

Take on Board Podcast – Episode 255

Transcript – Mel Sherrin unpacks the AICD not for profit governance principles and how all boards can use them



Helga Svendsen 0:00

Today on the Take on Board podcast I'm speaking with Mel Sherrin about the recently released AICD Not for Profit Governance Principles, the new ones for 2024.

Before we start the podcast today, I'd like to acknowledge the traditional custodians of the land on which we record. For me I am on the unseeded lands of the Wurundjeri people of the Kulin Nation and I pay my respects to elder's past and present and any First Nations people who may be listening today, I acknowledge their continuing connection to land waters, skies, culture and country. I support voice treaty and truth for Aboriginal and Torres Strait Islander peoples and I stand in solidarity with First Nations people for reconciliation, and I encourage others in the take onboard community to do the same.

Now, let me tell you about Mel. Mel is on the board of Red Stitch Theatre Company, the Victorian Mental Illness Awareness Council, and she provides company secretary services to Terrain Natural Lands Management, Merri-bek Affordable Housing, the Asylum Seeker Resource Centre, and Greenfleet. Mel is an experienced governance professional general counsel and senior executive who brings extensive experience as a trusted adviser to boards and CEOs. She has strong expertise in driving organisational change, leading and embedding governance reform and providing strategic legal and risk advice. Her key strengths are relationship building strategic issues management, problem solving, and delivering fast outcomes. And Mel has extensive experience across highly regulated areas within government, corporate and the not for profit sector. Welcome to the Take on Board podcast Mel.

Mel Sherrin 1:40

Thank you very much for that lovely introduction Helga.

Helga Svendsen 1:42

So Mel, normally, you know, old hands of the Take on Board podcast will know that what we usually do here is dive into your background. However, you're also an old hand on the Take on Board podcast, you are with us, oh, I think just a couple of months ago talking governance calendars. That's right. And we dove into your background there. So folks, if you want to know more about Mel, I know people love this part of it. But I'm just not going to go there. You have to go and listen to that episode with Mel about governance calendars, which is a ripper of an episode anyway, so you get to know more about Mel's background, and you'll get to know about governance calendars. So go have a listen to that. We'll make a link to that in the show notes. Because today we're diving into the Australian Institute of Company Directors Not for Profit Governance Principles. 2024. Mel reached out to me recently and said, Hey, we should do an episode about this. And I said we most definitely should. So Mel, where should we start? What do we need to know about this? Where should we begin?

Mel Sherrin 1:42

It starts with the title sounds like no, not exciting listening to it. You might think you know, The Australia Institute of Company Directors Not for Profits, Governance Principles, Third Edition, April 2024. It really doesn't sound like it's going to be a thrilling and exciting rate. But it actually is quite a good read,

Helga Svendsen 3:02

Not just for governance geeks like us, Mel, do you promise although governance, let's face it, the Take on Board community is made up of governance geeks, so they should love it, hopefully. But yeah, absolutely. Tell us more.

Mel Sherrin 3:13

It's got a lot of information in it, the previous version, you might look at it and go, Oh, it's only only four pages. The last one was 100+. The layout in this one is quite spectacular and handle a lot more information into the 82 pages what I thought was possible. And we'd links and extra resources in there. But the good thing about that is it sets out really clear governance principles. And they're a combination of what they had in the past I had 10 principles. And this time they've consolidated the principles added in a few new areas. But they've brought things together in a new way. The key differences are that instead of having things like board composition and effectiveness, sitting separately, they're treating them as separate principles and providing a more segmented approach in that space. Another bigger is the 2019 edition has conduct and compliance. And this time they've called it accountability and transparency. However, I think that's possibly because people get turned off by the terms conduct and compliance and I thought, oh, readability, accountability and

transparency. The other thing they've done is they've had real real shift towards words around sustainability. Because we know that ESG is a big thing. So they've done a lot of work in that space. And they've also done a lot of work about stakeholders, and particularly thinking about how we work as boards with stakeholders, why they're important. I thought through some of the principles, it isn't easy document to read and use. If you only pick out the first 10 pages, you'll get a fair idea of what they're talking about.

