thought to be an issue beyond one region at which point it enters the ‘consultation process’ to discover if others share the same concern, or perhaps establish how wide the practice is, and then to try to find a solution.

Suggestions and Ideas:- any thoughts, suggestions or ideas on, say, the Award’s development or improving a *Key Governing Document* can be fed in to the ‘cycle of meetings’ at any point or through any of the ‘additional opportunities’. These can be raised through a discussion, stimulated by a ‘consultation process’ or simply presented at a meeting. If an idea merits wider consideration it should then be developed into a more formal proposal.

Dealing with a Proposal

A proposal is simply a more formal way of ensuring a suggestion can be properly considered and discussed more widely by the Association and at meetings.

Forming a Proposal:- the paper must identify the sponsor of the idea and demonstrate it has support from others. It should include some essential elements to enable us to reach a decision on whether it is approved, rejected or needs further refinement:

- the issue – what is the problem that needs fixing and why is it a problem
- the questions – what are the arguments we should be dealing with and support the case
- the consideration – what is the proposal that we should be asked to consider

Such a proposal is only required for an idea which has an international application and impact since a local or regional matter can be dealt with at a Regional Conference, so a proposal must have sufficient merit to be considered by other Regional Conferences, the International Council or at the Forum.

Submitting a Proposal:- this can be done at any point in the 'cycle of meetings' to the most appropriate Foundation office; once submitted the 'consultation process' should ensure that not only is its progress properly tracked, comments recorded and a decision reached, but also that everyone, especially the sponsor, is kept informed.

Consultation Process:- this should ensure that a concern or a proposal:

- is discussed, normally at each of the three points in the cycle (Regional Conferences, International Council and Forum) to ensure maximum exposure to all constituents
- is raised at Forum and, if straightforward, could be delegated to the International Council and then to the Foundation's Trustees for decision thus bypassing Regional Conferences, although this would be exceptional
- may stay in the cycle for longer if more complex and needs more time or thought
- is treated equally and consistently irrespective of the constituent who initiated it
- is ultimately considered by the Foundation's Trustees in order to decide on the outcome and subsequent method of implementation having taken into consideration the advice and opinions of the Association

Example:- to illustrate the process, practice and procedure there is a series of diagrams attached at *Appendix E, page 37* which tries to show how concerns or proposals navigate around the 'cycle of meetings', given there is no hierarchical structure and therefore no prescribed route. An example of a proposal made or sponsored by the Foundation and another by an Award Operator is outlined below, the arrows followed by letters and numbers relates to the boxes in the diagrams.

Guide to Recognition within IAA

- suggestion sponsored by the Foundation team
- sought support and input from Australia out of committee
- proposal developed and initiated into the 'consultation process' through the Board
- due to timing, disseminated through Regional Conferences for comment and reaction
- refined proposal submitted to IC ➤ A2
- with no impact on any of the *Key Governing Documents*, Foundation cleared to refine proposal and issue guide with final approval from Trustees ➤ C3 ➤ D3

Change to Age Range

- suggestion sponsored by the DofE UK
- sought support through EMAS Region and IC out of committee
- proposal uniquely brought to Foundation's Trustees due to timing of implementation and because it impacted on the "*Operational Guidelines*" (*Key Governing Document*) ➤ D1
- Trustees agreed to a limited number of pilots in different countries as the proposal sought to change behaviour therefore needed to be sure how change would be understood and interpreted in different cultures and circumstances
- IC and Regional Conferences consulted and kept informed of progress ➤ A2 ➤ B2
- outcomes and possible amendments to *Key Governing Documents* to be proposed at Forum 2018 ➤ A3
- actions delegated to IC ➤ B3
- IC recommends action by Foundation ➤ C3
- if all agreed Foundation issues new "*Operational Guidelines*" ➤ D3

Overview of Key Governing Documents

There are a number of documents referred to in the “*Memorandum of Understanding*” and listed within *Figure 5* of the “*Memorandum*” whose contents are pertinent to the way The Duke of Edinburgh’s International Award Association operates or which govern the way in which The Duke of Edinburgh’s International Award is managed and delivered. These documents set out principles, policies and guidelines which, if changed, will impact on a significant number of constituents of the Association so it is incumbent on the Foundation to ensure that the Association is aware of any proposed change, its implications and its application. These documents are all gathered on the intranet or “Online Learning Hub” for reference under *Key Governing Documents*.

Brand Guidelines

There is a variety of definitions or descriptions of the concept of ‘brand’, but essentially it is a unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product or service and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, satisfaction and reputation in the consumer’s mind (positioning). Thus brands help harried consumers in a crowded and complex marketplace, by standing for certain benefits and value. The legal name for a brand is ‘trademark’ and when it identifies or represents an organisation it is called a ‘brand name’.

When The Duke of Edinburgh’s International Award introduced its revised Brand Platform in 2012 (see *Appendix A, page 16*) it came with a set of definitions, explanations and rules on how to use it responsibly: our “*Brand Guidelines*”. Everyone within the Association has collective ownership of and responsibility for our Brand, how it is perceived and how it is used.

The “*Brand Guidelines*” set the boundaries of what is permissible. If anyone wishes to step outside those Guidelines it is probably better to check first with the Foundation’s Communications team. Equally, if you are concerned about the way anyone inside or outside the Association is using the Brand or interpreting the Guidelines then you should also bring this to the attention of the Foundation’s Communications team. Depending upon the nature of an enquiry or concern it may be dealt with immediately. It could also be brought to the attention of the Association at an International Council Meeting via the Brand Management Panel. This may result in an amendment to the “*Brand Guidelines*” being proposed which would enter the ‘consultation process’ to ensure constituents of the Association are fully aware of any possible changes.

Operational Guidelines

These were originally appended to the “*Constitution*” and written by The Founder as an explanation of the application of the “*Operating Principles*”. Although updated from time to time to ensure the language is appropriate and to reflect operational changes they still essentially convey The Founder’s intent. Much of the content will be familiar through the Handbook and elements of the “Online Record Book”, but it is the “*Operational Guidelines*” which set the boundaries of what is permissible. As such it is important that any changes go through the ‘consultation process’ to ensure all are aware.

Operating Licences

With the exception of the “*Memorandum of Understanding*” itself, the *Operating Licences* are perhaps the most important of the *Key Governing Documents* because they define:

- the relationship between the Foundation and Award Operators
- the responsibilities of the Foundation and Award Operators
- the standards Award Operators are expected to attain and maintain

The issuing and holding of a valid *Operating Licence* also determines inclusion within the Association for Award Operators.

Operating Licences (continued)

The *Operating Licences* referred to and contained within the *Key Governing Documents* are the standard forms with an explanation of the intent behind each clause or section. There are three types of licence: Conditional and Full National Award Operator Licences, and Basic International Award Centre Licence. The standard form of each licence provides an agenda of items which both parties must discuss and agree upon, so although the final wording of a licence agreement with an individual operator may include some local variations, the content and standards never vary. Nevertheless, it is anticipated that through experience elements of the standard form of each licence may be reviewed and amendments proposed. This may have implications for operators when it comes to their licence review, hence the need to ensure any proposed changes are widely discussed through the 'consultation process'.

Differential Pricing Policy

There are a number of Association events and activities which may require the recovery of reasonable expenses through the levying of a fee on attendees. This policy sets out a respected and fair method of charging a single price across the Association which is variable and proportionate to different countries depending on their ability to pay. The current policy is contained within the *Key Governing Documents* for reference and because any changes will affect constituents of the Association.

Terms of Reference

It is customary that when any committee or sub-committee is formed they must have an agreed set of *Terms of Reference* which should answer a number of questions:

- why is the committee being established?
- what is the purpose of the committee?
- what authority does the committee have to take decisions or provide advice?
- what is the membership of the committee?
- how often will the committee meet?
- who will chair it?
- how will it function?
- how will the committee be administered to enable it to function?
- to whom will the committee report, how and when?

In the Association, all gatherings with a regular and defined membership have *Terms of Reference*. This includes the Forum and the International Council as well as any subsidiary committees, panels or groups. The *Terms of Reference* are normally drawn up by the Foundation's Trustees and agreed by the appropriate establishing body. As with all the *Key Governing Documents* they are available so that all constituents can make themselves aware of their content and they are subject to occasional 'review'. The difference is that each body is able to determine amendments to their own *Terms of Reference* without being subject to a full 'review' or 'consultation process', unless the proposed changes are substantial, and submit their recommendations to Forum for agreement.

