

As consistently emphasized in our communication, KHC operates with Policy Governance. I think it would be useful to review the performance of the Society in this regard.

Under Policy Governance, it is the Board's role to represent its Owners, who are the folks in Area A, and Town of Golden. We are required to link to the Ownership and translate their response into the "Ends" of the Society, currently expressed as "Engage, Energise and Enrich". The Executive must then deliver arts and cultural content consistent with these ends. It is then the Board's job to assess this for consistency with the Ends.

The Executive Director has just presented a summary of the content delivered for the year, as well as some background to the operation of the Society. The Board is currently in the process of reviewing this and it looks as though we will be confirming that the Executive has once again provided us with another good year; in PG speak, that he has "attained the Ends" for 2018/19.

The Board would like to thank the Executive for its work, and to its staff and all volunteers at all events for their courtesy and grace in presenting a welcoming image for our community.

As regards the Board, I must report that the last year has been challenging and I would like to thank our Board members past and present for their commitment, contributions and support. During the year, we lost two directors as a result of personal circumstances. On occasion we have been unable to get quorum for our monthly Board meetings. Consequently, I need to report that the Board's review of Executive activity and our own duties in the Governance process have been somewhat compromised.

We need three more Directors to help us with this work. Your presence here tonight implies that you have an interest in KHC, and we would ask you to convert that interest into a role with board, or to helping us find suitable recruits. It's important that potential Directors attend a Board meeting to familiarize themselves with the modus operandi and commit to at least two years of service.

The Board's immediate task will be to get our Ownership Linkage done. We have been unable to provide effective linkage to our Ownership in the last year. Bill is always diligent in recording comments and reactions at the shows and exhibitions ; this is useful and gratifying but may not provide the forward direction or input we require. My analogy is a bus trip; we have a great bus, with a great driver and nice toilets, but where are we going?

Two years ago, we hosted a very useful breakfast round table meeting, and we should consider doing this again in the New Year. We can have a facilitated brain storming session, to provide dialogue, suggestions, and stimulation which would review and potentially develop or amplify our Ends statements.

Overall, and by way of linkage, I would appreciate if you would let me throw in a couple of thoughts for your (later) consideration:

One: Are we consumers or creators of arts and culture? Are we both? What is the balance we need to strike?

Two: We are approaching maturity as an organisation. We value our success, and our good fortune in having such excellent executive direction. Nevertheless, If the "life cycle" theory of Organisations is correct, then decline may lurk around the corner. Nothing is lost, and much may be gained, by a refreshment of "Engage, Energise, Enrich". Another "E", Evolution, may not only be desirable but essential.

Ian Rowe