But before I do that, I want to point out something absolutely gold in this document, they have really nussed down that director statutory obligations in a really clear format. So anyone that's trying to write an induction piece for new directors, I would highly recommend just grabbing this document and pulling out both pages. It sums it up really well covers off the statutory director obligations, like insolvent trading, workplace health, safety, environmental law, taxation, and superannuation. And the director ID numbers in a really simple, easy to read manner. The other thing that it does is it sort of brings in the comparison, and where the ACNC rules line up in this particularly ACNC governance standard five around the duties of responsible people. So again, you've got this one document that's bringing in key information from the actual regulator as well. So I think it's I think it's actually quite useful for induction for new directors, or refreshes for those of us that need to go back and have a look. So that's my small spruik for I'm not being paid into this, but I do think it actually is a really good way of describing some obligations for directors and will provide a lot of people with easy to understand about what it is to be on a board. But what I want us to do is actually also talk a bit about what it does mean to be a director and why these not for profit guidelines are important or take us back to our good friend, Lord Justice Denning, who said, You many may be likened to a human body, there's a brain and a nerve centre, which controls what it does. It also has hands which hold the tool for that in accordance with directions from the centre. Some of the people in the company Amir servants and agents, who are nothing more than hands to do the work and cannot be said to represent the mind or will. Others, the directors and managers who represent the directing mind and will of the company and control what it does. So those of us here that are directors and managers of not for profits, were the people that are directing the mind of mill as a company, and we control whether or not for profits do and else for profits as well.

Helga Svendsen 7:15

Firstly, Mel, I'll say it's been a long time since I've had to read or hear about Lord Denning. So it's always nice to have that wound into a podcast. But I like that it's the board of directors is the mind and the will of the company. I think it is a good analogy to have for directors to bear in mind. There's one other thing I just wanted to pick up on and what you said there before we dive into what are the principles and what does that mean. But when I looked at these, and indeed even looking at the responsibilities of directors earlier on, there's nothing in here that I think applies only to not for profit boards. Yes, they are the not for profit principles. But all of this seems to me to be good governance of any organisation, profit or not for profit. So for those listening that may not be on not for profit boards don't think that what we're about to talk about today won't be of relevance to you. Because all of these, you know, purpose, vision and strategy, roles and responsibilities, board composition and effectiveness, risk management, etc, etc. They're the first four principles. It's all got

huge relevance to all sorts of organisations. So maybe you want to tell us what each of the principles are, and then we can dive into each of them? Should we do it that way?