For clarification:

Committee:- is used to describe a body which is appointed for a particular business, usually from a larger body, with a regular and defined membership

Panel:- is used to describe a committee with a defined purpose, but which only meets as and when it is required and its membership is determined by that requirement. So if the panel is tasked to deliberate on a dispute then the members must be independent

Group:- used to describe a body which is appointed by the Foundation staff team for a particular business or assisting the staff team with a particular business, usually delivering a service

The *Terms of Reference* currently listed within the *Key Governing Documents* are for:

- Forum
- International Council
- Regional Advisory Panels
- Dispute Resolution Panel
- Brand Management Panel
- Special Projects Panel
- Regional Conferences

The *Terms of Reference* for groups and committees established by the authority of the Foundation's Trustees are not included as they deal with Foundation and not Association matters.

International Gold Event

This is an event which happens every three years, normally in the year prior to a Forum. It is the Association's way of identifying the next generation of leaders, be they staff members, volunteers or trustees. Attendees are individuals who have made an impression on their local Award Operator and whose commitment might be strengthened by attending a skills development programme in an international context. Being an event there are no *Terms of Reference*, instead a guide to the event, its purpose and the conditions of participation is included within the *Key Governing Documents*, which also explains the Emerging Leaders Conference and the selection of a representative group of Emerging Leaders who become members of the International Council. It is important that, as this event evolves and develops, all constituents of the Association are aware of any changes to the conditions.

Emerging Leaders:- this is how attendees at International Gold Events are referred to. While Emerging Leaders tend to be relatively young in age, there is no specific age requirement; they are typically drawn from alumni, are usually, but not necessarily Gold Award Holders, and have already shown an interest and aptitude for taking on greater responsibility

Emerging Leaders Conference:- this is a joint event for the Emerging Leaders who have been attending the International Gold Event and the members of the International Council during which the Emerging Leaders report back on the activities and tasks set for them, which usually involves exploring aspects of how the Award runs in the host country, generating useful discussion on operational matters and how the Award adapts to different cultures

Emerging Leader Representatives:- there are eight places on the International Council reserved for Emerging Leaders, usually two from each region; it makes more sense if it is the same eight who attend meetings for the three years of their cycle so a method of choosing those eight representatives is required; their role on the Council is to contribute to the discussions and debates, expressing their own personal views and opinions on the topics which will tend to reflect their peers' perspectives on such issues; they also provide a means of communicating with their peers and, if appropriate, sharing those views

Review Process for Key Governing Documents

All of the *Key Governing Documents*, as well as the “*Memorandum of Understanding*”, are subject to periodic review and amendment. The process illustrated in *Figure 5* of the “*Memorandum of Understanding*” is intended, as with the ‘consultation process’, to ensure that The Duke of Edinburgh’s International Award Association is aware of what is going on, has the opportunity to comment and advise, be involved in determining the outcome and know about the result.

Proposal or Review

Change is normally initiated either because of a proposal put forward by an Award Operator or the Foundation or because it is felt necessary to conduct a ‘review’. A proposal would normally seek a specific amendment to a *Key Governing Document* and as such would be dealt with through the normal ‘consultation process’. A ‘review’ is a rather more expansive exercise to ensure the wording and contents of a particular *Key Governing Document* are fit for the purpose intended. This is usually recommended by the Forum or by the International Council and is normally overseen by the International Council and delegated to a small team to carry out.

Trustee Decision

The length of the consultation phase of the process rather depends on the extent of the ‘review’. During this period the ‘review’ team will circulate their ideas for change and give the Association appropriate opportunities to consider and discuss them with the Foundation staff and Trustees as well as being able to make refinements. Under normal circumstances it is envisaged that the final recommendations would be discussed at Forum with a clear recommendation to Trustees. As the guardians of the principles of the Award and the ultimate decision-making body within the Association it is generally agreed that the Foundation’s Trustees should take the final decision on amendments to *Key Governing Documents*, but obviously only after having consulted carefully with the Association and taken into consideration any opinions, comments and advice. This is especially the case of any amendment to *Figure 3* of the “*Memorandum of Understanding*” which requires the approval of the Foundation’s Trustees as the custodians of the “*International Agreements*”.

Foundation Responsibilities

Once any decision on changing any of the *Key Governing Documents* has been taken then the Foundation is responsible for ensuring the Association is aware of the revised document, how it has been amended and for updating the relevant document on the “Online Learning Hub”. From that point on the Foundation is responsible for managing and applying the revised principle or policy.

Constituents’ Compliance

It is equally important that all constituents of the Association comply with the changes and if the process has been followed – peer consultation, response, participation and review – then all know not only what the changes are, but also that they have been approved by their peers. In other words, it is the Association which has set the rules; they have not been imposed by some disconnected authority. Principles or policies introduced under such a process tend to be much the stronger for it.

APPENDIX A – BRAND PLATFORM

FOR THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD

The purpose of the **Brand Platform** is to achieve clarity and consistency in language and terminology to assist with all forms of communications. There were four steps in the development and application of our **Brand Platform**

Step 1 - answer **four key questions** (page 16):

- What is the Award Programme?
- What do we want to achieve?
- What is our approach?
- What impact has and will the Programme have?

Step 2 - use these answers to generate the elements of the **Brand Platform** (page 17):

- Essence
- Personality
- Values
- Tone of Voice

Step 3 - generate the **Vision** and **Measures** of what success might look like (page 18)

Step 4 - put the **Brand Platform** into practice by revising governing documents and guidelines (page 18)

- Guiding Principles
- Glossary of Terms

Step One: - the answers to the four key questions:

1. What is the Award Programme?

- a. The leading youth achievement award for young people that brings together practical experiences and life skills to create committed citizens of the world
- b. The basic elements (which, combined, form the unique intellectual property of The Award) are:
 - i. Open to all from 14th birthday to 25th birthday, expressed as 14-24
 - ii. Three levels: Bronze, Silver and Gold each progressively more challenging
 - iii. Five Sections: *Service (or Volunteering), Skill, Physical Recreation, Adventurous Journey* plus *Residential* for Gold Awards only
 - iv. An Award recognises individual improvement through persistence and achievement

2. What do we want to achieve?

- a. Deliver the best possible experience to the most number of young people by:
 - i. reaching more, especially from more diverse backgrounds and circumstances
 - ii. providing and encouraging the widest range of activities and experiences

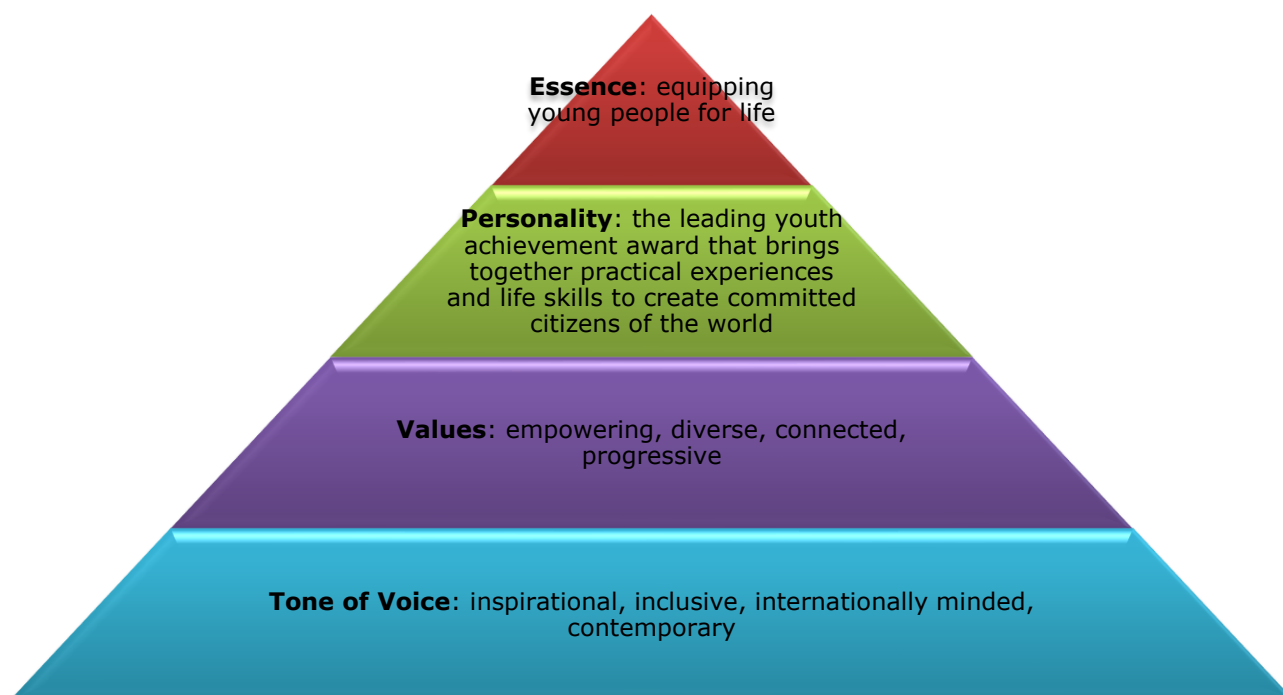
3. What is our approach?

