**Simplification – looking at three area meetings in terms of geography, membership and income.**

1. Which area meetings would you combine?
2. Why?
3. Even so are there any startling disparities in this combination?
4. Would there be another combination that might be feasible?
5. Is there a two area meeting option – if so what?
6. Any other comments. Having looked at the membership and income figures the one anomaly is the disparity of income and income per member of Pickering and Hull versus everyone else. All the other AM’s hover in the region of £1000 but Pickering and Hull is £2379. In a sense this is balanced out by the high number of members in York which gives this combination a degree of solidity.
7. Looking at the map the AM’s fall into a fairly clear threesome.

Option one:

* 1. Craven and Keighley, Brighouse West Yorkshire and Leeds. West Yorkshire.
	2. Central Yorkshire and Sheffield and Balby – South Yorkshire
	3. York and Pickering and Hull – East Yorkshire.
1. Why?
	1. These fall into the most geographically contiguous areas.
	2. Each has a transport hub as well as Quaker meeting houses with “office space”.
	3. Each has a large city at its centre.
	4. When the figures are combined we have three roughly equal AM’s – not totally by any means – see table below but not unreasonable.
2. Not any startling disparities. See note about Pickering and Hull above.
3. Would there be another combination that might be feasible. Possibly move Brighouse West Yorkshire into the South Yorkshire Area. See table below Option 2.
	1. This does not make a huge difference as it is simply moving one of the smaller AM’s.
	2. It might come down to preference of travel for Brighouse West Yorks.
	3. It changes the balance in membership numbers but probably not in an unworkable way
4. The two area meeting option – a west/east split might be possible – see map 2.

Option 3.

* 1. This retains geographical contiguity but obviously increases travel times and distances as well as losing the advantage of a hub for West and South Yorkshire – ie Sheffield involves a change of trains in Leeds for West Yorkshire and vice versa.
	2. Membership and income retain quite a reasonable balance but the number of meetings and meeting houses now becomes much more unbalanced.

Conclusions: East Yorkshire is probably a logical combination. After that the other options all seem reasonable in terms of numbers/travel and income.

**SWOT analysis of combining into three or two area meetings:**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Numbers more sustainable
* Larger pool for appointments
* Larger pool of cash for work
* Deals with several boundary absurdities -eg Keighley/Ilkley/Bradford/Hebden Bridge
* Geographical/transport/local gov’t links
* Creative combination of city and rural AM’s
* Creates quite a balanced model
* Does not burden QIY with a structure it can’t sustain.
* Vastly reduces the number of role holders required.
* Quakers have always balanced city and rural – nothing new.
 | * Still lacking absolute numerical or financial balance but better than before
* Distances are considerable
* Hub/city meeting is too powerful
* There are differences between city and rural – can they be sustained.
* Problems take longer to resolve
* Trustee boards not representative of the AM’s
 |
|  |  |
| **Opportunities** | **Threats** |
| * Makes room for collaboration
* Sufficient income and resources to develop a social enterprise model of working across the AM’s leading to greater income generation to support small meetings/older meeting houses.
* Flexibility to employ professional managers
* Makes future mergers easier.
* Builds confidence that structures can merge by covering the groundwork.
 | * Creates a them and us dynamic – those who are committed to the AM and those who remain in their local meetings.
* Friends revert to congregational model and apart from role holders revert to “small meeting model” leading to disengagement.
* Disagreements and conflicts take longer to resolve.
 |