Mel Sherrin 8:28

That'd be fantastic. Yep. Okay, so start off with Principle one, which is purpose, vision and strategy. It's always good to start with your purpose, vision and strategy in the ICD have reminded us of this, it centres us back to where we need to be. And within this key principle, they set out a number of questions that directors should ask themselves. And one of the questions that I think is really interesting, and should be revisited is, how is the not for profits, purpose, vision and strategy documented and communicated to stakeholders? Because how often do we look at our purpose vision and strategy documents? And we go, are they good enough? Or that vision we had five years ago will do, things have changed. And I think that that's actually a really important point is about refreshing and making sure that people that we communicate with particularly our stakeholders really do understand what our purpose vision and strategy is, because things do change over time. And we do tend to stick them and stay with them because often they're the founding dot points in our Constitution. And there's a bit of a feeling out there from a number of people that you can't change a constitution, you can't change things. Well, you can it be careful how you change so you don't lose not for profit status, but you can change those things. And also, you can have a different vision on your website than what's written in your web than what's written in the Constitution. That's okay. Yeah, so just do what's right stakeholders. I like that? Yep. The second one is roles and responsibilities. And this is where we spend a lot of time talking about in general, what the roles and responsibilities of directors. And what's really fascinating here is it, it starts to talk about things like delegations policies, and if and are they clear and regular, you're reviewed? I've been up to my nose lately and delegations policies, because of a number of boards that haven't been clear with management as to whose job it is to do certain things, and where do things fall through? So I think having a really clear question in this document, this AICD, any Principles document, that brings us back to the delegations of authority is a really good way of making sure that we are always sitting within our own roles and responsibilities, that we are noses in, but fingers out, saying my being, and that we're not getting too close to operational matters where we shouldn't be. But also, we're clear with management as to what their role is. For those of you that don't know what a delegations of authority policies, it's a document that sets out what is the board's role, what's held for the board, and what's held for the CEO or senior staff. And in effect, it's the authorizing instrument that allows the CEO or Executive Officer of the organisation to do the day to day work if the organisation, otherwise the board would have to authorize every single thing. So that's what that is. Nice. Another one that's really interesting in roles and responsibilities is a bit of a question here. And it says, is the board receiving clear, relevant reporting, that enables directors to ask questions and challenge management? Now, again, that's an absolute rip a question, because Board Papers and board reports should be doing two things they should be providing information and advice, seeking input back. But they should also be well drafted enough. And there should be strong enough relationships within the boardroom, that the directors can ask questions, and challenge management on certain matters that have come up. Not everything is a nod nod. Yes, yes. But everything is an argument. But there's a certain tension point where directors should feel confident and social management, that when questions are asked, they're being asked in a respectful manner. And it's also about getting to

the nub of the issue and not nitpicking, on operational things. So I think that's a really good question for directors to be thinking about that when they think about their own roles and responsibilities.

Helga Svendsen 12:44

Alright, so I'm going to do the summary of one of these Mel, because otherwise, you're gonna lose your voice. So principle three, is around board composition and effectiveness, something close to my heart and the Take on Board community. And it talks about having the right mix in the boardroom, the right set of skills, the right experience, the right background that aligns with your organisation's purpose, vision and strategy. It also touches on that the selection of directors should be a transparent process. And the board should do regular evaluations of its own performance. So some of the questions that are outlined here, you know, relate to some of those key points, really, but is there a rigorous process for appointing electing and inducting directors in my experience, often organisations will have a process around appointing and or electing, but inducting, it might then be like, Whoa, job's done. We don't necessarily have processes in place to induct people as well as we could. And other questions for directors, what expertise and experience including board diversity, very important, would the board benefit from including in the board skills matrix? I know for a couple of the boards that I'm on now, we include both skills and attributes and diversity attributes so that we can measure that across the board. And then also just a prompting question to ensure that board meeting agendas are structured to allow sufficient time for discussion. So that you're not just rolling on through the agenda, but actually having those rich conversations that good boards that are How did you put it before Mel that are the mind and the will of the company you want to be? Have those good conversations for that. And just ensuring that as I said earlier, the boards are regularly reviewing their own performance is a key part, get these things in place, and then review it regularly. So that's principle three, board composition and effectiveness. Now I'm going to pass back to you for risk management because I know you love risk. Oh so much. So I'm gonna pass it back to you.

Mel Sherrin 14:48

Love risk management. I think the really interesting thing here is we see what we expect to see when we look at this principle here. And it sort of says that you should have a good risk culture and you should have the artifacts of risk management framework and an appetite. But I'm going to put a bit of a challenge here to say, how many boards have done risk once and put it aside and have never picked it back up again. So how often do we find that we get a risk matrix for management? Or we get a little bit of reporting, but then we see it every year or two years? What I think is a really key question for directors is, in every paper that they're looking at, where's risk? How using and referring back to what we've already talked about what our appetite might be for certain activities, or what some of the areas are in relation to occupational health and safety risks that we're seeing, and, and the increase of emphasis on bullying, sexual harassment? So for me, I think, yes, it's a great principle. But I think they've missed one of the questions, which is, how often is the board considering it every meeting? And within every paper, and within every decision that is made? Where is that risk management lens? So I'm a big fan of trying to include more information in risk.