- a. Guide and inspire all to improve on their ability
- b. Help young people develop as individuals: let them choose their own path & activities, make it relevant and fun
- c. Operate without boundaries: reaching out to all young people, encouraging deliverers to seek opportunities beyond their natural limits
- d. Enable all to surpass their expectations, grow their confidence, recognise their achievements

4. What impact has and will the Programme have?

- a. Through experiences, skills and confidence equip individuals to embrace life's challenges and opportunities
- b. Prove to them that an individual can make a difference in their community
- c. Help them to succeed in life

Step Two:- the elements of the **Brand Platform** generated from the answers:



Where the **Essence** can be expanded to say:

"Equipping young people from whatever background or circumstances with the life skills and practical experiences that will enable them to embrace the challenges and opportunities they will encounter in life."

Also where the **Values** can be expressed as being at the heart of the Award Programme which help guide our actions, attitudes and behaviour:

We believe in empowering as in:

- individuals to take control of their lives and to make a positive contribution in their communities
- volunteers to become coordinators and leaders
- organisations and agencies to become operational and delivery partners

We believe in being diverse as in:

- ensuring the Award Programme is available to all young people
- is managed fairly and impartially in all respects
- each participant has a completely free and wide choice in the selection of options

We believe in being progressive as in:

- requiring individual improvement through persistence and achievement to gain an Award
- greater commitment and levels of achievement to gain Bronze then Silver and ultimately Gold
- inspiration from our leaders to push the boundaries of possibility in terms of activities and operation

We believe in being connected as in:

- with young people; their individual interests, passions, aspirations and ideas
- adults (volunteers, operators, partners, parents, employers, donors); their needs, expectations and desired outcomes
- the worldwide Award family; sharing, developing, reciprocating and being relevant

Step Three:- the **Vision**; a bold yet realistic goal which requires some **Measures** of what success looks like:

Vision: to reach more young people from diverse backgrounds and equip them as individuals to succeed in life

Measures of success:

- Treble our 2010 'social return' by 2020¹
 - Award Achievers volunteering 9m hours (GBP 42m) slightly more than double the present value²
 - if 'at risk and marginalised' contribute nearly GBP 15m then total return could be more than GBP 57m³
 - add contribution of volunteers of potentially GBP 27m by 2020⁴
- Increase the number of new entrants
 - target c.750,000 per annum by 2020
 - includes trebling the number of 'at risk and marginalised' from c.40k to c.120k
 - should see a proportional increase in participants from c.800k to c.1.5m
- Increase the number of adult volunteers
 - proportionately from c.100,000 to c.250,000
- Increase number gaining Awards and receiving a quality experience
 - target c.500,000 per annum by 2020
 - includes raising achievement rates per new entrants from c.50% to c.70%
 - need to test Award holders' satisfaction
- Increase number and variety of licence holders
 - operational and delivery partners (national and local)
- Carry out research into The Award's impact
 - need to produce more empirical evidence and case studies

1: 'social return' is the contribution the charity makes to society, a contribution which can be expressed in financial terms

2: assuming a contribution to society of a modest GBP 4.50 per hour

3: assuming The Award's positive impact on, say, reducing re-offending rates and helping those destined to a life on social welfare to become net contributors could be worth an average of GBP 90 per Award Achiever

4: assuming a modest average of 24 hours per volunteer per year at GBP 4.50 per hour

Step Four:- to put the **Brand Platform** into practice by developing a Glossary of Terms⁵ and revising all governing documents and guidelines to help with and ensure clarity and consistency in our language and terminology, starting with the **Guiding Principles** for anyone delivering The Award or doing their Award

Individual	Individuals design their own programme, which can be tailored to suit their personal circumstances, choices and local provision. They start at whichever level suits them best and they can take as long as they wish (within the age limit) to achieve a Duke of Edinburgh's Award
Non-competitive	Doing their Award is a personal challenge and not a competition against others. Every participant's programme is tailor-made to reflect their individual starting point, abilities and interests
Achievable	An Award is achievable by any individual who chooses to take up the challenge, regardless of ability, gender, background or location, with the right guidance and inspiration

Voluntary	Whilst The Award may be offered within school, college, work time, custody or extra-curricular activity, individuals choose to do it and must commit some of their free time to undertake their activities
Development	Participating in their Award fosters personal and social development. Individuals gain valuable experiences and life skills, grow in confidence and become more aware of their environment and community transforming them in to responsible young adults
Balanced	The Award provides a balanced framework to develop the individual's mind, body and community spirit by engaging them in range of activities in up to five different challenges
Progressive	At each level of engagement, The Award demands progressively more time, commitment and responsibility from the participant
Inspiration	The Award inspires individuals to exceed their expectations. They are encouraged to set their own challenges and goals before starting an activity, aim for these goals and by showing improvement will achieve an Award
Persistence	The Award requires persistence and cannot be completed with a short burst of enthusiasm. Participants are encouraged to continue with activities and to maintain their interest beyond their programme requirements
Enjoyable	Participants and volunteers should find The Award enjoyable, fulfilling and rewarding

5: the Glossary of Terms can be found under the *Key Governing Documents* page at the "Online Learning Hub

Postscript:- the **Brand Platform** was created in 2012 as part of what was then the One Award Alliance project and was approved by the IC and the Forum. The Measures of success were set at that time and are still technically running. While there are a new set of measures contained the IAA Strategy 2018-2023, the global targets show that we are on track to achieve these original bold measures of success.

APPENDIX B – THE FORUM

AN EXPLANATION OF THE ROLES AND FUNCTIONS

Purpose

The purpose of the Forum is to provide a means for consultation, discussion and mutual cooperation between all the constituents of the Association. In essence, it is the general assembly which keeps everyone informed and aware of the key issues and operational developments. It provides the opportunity for sharing responsibility for matters in which the Association has a vested interest by considering and, if necessary, offering advice and guidance to the Foundation and the Trustees on:

- a) **international strategic development and policy**:- meaning strategic or policy decisions which may materially affect the Association and its constituents, it does not necessarily mean matters which affect the management or running of the Foundation staff team
- b) **policies and principles for the development of operations**:- although the Award Programme is well defined it is constantly evolving how it is delivered, to whom and where. There are and always will be issues of general interest to the Association with international implications
- c) **the management, enhancement and protection of the Award's Brand**:- our Brand is a combination of words, symbols, designs and actions which differentiates us in a crowded market place; our name and image has become associated with a level of credibility, quality and satisfaction which we must manage, enhance and protect
- d) **recommendations made by the International Council**:- this representative body, also known as the IC, continues the work of the Forum in the intervening years and is often delegated specific tasks, oversees business stemming from the Forum or develops ideas and proposals. The IC reports to the next Forum and at that point can make recommendations for the wider assembly to consider

As the general assembly of the Association the Forum is also in a unique position to:

- a) **deal with proposals or concerns**:- these can be raised by constituents at the Forum, but more likely have been submitted to Regional Conferences and the IC as part of the consultation process. The Forum can either delegate or recommend action direct to the Foundation's Trustees or can delegate or recommend action to the IC, the latter being the case if more work or thought is required
- b) **review and agree changes to the "Memorandum of Understanding" and the Key Governing Documents**:- agreement to any changes to these documents must occur at a Forum. Changes can be proposed through periodic reviews which are carried out to ensure these documents continue to be relevant. The decision to carry out a 'review' is normally recommended and then carried out by the IC, but can be instigated by the Forum. Changes can be proposed without a review, but these must go through the IC to ensure they have been properly considered through the consultation process
- c) **delegate these and other tasks to the IC**:- since the Forum meets so infrequently and relatively briefly it can pass on any or all tasks to the IC to carry out in the intervening years between Forums

Composition, Frequency and Term

As the general assembly of the Association the Forum is technically composed of all the constituents of the Association. In practice, however, it is a representative body composed of the Founder, the Foundation, Award Operators licenced by the Foundation, participants, Award Holders, volunteers and financial supporters.