**Numbers of role holders if AM’s are combined:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Role | Number of members | Per AM singly x 7 | Total option 1 | Total option 2 | Total option 3 |
| Trustee Board | 8 | 56 | 24 | 24 | 16 |
| AM Clerk | 1 | 7 | 3 | 3 | 2 |
| AM Treasurer | 1 | 7 | 3 | 3 | 2 |
| AM Noms Ctte | 8 | 56 | 24 | 24 | 16 |
| Safeguarding lead | 1 | 7 | 3 | 3 | 2 |
| Website Data manager | 1 | 7 | 3 | 3 | 2 |
| Accountant | 1 | 7 | 3 | 3 | 2 |
| Property ctte | 8 | 56 | 24 | 24 | 16 |
| Property manager | 1 | ? | ? | ? | ? |
| Other appointments | 20 | 140 | 60 | 60 | 40 |
| Total  |  | 336 | 147 | 147 | 98 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **3 Area Meetings****Option 1** | **Area Meeting** | **Members****(end 2022)** | **No of Meetings** | **No of Meeting Houses** | **of which listed.** | **Income** | **Expend** | **Total 2019****value** | **Income/****member** |
| West Yorkshire | Brighouse West Yorkshire | 137 | 5 | 3 | 0 | 82 | 117 |  | 598 |
| Craven & Keighley | 114 | 5 | 5 | 4 | 105 | 100 |  | 921 |
| Leeds | 173 | 6 | 6 | 2 | 245 | 286 |  | 1416 |
| **Total** | **424** | **16** | **14** | **6** | **432** | **503** |  | **1018** |
|  |  |  |  |  |  |  |  |  |  |
| East Yorkshire | Pickering and Hull | 153 | 7 | 6 | 3 | 364 | 335 |  | 2379 |
| York | 418 | 5 | 5 | 1 | 431 | 328 |  | 1031 |
| **Total** | **571** | **12** | **11** | **4** | **795** | **663** |  | **1392** |
|  |  |  |  |  |  |  |  |  |  |
| South Yorkshire | Sheffield and Balby | 214 | 4 | 2 | 0 | 216 | 232 |  | 1084 |
| Central Yorkshire | 115 | 6 | 5 | 2 | Na |
| Total | **329** | **10** | **7** | **2** |  |  |  | **n/a** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **3 Area Meetings****Option 2** | **Area Meeting** | **Members****(end 2022)** | **No of Meetings** | **No of Meeting Houses** | **of which listed.** | **Income** | **Expend** | **Total 2019****value** | **Income/****member** |
| West Yorkshire | Craven & Keighley | 114 | 5 | 5 | 4 | 105 | 100 |  | 921 |
| Leeds | 173 | 6 | 6 | 2 | 245 | 286 |  | 1416 |
| **Total** | **287** | **11** | **11** | **6** | **350** | **386** |  | **925** |
|  |  |  |  |  |  |  |  |  |  |
| East Yorkshire | Pickering and Hull | 153 | 7 | 6 | 3 | 364 | 335 |  | 2379 |
| York | 418 | 5 | 5 | 1 | 431 | 328 |  | 1031 |
| **Total** | **571** | **12** | **11** | **4** | **795** | **663** |  | **1392** |
|  |  |  |  |  |  |  |  |  |  |
| South/Central | Brighouse West Yorkshire | 137 | 5 | 3 | 0 | 82 | 117 |  |  |
| Sheffield and Balby | 214 | 4 | 2 | 0 | 216 | 232 |  | 1084 |
| Central Yorkshire | 115 | 6 | 5 | 2 | na | na |  |  |
| **Total** | **466** | **15** | **10** | **2** |  |  |  | n/a |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2 Area Meetings Option 3** | **Area Meeting** | **Members****(end 2022)** | **No of Meetings** | **No of Meeting Houses** | **of which listed.** | **Income** | **Expend** | **Total 2019****value** | **Income/****member** |
| West and South Yorkshire |  |  |  |  |  |  |  |  |  |
| Craven & Keighley | 114 | 5 | 5 | 4 | 105 | 100 |  | 921 |
| Leeds | 173 | 6 | 6 | 2 | 245 | 286 |  | 1416 |
| Brighouse West Yorkshire | 137 | 5 | 3 | 0 | 82 | 117 |  |  |
| Sheffield and Balby | 214 | 4 | 2 | 0 | 216 | 232 |  | 1084 |
| Central Yorkshire | 115 | 6 | 5 | 2 | na | na |  |  |
| **Total** | **753** | **26** | **21** | **8** | **648** | **735** |  |  |
|  |  |  |  |  |  |  |  |  |  |
| East Yorkshire | East |  |  |  |  |  |  |  |  |
| Pickering and Hull | 153 | 7 | 6 | 3 | 364 | 335 |  | 2379 |
| York | 418 | 5 | 5 | 1 | 431 | 328 |  | 1031 |
|  | **Total** | **571** | **12** | **11** | **4** | **795** | **663** |  | **1392** |