



GOVERNANCE • STEWARDSHIP • CONTINUITY

Family Council Standing Agenda

Illustrative annual programme

PURPOSE

The Family Council provides a structured intergenerational forum for Governance, Stewardship, Continuity, Succession and Family Learning across the Six Capitals. The standing programme prevents family governance from being reduced to Financial Capital alone. It creates time for evidence, professional advice, family discussion, shared learning and considered decisions.

The programme complements the papers prepared for a particular meeting. It gives the week a stable rhythm without predetermining the questions considered or the decisions reached. The Chair may adjust the sequence, duration and participants to suit the host city and the matters before the Council.

OPERATING PRINCIPLES

- Family-only sessions remain distinct from professional presentations and invited contributions.
- The Council considers the family's financial position within the wider Six Capitals.
- Professional advisers retain responsibility for their own specialist judgement.
- Shared meals and cultural activity support relationships and intergenerational understanding.
- The Council records decisions, responsibilities and review points while protecting private information.

ROUTINE ROTATION

Routine meetings rotate through London, Paris, Rome and New York. Extraordinary meetings may take place elsewhere when circumstances require. The location does not alter the legal authority governing any company, trust, asset or transaction.

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THE COUNCIL WEEK

Members assemble on Monday and conclude the formal programme after breakfast on Sunday. The week combines Council business with expert input, family discussion and experience of the host city.

DAY	FOCUS	ILLUSTRATIVE PROGRAMME
MONDAY	ASSEMBLE	Arrival in the host city. Casual lunch for those present. Time to settle and become reacquainted. Family dinner in the evening.
TUESDAY	COUNCIL OPENS	Opening, attendance and interests. Previous record and matters arising. Governance, Continuity, Succession and the principal financial position.
WEDNESDAY	EVIDENCE AND ADVICE	Professional briefing and discussion. Legal, financial, technical, institutional or cultural input according to the programme. Cultural event in the host city.
THURSDAY	CAPITAL AND RISK	Six Capitals review. Investment, liquidity, intellectual property, technology, cyber resilience, personal and property risk. Private family discussion.
FRIDAY	RELATIONSHIPS AND LEARNING	Relational, Institutional, Cultural and Knowledge Capital. Family Learning and preparation of succeeding generations. Educational event.
SATURDAY	DECISIONS AND CLOSE	Outstanding presentations and final deliberation. Decisions, actions, owners and review points settled by Saturday evening. Closing family dinner.
SUNDAY	SUMMATION AND DEPARTURE	Post-breakfast summation of decisions and responsibilities. Members are free to leave from Sunday lunchtime or remain later as they wish.

Formal briefings and Council sessions ordinarily sit within a 10:30-16:30 working window, with breaks, private discussion and local arrangements shaping the detailed timetable.

STANDING BUSINESS AND CONTRIBUTIONS

FAMILY COUNCIL BUSINESS

- Governance, delegated authority, Continuity and Succession.
- Material family financial position, investment, liquidity and capital allocation.
- Review of Financial, Cultural, Relational, Intellectual, Institutional and Knowledge Capital.
- Capital Defence, insurance, technology, cyber resilience, personal risk and property risk.
- Family Learning, preparation of succeeding generations and preservation of institutional memory.
- Decisions, actions, owners, dependencies and dates for review.

PROFESSIONAL PRESENTATIONS

The programme may include presentations from the family's professional advisers or from local experts whose knowledge is relevant to the host city or to the Council's Decision environment. Subjects can include legal, tax, financial, investment, accounting, technical, cyber, institutional, historical and cultural matters.

A presentation provides evidence and professional judgement for the Council's consideration. It does not transfer the Council's responsibility to decide, nor does Council discussion displace the adviser's professional obligations.

MEALS AND INVITED SPEAKERS

Shared meals provide time for family members to reconnect and continue discussion less formally. Family dinners will ordinarily take place on alternate evenings, with additional meals according to the programme. Invited speakers may join dinner following their presentation. Their presence does not extend into private family business unless expressly agreed.

CULTURAL AND EDUCATIONAL PROGRAMME

Each Council week includes one cultural event in the host city and one educational event. The cultural programme may include a guided museum, gallery, exhibition, performance, historic site or comparable institution. The educational event should develop knowledge relevant to present or future family responsibility.

These activities form part of Family Learning and the stewardship of Cultural, Relational, Institutional and Knowledge Capital. They are not treated as incidental entertainment.

MEETING AND DECISION RECORD

The following record accompanies the detailed papers for each Council meeting. It preserves what the Council considered and decided without turning the public standing programme into a disclosure of private information.

HOST CITY AND VENUE

DATES

CHAIR

COUNCIL MEMBERS

FAMILY PARTICIPANTS

PROFESSIONAL CONTRIBUTORS

PRINCIPAL MATTERS

DECISIONS

ACTIONS, OWNERS AND DATES

REVIEW POINTS

CONTROLLED PUBLICATION

This document describes the standing framework and an illustrative annual programme. It does not disclose private financial thresholds, holdings, personal information, security arrangements, adviser advice, detailed meeting papers or protected internal mechanics.

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