The Foundation is represented by the Trustees and to a degree the Secretary General. As nearly all the Foundation staff team are involved with the planning and running of the Forum they also attend

Award Operators fall into two categories: National Award Operators, of which there are currently 70, and Independent Award Centres, of which there are currently more than 300, but in just 68 countries. As they are responsible for delivering The Award they are also responsible for all the volunteers, participants and Award Holders within their jurisdiction and as such should represent that diversity of views when attending Association meetings. Independent Award Centres may be numerous, yet they actually represent less than 5% of overall participation in The Award:

National Award Operators:- as the licence holder for their country represent their Award family at the Forum; each may be represented by up to three delegates, normally the chair of the board (or equivalent), national director (or equivalent) and one young person, preferably one of their current Emerging Leaders who attended the most recent International Gold Event

Independent Award Centres:- as there can be multiple Centres licensed by the Foundation in a country where there is no National Award Operator, each country should be represented at the Forum. Each may be represented by up to two delegates invited by the Foundation from among the named Licence holders, the Centres' Coordinators (or equivalent), or perhaps head-teachers, or a young person, preferably an Emerging Leader, if one was sent to the most recent International Gold Event; so the delegates can be either from one centre or from more than one. Other Centres may be invited as Observers at the discretion of the Chairman, but this formula ensures that members of the Forum can hear opinions from across the full international reach of The Award. It also means the host can plan with more certainty¹

Emerging Leaders represent loosely alumni, volunteers and those who attended the most recent International Gold Event. The eight representatives on the International Council are automatically invited. Award Operators may include an Emerging Leader in their delegation, preferably someone who attended the most recent International Gold Event, but it may be another young person who fits the criteria and who will be able to contribute meaningfully

Financial Supporters are represented by members of the World Fellowship, but other internationally-minded supporters may be invited at the Chairman's discretion. Technically the membership of the World Fellowship is restricted to ten for every year of the Award's existence although the active list is rather less and a realistic expectation is that less than 10% will attend; so for planning purposes this group is unlikely to be no greater than fifty in number

The Chairman of the Association is the Chairman of the Foundation's Trustees

The Deputy Chairman of the Association is nominated or put forward by the host and is normally the chair of their board, but with prior agreement of the IC may be the chair of the host's organising committee. The Deputy Chairman's primary role is to be responsible to the IC for the delivery of the next Forum; during the Forum to represent the host and to carry out suitable duties as and when required. The term is for the intervening period between Forums and until the conclusion of the Forum that the Deputy Chairman is hosting.

The Terms of attendees of a Forum are governed by the positions they hold.

The Frequency with which the Forum traditionally meets is once every three years. The Forum can, within reason, determine when and where it meets. While the current frequency seems about right, this can be reviewed, although stretching beyond five years is probably too long. Award Operators interested in hosting a Forum should be "Full Licence" holders and are asked to make a bid through the Foundation to the IC four years prior to the event. This allows time for the bidders to refine their plans so that the IC can make an informed recommendation to the Forum and then to witness the planning and running of a Forum.

¹ In reality, such a formula may take some years to implement fully and be refined with experience

Roles and Functions

Giving the Association a voice:- this may sound obvious, but voices sound different in different contexts and the Forum is the only Association-wide gathering when issues can be discussed in a multi-national and multi-constituent context. It's important that when proposals relating to the future of the Award are being discussed, policies are being formulated and operational developments are explored it's not just the Foundation's Trustees who are hearing views, experiences or ideas, but also as many other constituents of the Association as possible so that they too can be informed and understand the circumstances which can influence a final outcome. The Forum can achieve this role by carrying out a number of functions:

a) Advising and Guiding the Foundation:-

- (i) the Foundation, as the franchisor of the Award, is ultimately responsible for how the Award operates internationally, its strategy, policies and development. In order to get these right it needs input from the constituents of the Association
- (ii) the Forum can provide a range of practical experience which is vital when the Foundation is developing any strategy or policy which will affect the future of the Award internationally to ensure the intentions can be met and will have the right consequences. The views of the Forum are critical to the likely success or not of a proposal
- (iii) the value of the brand is entirely dependent on the esteem with which it is held, most importantly by those who have a stake in it. Therefore we all must believe in it, feel that we are responsible for its protection and through the Forum have a say in its enhancement
- (iv) the Forum can help guide the Foundation on its operational and development priorities ensuring the Foundation is providing the right operational support and services required by the Association.

b) Delegating or Recommending Action to the Foundation:-

- (i) if the Forum is the body being asked to determine the next step for an idea or proposal generated by the constituents of the Association they may not be in a position to approve it simply because the Forum or Association does not have the resources available to make it happen. In which case the Forum may wish to delegate the final decision to the Trustees (if the feeling is ambivalent) or make a recommendation which may be rather more specific
- (ii) under these circumstances, the Foundation's Trustees are then responsible for any final outcome and the financial implications

c) Reviewing the "*Memorandum of Understanding*" and *Key Governing Documents*:-

- (i) these are perhaps the most important documents in terms of setting the conditions under which The Award, Association and all its constituents operate and abide by, it is important therefore that they are seen as living and relevant. Occasionally they need to be reviewed to ensure that they are indeed up to date and, given their importance, it is necessary for the Forum to agree to any such review taking place
- (ii) the "*Memorandum of Understanding*" is written with the hope of having longevity, so it sets out the intention behind the establishment of the Association and the principles under which it should operate in fairly broad terms with the hope that it will not require too much amendment too often
- (iii) some of the *Figures* attached to the "*Memorandum of Understanding*" may be amended without going through the consultation process. This is because either they summarise practices and procedures, not policies or principles, which are usually governed by other documents, such as *Terms of Reference*, or the changes do not require an amendment to the "*Memorandum of Understanding*"
- (iv) no change to the "*International Agreements*" in *Figure 3* is permissible without the express approval of the Foundation's Trustees who are the ultimate guardians or custodians of the principles of The Award enshrined in the "*International Agreements*"

- (v) the *Key Governing Documents* cover a range of subjects in each of which constituents of the Association have a vested interest and so they must fully understand the implications and obligations associated with them. They must also, through the Forum, be made aware of any impending review, the reasons for it and agree to any subsequent changes

d) Delegating to or Dealing with Recommendations from the IC:-

- (i) given the size and composition of the Forum, the limited time available and the frequency of gatherings the Forum may not be able to give some subjects the necessary scrutiny in which case the Forum can decide to delegate tasks to the IC during the intervening years
- (ii) the IC reports back to the next Forum on those tasks it was delegated to undertake and it can make recommendations on appropriate actions so that the Forum remains informed and aware of the relevant issues and proposals

As the widest assembly of the Association the Forum is also an efficient way of keeping everyone informed and aware although clearly much depends upon the level of attendance.

Rules and Procedures

The rules and procedures laid out in the *Terms of Reference* are based on those in the former "*Constitution*" with a few adaptations to accommodate the new circumstances of operating under a "*Memorandum of Understanding*" and set of *Operating Licences*. As the Forum is established by its own authority it may equally adopt its own rules and procedures. There are some which may need explanation:

Decisions:- the general principle is that decisions are reached through consensus which means general agreement of opinions, so if there are even a very small number of dissident voices or opinions then a proposal or recommendation cannot be agreed by consensus. Since the vast majority of matters, policies, proposals or recommendations discussed at Forum are of an operational nature it is important to ensure consensus and this has always been the practice and procedure. Even in the case of our *Key Governing Documents* these are practical tools for particular jobs and should be neither controversial nor political. Fundamentally the consultation process should ensure that by the time a proposal reaches Forum all should be aware of the content, have had time to express their opinion and the proposal has been refined to take into account those opinions.

Consensus:- achieving consensus requires patience and compromise, if there are more than a few dissident voices opposing the motion then the proposal can be dropped, further discussion can take place or an appropriate amendment can be made. Equally the Forum may decide to put the proposal back into the 'consultation process' and delegate the task to the IC. The intention is to make meetings more informal, encourage more contributions and ensure maximum support for any action.

Show of Hands:- assessing the mood in the room is ultimately the chairman's responsibility, this may be obvious or it may require a show of hands to illustrate the scale of any opposition. As the Forum is a representative body this presents a slight complication for certain members have multiple delegates and potentially there may be several observers and guests also present so a definition of how a show of hands might work is required. Again, it is the chairman's discretion, but if a general show of hands is indecisive then an Association only call might be made in which case only those listed as being members of the Forum and present are entitled to raise a hand, meaning:

individually the **Founder**, the **Foundation Trustees**, the **Secretary General**, the **Deputy Chairman** and the **Emerging Leaders Representatives**

individually **members of the World Fellowship** and **invited financial supporters**; their partners, if they are not members of the World Fellowship, are not entitled

one person per **Award Operator**; this ensures equality regardless of how many or how few delegates attend with each Award Operator

Quorum:- it is normal to state a minimum attendance level to allow business to be conducted otherwise a meeting might not be regarded as being sufficiently representative. A third of the membership of the Forum may seem low, it roughly equates to 65 out of a possible 200 representatives entitled to vote using 2015 statistics, although it is hoped such a level should be easily exceeded

If the practices and procedures developed over the life of the Association and Forum work properly then most successful outcomes should have virtually unanimous agreement. However, there are two options if this rule and procedure proves unworkable, in the first instance a decision could be delegated to the Foundation’s Trustees who are deemed to be the final decision-making body, in the second the Forum could exercise its right to propose a change to its *Terms of Reference*.

Subsidiary Bodies

Under normal circumstances the Forum will delegate outstanding matters to either the International Council or the Foundation’s Trustees; while it does have the authority to establish a subsidiary body this course of action is highly unlikely to be followed as that body would have to report to either the IC or the Foundation’s Trustees in the intervening period. The *Terms of Reference* for any and all subsidiary bodies of either the Forum or the IC must be approved by whichever establishes the subsidiary and then be included within the *Key Governing Documents* for all constituents to see.

Roles and Functions of the Forum
 (those providing advice and guidance to the Foundation’s Trustees in blue)



The Duke of Edinburgh's International Award Association

FORUM

SAMPLE PROGRAMME

DAY ONE	
All Day	Delegates Arrive – Registration
Afternoon	Foundation Trustees 1
Evening	Gold Award Presentation
DAY TWO	
All Day	Delegates Arrive – Registration
Morning	Regional Advisory Panels International Council 1
Afternoon	Regional Meetings 1 Orientation briefings
Evening	Welcome Reception
DAY THREE	
Morning	Opening Plenary
Afternoon	Workshops Members' Plenary
Evening	Concert or entertainment
DAY FOUR	
Morning	Workshops or Seminars
Afternoon	Workshops or Seminars Regional Meetings 2 – action planning
Evening	Free for Delegates World Fellowship & International Supporters event
DAY FIVE	
Morning	Closing Plenary
Afternoon	International Council 2 Foundation staff 'surgeries'
Evening	Closing Gala event
DAY SIX	
All Day	Delegates depart
Morning	Foundation Trustees 2

**The Duke of Edinburgh's International Award Association
FORUM**

SAMPLE AGENDA

PART 1 – OPENING PLENARY		
Item 1	Opening Remarks <ul style="list-style-type: none"> • Host dignitary • Chairman of the Association • Global Benefactor 	
Item 2	Reports and Updates <ul style="list-style-type: none"> a) International Award Foundation <ul style="list-style-type: none"> • Secretary General b) International Council <ul style="list-style-type: none"> • Chairman of IC 	
Item 3	Presentation of Operational Licences	
Item 4	Guest Speaker	
Item 5	Topics for Workshops / Seminars / Discussion Groups	
MEMBERS' PLENARY		
	Subjects presented by Members	
PART 2 – CLOSING PLENARY		
Item 6	Summaries of Workshops / Seminars / Discussion Groups	
Item 7	Governance Issues <ul style="list-style-type: none"> a) Matters requiring action – delegate or recommend <ul style="list-style-type: none"> • b) Changes to <i>Memorandum of Understanding</i> or <i>Key Governing Documents</i> <ul style="list-style-type: none"> • c) Receive nominations and appoint Award Operators Representatives on the International Council 	
Item 8	IGE Arrangements <ul style="list-style-type: none"> • Receive and agree recommendation of IC 	
Item 9	Forum Arrangements <ul style="list-style-type: none"> • Receive and agree recommendation of IC for the next host • Receive nomination and appoint Deputy Chairman of the Association 	
Item 10	Any other business	
Item 11	Chairman of the Association's closing remarks and presentations	

APPENDIX C – THE INTERNATIONAL COUNCIL

AN EXPLANATION OF THE ROLES AND FUNCTIONS

Purpose

The purpose of the International Council, also known as the IC, is to act for the Association between each Forum and to give effect to the decisions of the Association made at a Forum. In essence, the IC assists the Forum by fulfilling its functions in the intervening years and tries to consider the interests of the Association as a whole when:

- a) **carrying out those tasks delegated by the Forum:**- due to the nature of the gathering and numbers attending it is quite normal for the Forum to delegate tasks or business to the IC
- b) **dealing with issues arising from the Forum:**- it is the IC which follows up on other issues or business stemming from the Forum, by which it helps to establish priorities for the Foundation to work on and develop. The Foundation staff is often the only means the Association has to effect any decisions or ideas, but this has to be balanced against the existing workload which the IC has to take into account
- c) **advising and guiding the Foundation's Trustees:**- this is specifically on strategic development and policy which affects the whole Association as well as the management and development of operations. The IC is often the first group the Foundation seeks to consult on such issues
- d) **considering proposals or concerns:**- as and when these are raised by constituents and are of international interest then they enter the consultation process which will bring them to the attention of the IC to consider and deal with; the IC can also initiate its own proposals
- e) **agreeing the arrangements for the Forum:**- identifying and recommending potential hosts for the next Forum, selecting the Deputy Chairman, discussing and agreeing the agenda and arrangements

As the representative body of the Association, the IC is also asked to take responsibility for matters in which the Association has a vested interest, such as:

- a) **monitoring the Award's Brand:**- this covers all aspects, but especially its enhancement and protection as well as all uses of the visual imagery
- b) **the resolution of disputes:**- to act as the arbiter in any dispute between the licensor (the Foundation) and licensees, providing a means to finding a resolution without resorting to lawyers
- c) **monitoring International Special Projects:**- as the scale of project funding is due to increase and grant-making becomes twice yearly it is important to ensure their role, effect and impact is maintained and Award Operators have a place to provide feedback
- d) **agreeing the arrangements for the International Gold Event:**- this involves the selection of potential hosts, discussing and agreeing the arrangements including the aims and objectives as well as the arrangements for the Emerging Leader's Forum

Composition, Frequency and Term

The IC is composed of the Founder, Foundation Trustees, Award Operators Representatives, Emerging Leaders Representatives and the Deputy Chairman of the Association.

The Founder:- HRH The Duke of Edinburgh technically has an open invitation to attend the IC for the same reason as being a member of the Association

Foundation Trustees:- all Trustees attend the IC, their term being commensurate with their terms as a Trustee, one of whom is the Chairman of the IC. There are ten Trustees

Award Operators Representatives:- formerly Regional Representatives, there are sixteen:

- twelve (12) selected from among the National Award Operators, three from each Region selected by the Region; should be preferably the National Chairman otherwise the National Director of a Full Licence holder
- four (4) are invited by the Foundation to represent the Independent Award Centres, one from each Region; should be the Licence holder

An **Award Operators Representative** can serve for a maximum of 6 years or 2 terms; this may be extended only by agreement with the IC. Their role is to contribute to the discussions and debates, expressing their own personal views and opinions on the topics which will tend to reflect their peers' perspectives on such issues. They also provide a means of communicating with their peers and, if appropriate, sharing those views

Emerging Leaders Representatives:- there are eight, two from each Region, selected during the International Gold Event by their fellow regional attendees to attend IC meetings and the Forum. Their term is for 3 years or until the next International Gold Event. Their role on the IC is to contribute to the discussions and debates, expressing their own personal views and opinions on the topics which will tend to reflect their peers' perspectives on such issues. They also provide a means of communicating with their peers and, if appropriate, sharing those views

Deputy Chairman of the Association:- represents the host of the next Forum and is responsible to the IC for its delivery; is chosen by the host National Award Operator and is normally the chair of their board, but with prior agreement of the IC may be the chair of the host's organising committee. The term is for the intervening period between the previous Forum and the conclusion of the Forum that the Deputy Chairman is hosting

The Chairman of the IC is appointed for the period until the next Forum by the Chairman of the Association on the recommendation of the Foundation Trustees, and will become a Trustee if they are not already one

The Secretary General is an ex-officio member and all Heads of Service and Regional Directors of the Foundation are expected to attend; other staff as appropriate.

The Frequency with which the IC meets is once a year except at the time of a Forum when it meets before (to conclude its period of business) and after (to commence its next period and determine its work priorities). Normally it will meet in Great Britain in the year following a Forum and concurrently with the International Gold Event in the year preceding a Forum.

Roles and Functions

The IC should represent the best and the most respected practitioners, making it an influential assembly for discussing operational issues and problems; deliberating quality in terms of the brand, management, delivery, progress and impact; monitoring the operational development of the Award; sharing information, ideas and experiences. The IC can play this important role by carrying out a number of functions:

e) Advising and Guiding the Foundation:-

- (i) the IC can provide a range of practical experience in the application of the Award which is vital when the Foundation is developing any strategy or policy which will affect licence holders to ensure the intentions can be met and will have the right consequences. The views of the IC are invaluable often before ideas are disseminated to a wider audience through Regional Conferences. The feedback from this consultation phase can be refined by the IC before going back to the Regions or presented at the Forum
- (ii) through monitoring the licensing, validation and quality assurance process the IC can advise the Foundation on their effectiveness or improvements to standards; members of the IC can lead by example through offering to help operators, especially national ones, through the different elements of the process

- (iii) the IC can help guide the Foundation on its operational and development priorities ensuring the Foundation is providing the right operational support and required services for the Association.

f) Agreeing the Forum Arrangements:-

- (i) applications to host the Forum by Award Operators holding a Full Licence are collated 4 years in advance of the event, giving the IC the chance to review the bidders and determine who should proceed. This gives the bidders a year to work with the Foundation to refine their bids before presenting them to the Association. The bidders can also attend the Forum with a view to seeing how it works and what it will entail
- (ii) the successful Award Operator can nominate their candidate for the role of Deputy Chairman of the Association. This is normally the National Chairman or the chair of the organising committee who is responsible for attending the IC and reporting on progress. It is the function of the IC to monitor the arrangements and to agree the schedule as well as the agenda, which includes the theme, any guest speaker, topics for workshops and other break-out sessions

g) Agreeing the International Gold Event (IGE) Arrangements:-

- (i) applications to host an IGE are collated 4 years in advance of the event at which point the IC must agree the successful bidder. This gives the prospective host the chance to attend an IGE with a view to seeing how it works and what it will entail
- (ii) the IC monitors the arrangements and agrees the schedule as well as the content of the programme. This includes the Emerging Leader's Forum to which all IC members are invited

h) Monitoring the Brand:-

- (i) although the Foundation owns the intellectual property to the Award and technically the Brand, the Association has a vested interest in the management, development, protection and use of the Brand, especially the visual elements. By monitoring any guidelines, policies, procedures or infringements the IC can advise the Foundation
- (ii) the IC may provide advice on issues relating to the management and development of the Brand Guidelines that set out how the Name, Logo and Materials are used and applied across various communication media
- (iii) the IC may also provide advice on issues relating to the management, development, use and protection of The Duke of Edinburgh's International Award's Brand name and reputation

i) Resolving Disputes:-

- (i) in the rare and unfortunate circumstance when the Foundation or a member of the Association should find themselves in dispute with each other there will need to be an arbiter to try to help resolve the matter. It is envisaged that the IC, as a body of peers, can undertake that function
- (ii) while a specific issue or matter may be referred to the IC it is envisaged that this will be delegated to a subsidiary body who will make their recommendation to the IC for a final decision. The two most likely circumstances are a dispute between licensor (the Foundation) and licensee (National Award Operator or International Award Centre), or over the use of the Brand

j) Monitoring the effectiveness of International Special Projects (ISP):-

- (i) International Special Projects help spearhead the development of the Award, extending reach to at risk and marginalised young people, building capacity and improving impact. Applications for grants are made to three separate Advisory Boards who oversee and approve three different types of projects
- (ii) The IC monitors the existing projects to ensure the funds are being properly used, that they are meeting their objectives and are having a positive impact. The IC should also

be satisfied that the projects and funding is appropriate to the needs of the applicants. The IC may also make recommendations on any further funding for projects

Subsidiary Bodies

There are some matters with which the IC has to deal, or is likely to have to deal with, which require rather more scrutiny before coming to the full meeting. In these situations the matter is delegated to an ad hoc sub-committee or panel. This differs from a standing committee because it is formed as and when required and composed of the most appropriate members at the time. In some cases the need for such panels can be anticipated, briefly they are:

- (iii) Regional Advisory Panels:- consider and report on all matters relating to strategy, policy, management of operations and development pertinent to the Region
- (iv) Brand Management Panel:- considers and advises the IC on specific issues relating to the management, development, use and protection of the brand
- (v) Dispute Resolution Panel:- considers and advises on cases, normally in relation to the Licence or use of the brand, brought to the IC and to act as an arbiter between a member of the Association and the Foundation
- (vi) International Special Projects Panel:- reviews the role, effect and impact of special projects and proposes any changes to the application or approval of grants process

Roles and Functions of IC (those delegated to subsidiary bodies in red)



The Duke of Edinburgh's International Award Association**INTERNATIONAL COUNCIL****SAMPLE PROGRAMME****DAY ONE**

0900 - 1100	Regional Advisory Panels
1100 – 1130	Break
1130 - 1330	International Council meeting part 1
1330 - 1430	Lunch
1430 - 1700	Seminars / Workshops / Discussion Groups
1530 – 15.50	Break
1700 - 1900	Panels Meet (as required)

DAY TWO

0900 – 11.00	Seminars / Workshops / Discussion Groups
11.00 – 11.30	Break
11.30 – 13.00	Plenary Discussion
1300 - 1400	Lunch
1400 - 1600	International Council meeting part 2

**The Duke of Edinburgh’s International Award Association
INTERNATIONAL COUNCIL**

SAMPLE AGENDA

PART 1 2 hours		
Item 1	Chairman’s Opening Remarks	
Item 2	Approval of last Minutes and Matters Arising •	
Item 3	Reports and Updates c) International Award Foundation • d) Regional Advisory Panels • e) Emerging Leaders •	
Item 4	Topics for Workshops / Seminars / Discussion Groups	
PLENARY DISCUSSION 2 hours		
	Feedback from Workshops / Seminars / Discussion Groups Council Discussion (up to four topics)	
PART 2 2 hours		
Item 5	IC Tasks •	
Item 6	Panel Reports and Recommendations d) Special Projects • e) Dispute Resolution • f) Brand Management •	
Item 7	IGE Arrangements •	
Item 8	Forum Arrangements •	
Item 9	International Council – date and place of meeting	
Item 10	Any other business	

APPENDIX D – REGIONAL CONFERENCE

AN EXPLANATION OF THE ROLES AND FUNCTIONS

Purpose

A Regional Conference is essentially a means of gathering the Award Operators and other constituents from within their respective territorial area to keep them informed and aware of key Association issues and operational developments between Forums. By its very nature, a Regional Conference differs from the Forum and International Council, but it still has a clear purpose of:

- f) **discussing issues of common interest**:- as well as considering matters pertinent to each Region, considering issues in a regional context often can be better than at Forum or International Council
- g) **enabling consultation**:- this refers primarily to proposals or ideas determined by current operational and strategic developments initiated either by the Foundation or International Council, which require wider consideration and feedback
- h) **encouraging mutual cooperation**:- this can be in many different forms, from helping one's neighbour to helping the Foundation's regional or central team, to synchronising direction and effort to achieve a regional plan or objective, but most importantly to actively overcome the feeling of an operator being on their own

A Regional Conference can also assist the Regional Director by:

- i) **providing guidance**:- this could mean helping to shape the priorities for future plans and activities for the Region, prioritising services, overcoming challenges or identifying opportunities
- j) **providing support**:- this means getting fully behind initiatives or plans for the Region, from helping to implement policies to the introduction of new tools
- k) **working collaboratively**:- this means actively looking at ways to work with the Regional Director and with each other in order to achieve more

Regional Structure

The Association is currently arranged into four geographic regions entitled: the Americas Region ("AMR"), Europe, Mediterranean and Arab States ("EMAS") Region, the Africa Region ("AFR") and the Asia Pacific Region ("APR"). The Regions, as currently defined, include all countries whether or not they are in the Association:

AMR:- includes North, Central and South America and all surrounding islands including Bermuda, Caribbean, Falklands, Galapagos & Hawaii

EMAS:- includes the areas bounded by:

to the North: Greenland, Iceland, British Isles, Scandinavia and Russia

to the East: Iran, Turkmenistan, Uzbekistan, Tajikistan, Kyrgyzstan and Kazakhstan

to the South: North Africa (Morocco to Egypt), Red Sea, Gulf of Aden, Arabian Sea and Persian Gulf

to the West: Ireland and Azores, the Canary Islands and Madeira

AFR:- includes all the continent except for North Africa (part of the Arab States) and all surrounding islands including the Seychelles, Madagascar, Tristan de Cunha, Ascension and St Helena

APR:- includes the areas bounded by:

to the North: China, Mongolia and Japan

to the East: Pacific Islands

to the South: Australia and New Zealand

to the West: Pakistan, Afghanistan and the Maldives

Regional Office:- each Region is managed and supported by a Regional Office of the Foundation run by a **Regional Director** appointed by the Foundation. It is the task of a **Regional Director**, on behalf of the Secretary General, to help seek and provide essential resources, help manage relationships between the Foundation's various teams and Award operators, facilitate support as well as provide encouragement and motivation to all constituents of the Association in their Region. It is also the **Regional Director's** responsibility to develop effective working relationships with other appropriate regional bodies and prospective operators in the area.

Composition and Frequency

A Regional Conference technically includes all the constituents of the Association from within that particular Region. In practice it is a representative body of the Region composed of Award Operators, the Foundation's Trustees, Emerging Leaders, the Regional Director and staff as appropriate.

Award Operators fall into two categories:

National Award Operators:- each may be represented by up to three delegates, normally the chair of the board (or equivalent), national director (or equivalent) and one young person, preferably one of their current Emerging Leaders who attended the most recent International Gold Event

Independent Award Centres:- may be represented at the invitation of the Chairman; each country in which there are Centres licenced by the Foundation, but no National Award Operator, may be represented by up to two delegates, drawn from the Centres' Coordinators (or equivalent), the chairs of their boards or committees (or equivalent) or perhaps head-teachers, or a young person preferably an Emerging Leader if one was sent to the most recent International Gold Event; so the delegates can either be from one centre or from more than one. Other Centres may be invited as Observers at the discretion of the Chairman, but this formula ensures that Conference attendees can hear opinions from across the full regional reach of The Award, it also means the host can plan with more certainty

As **Award Operators** are responsible for delivering The Award they are also responsible for all the volunteers, participants and Award Holders within their jurisdiction and as such should represent all those disparate views when attending Association meetings, particularly at Regional Conferences

Foundation's Trustees are represented by the Trustees from the Region, of which there are normally at least two, one of whom will **chair** the conference

Emerging Leaders represent loosely alumni, volunteers and those who attended the most recent International Gold Event. The two representatives on the International Council from the Region are automatically invited. Others who attended the most recent International Gold Event are also entitled to attend, although normally this is facilitated through their Award Operator

Regional Director attends in their own right, supported by those members of the Foundation's central and Regional team involved with the planning and running of the event, or as the agenda dictates. The Secretary General, or a Deputy, has a standing invitation to attend

The Chairman of the Conference is one of the Foundation's Trustees from the Region appointed by the Chairman of the Association who is also the Chairman of the Board of Trustees of the Foundation

The Frequency with which a Regional Conference is held is at least twice in the current cycle of meetings, so in the years there is not a Forum. Award Operators interested in hosting a Regional Conference should be Full Licence holders and are asked to make a bid through their respective Regional Office, preferably twelve months in advance. The final decision on where a Regional Conference will be held is made by the Foundation on the recommendation of the Regional Director.

The Agenda is normally composed of three elements: a consistent *core agenda* for each round of Regional Conferences, developed by the Foundation and determined by current operational and strategic developments; *additional items* by Regional Directors, according to the needs of the region, and *proposed items* by attendees.

Roles and Functions

Giving the Region an identity:- each Region of the Association has its unique qualities, in part due to its geographic and cultural circumstances, but mostly due to the character of the individuals. The role of a Regional Conference is to celebrate those qualities, the operational experience and perspective, and develop that regional identity by enabling a range of views to be heard and locally inspired activities to happen. A Regional Conference can achieve this by carrying out a number of functions:

- a) airing ideas, concerns and proposals
 - (i) the size, composition and context of a Regional Conference are particularly important when it comes to providing the right environment for constructive discussion; The Award can only improve if constituents, especially Award Operators, are actively engaged in generating ideas or alerting others to their concerns
 - (ii) Award Operators, especially, should feel comfortable about raising their own ideas or proposals, that they will be given appropriate consideration and, if they merit it, will be passed to the International Council or the Forum
- b) discussing issues arising from the Forum and International Council
 - (i) Regional Conferences can and should provide a more convivial space than perhaps might be possible at Forum, the regional context often allows for a more focussed discussion which is why they are used as a valuable sounding board, especially for ideas, often initiated by the International Council, which require wider consideration and feedback between Forums
 - (ii) a Regional Conference doesn't need to reach a decision or recommendation, however the views and opinions expressed may well influence the way a strategy, principle or policy evolves
- c) Assisting and Supporting the Regional Director
 - (i) the challenges and opportunities facing each Region and Regional Director will differ, so the help and input at Regional Conferences is important in shaping the priorities for future plans and activities. This can cover a whole range of issues pertinent to the Region from the implementation of policies to the introduction of new tools to prioritising services to overcoming challenges to seizing opportunities
 - (ii) the strongest regions are where there is a clear synchronisation of direction and effort to achieve a plan or objective, which can only happen if the majority of constituents of a Region are present at and engage with their Regional Conference, are aware of and fully behind the plans, implementation and reporting
- d) sharing experience and best practice
 - (i) to thrive, develop, improve and overcome challenges we need to learn from each other, often this experience and practice is more relevant at Regional level
 - (ii) being open and honest with each other, sharing each other's successes and apparent failures can help inspire others. A problem shared is a problem halved
 - (iii) sharing experience and practice can have a profound effect in guiding Award Operators and the Foundation on both their individual and collective operational and development priorities. This is especially the case when the Foundation is developing any strategy or policy which will affect the future of The Award internationally, it is vital to ensure that intentions can be met and the consequences are the right ones.
- e) supporting, encouraging and promoting regional activity

- (i) taking the appropriate action to help others overcome the feeling of being on their own. This can be in many different forms and is usually easier at regional or sub-regional level from helping one’s neighbour to helping the Regional staff team
 - (ii) the learning curve for new operators or countries can be very steep in the initial stages, the process of gaining a licence can seem daunting, however if a more experienced operator is prepared to act as a mentor and pair with a novice through the process this can help hugely
 - (iii) regional activities can achieve far more in terms of giving a Region the feeling of an unique identity, it reflects the character of a Region’s constituents and gives all a sense of purpose
- f) selecting Award Operator Representatives
- (i) formerly Regional Representatives, these are the three National Award Operators selected from and by each Region, who are recommended to the Forum to join the International Council. Ideally, they should be the National Chairman otherwise the National Director of a Full Licence holder. They can serve for a maximum of 6 years or 2 terms; this may be extended only by agreement with the IC.
 - (ii) their role is to contribute to the discussions and debates at IC, expressing their own personal views and opinions on the topics which should also reflect their peers’ perspectives on such issues. They should also communicate with their regional peers before and after IC meetings and, if appropriate, share those views

Roles and Functions of Regional Conferences



APPENDIX E – CONSULTATION PROCESS

The cycle of meetings and additional opportunities provides the ways and means for constituents to engage with each other and the Foundation's Trustees and staff.

Consulting is the act of seeking counsel as in advice.

Discussion is the act of exchanging opinions or debating.



CONSULTATION PROCESS – PAGE 1

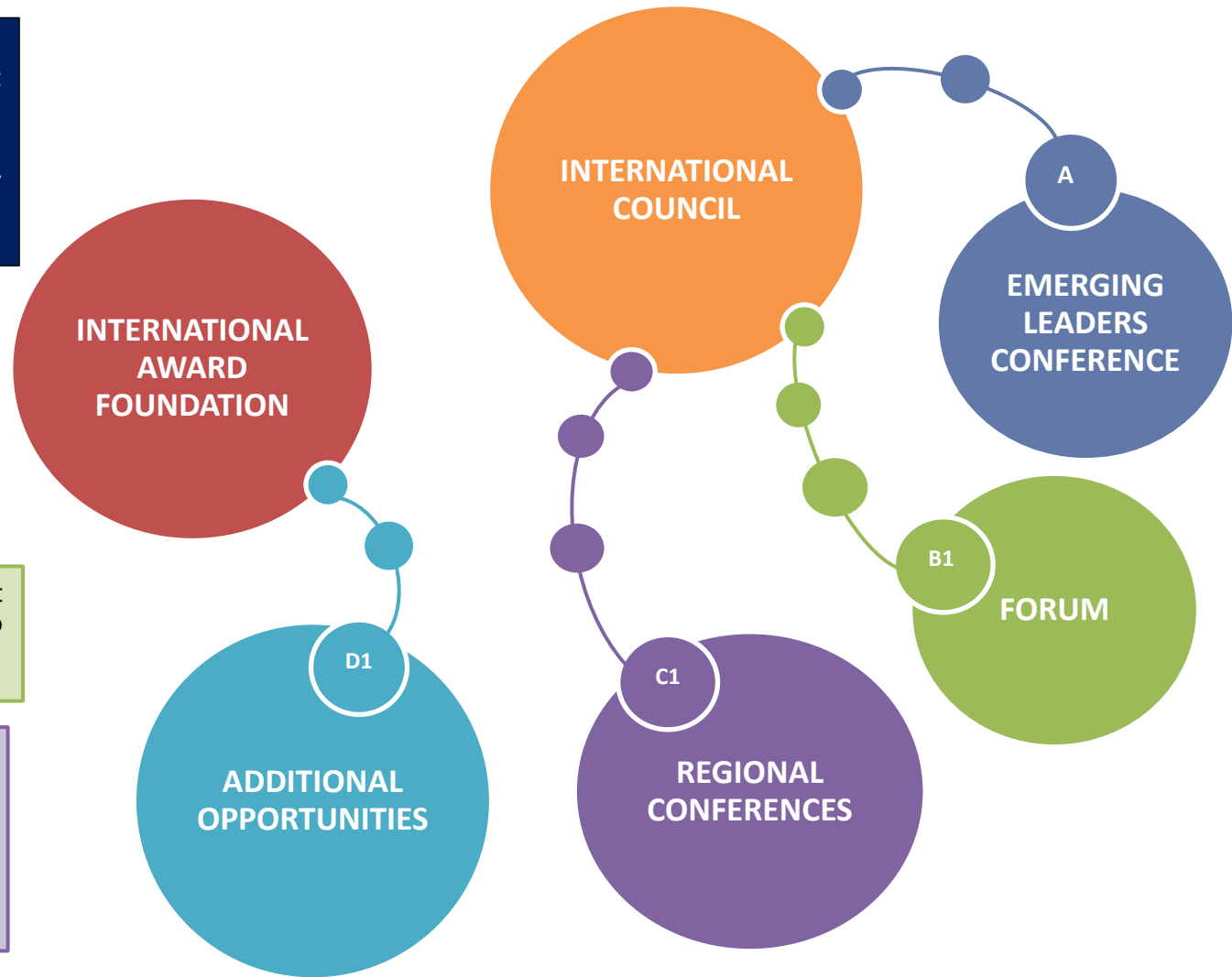
Queries, concerns, comments and suggestions can be raised at any point or time; queries and concerns should be dealt with appropriately when raised or considered for further deliberation.

A1. Suggestions or concerns arising from Emerging Leaders Conference worthy of further deliberation are considered by International Council who determine if any should enter consultation process

B1. Concerns or proposals raised at Forum likely to be referred to International Council or Foundation

C1. Constituents normally raise concerns or suggestions at Regional Conferences; if worthy of further deliberation enter consultation process and submitted to International Council

D1. Concerns or suggestions raised directly with the Foundation likely to be referred to International Council or appropriate Regional Conference



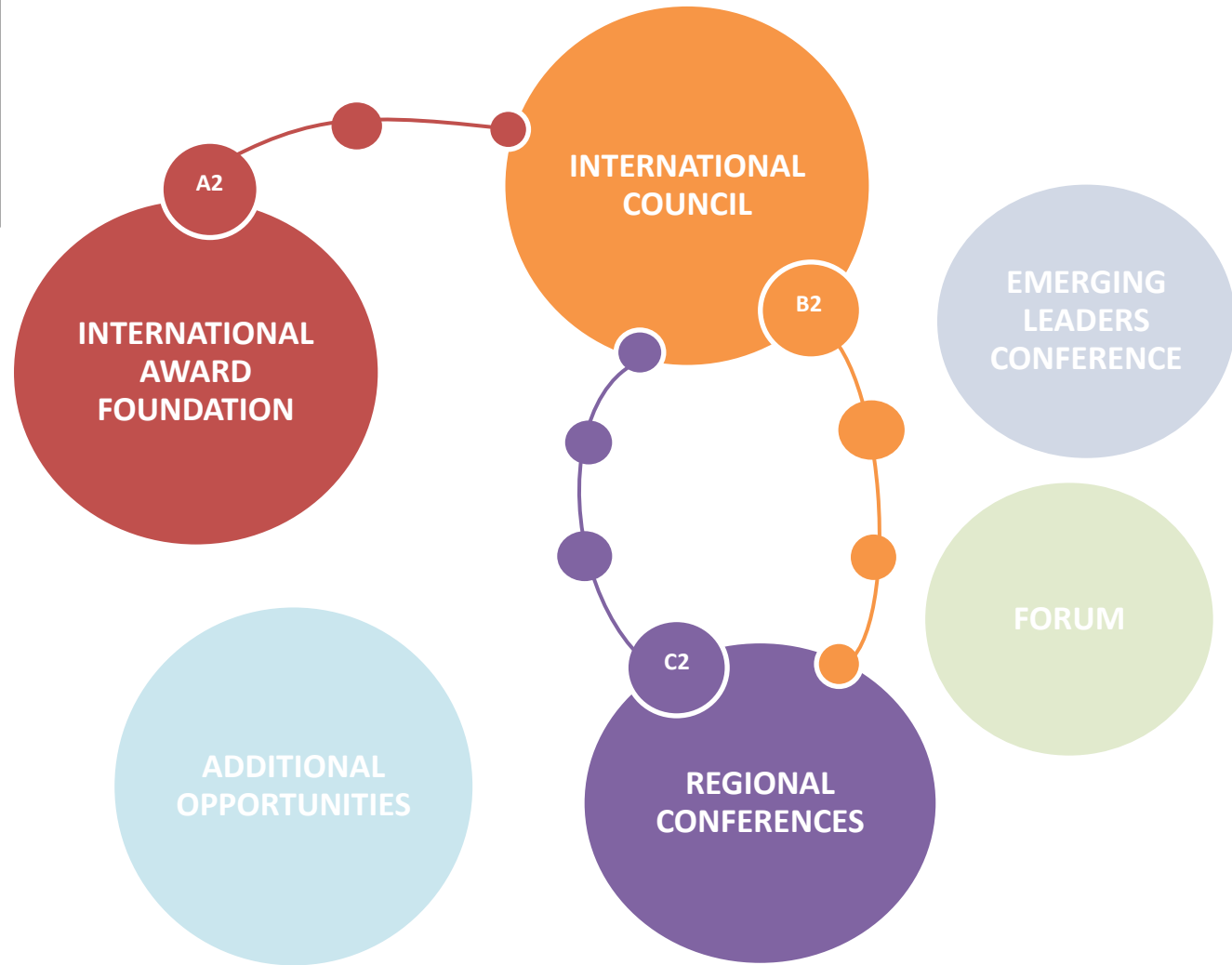
CONSULTATION PROCESS – PAGE 2

If a concern merits wider consideration it enters the consultation process; when a suggestion merits wider consideration it should first be developed into a proposal before entering the consultation process.

A2. The Foundation normally submits concerns or proposals to International Council for counsel and discussion and provides updates on existing ones

B2. Concerns or proposals submitted at International Council worthy of further consultation passed to Regional Conferences

C2. Results of discussion and counsel at Regional Conferences fed into International Council deliberations and recorded for general information



CONSULTATION PROCESS – PAGE 3

The consultation process should ensure that not only is the progress of a proposal or concern properly tracked, comments recorded and a decision reached, but also everyone, especially the sponsor of the proposal, is kept informed.

A3. International Council makes recommendations to Forum on proposals or concerns

B3. Forum delegates actions to International Council on any strategy, policy, principle, proposal discussed

C3. Outcomes of International Council deliberations referred to Foundation for action or final decision

D3. Decisions by Foundation on operational development proposals, strategy, policy and principle put into effect. Any individual’s concerns can be raised direct with Foundation at any time