Helga Svendsen 16:19

Risk appetite statement conversations that can't happen often enough, I say, All right, I'll be bouncing back to me for principle five. Principle five is around performance and accountability. So they need to oversee the performance of the organisation. And yes, they need to focus on financial health of the organisation. And whether it's achieving its purpose. The board needs to set the tone from the top about accountability and about transparency, which includes holding management to account and ensuring that employees or volunteers and others in the organisation are really aligning to purpose and performance. So that's internal accountability. There's also external accountability, beyond just annual reporting into the AGM, and having a focus on dynamic and proactive transparency and building trust and confidence with key stakeholders. So some of the questions you might ask yourself about your organisation? Is the board receiving the right information to form a view on the financial performance and financial position of the organisation? Are there specific financial measures or ratios that the Board should focus on? Does the performance and consequence management settings in the organisation align with the strategic plan and board expectations of employees? There's a whole lot wrapped up there. So in some ways, it refers back to principle one about the strategy, be clear on your strategy, and then be clear that it is coming through in your performance and accountability frameworks. And the fifth question for directors to consider there other than the annual report, and AGM they're your bare minimum for good stakeholder engagement. What else could you be doing to demonstrate accountability and transparency with stakeholders? So I think there's plenty in there to think about for all sorts of organisations.

Mel Sherrin 18:11

Absolutely and this is a one where they have made some significant changes from the 2019 edition, the 2019 edition, on performance was more looking at appropriate use of organisations resources, overseeing performance of the CEO, and monitoring the solvency of an organisation, there's a real clear shift in language about the board taking more ownership of these areas within the new principles. And I think that reflects what we've seen coming out of various royal commissions, and what we've seen in law reform, and what we are seeing directors themselves saying, so we're going back to directors and managers who are mind and will have the company, and they really have sort of got much more on the front foot in this new principle five than what they had in the previous 2019 edition. So I think that's a really telling area where it's clear that there's a lot more, I guess, emphasis in the for profit sector, which I think is flowing into the not for profit sector in this performance and accountability space.

Helga Svendsen 19:18

Nice. Yeah, it does seem to reflect a broadening of all organisations. It's not just about finances. It's not just about shareholders of for profit organisation. It's about the long term stewardship of an

organisation. And, yeah, that transparency, overall. Yeah. Interesting. Okay. I'm going to bat it back to you, stakeholders.

Mel Sherrin 19:41

This is the next one. And this is a new one that they've put in the way they've done it. The board should consider stakeholder views as providing valuable insights into whether the nonprofit is achieving its purpose and as an early warning signal for key risks. So we're back to risk scan. What the AICD did is they commissioned some legal advice around the importance of stakeholders in the way boards, manage risk and also perform. And it's referenced to that legal advice and some guidance that they've got buried within the 92 page document, that's well worth finding. Because a lot of the time stakeholders, we tend to brush it over, oh, we've got a stakeholder engagement strategy, that's good enough, but no one's actually looked at it. And people, if they're not doing a proper external sort of evaluation of, of where their stakeholders are at, and what's going on, you will miss early warning signs out there. Or you might risk offending a key stakeholder and partner. So I think that's really interesting that they're put a real emphasis here on stakeholders. And what I wonder is, how many directors could answer this question, which stakeholders are vital to the organisation's long term success? And what are their perspectives and interests? I think if you can't answer that question, that's a good one to sit around the board table and actually discuss in decent length. The principles goes on to suggest that you could have a formal stakeholder governance framework, which can be really helpful. But again, if it's a piece of paper that you don't ever use again, then don't bother. But if you are looking at what stakeholders are doing, how is that being informed into your decision making, and how you manage your risks? So I think the stakeholders one is obviously, we are all much more interconnected every time we talk about these things. And our stakeholders are very important to us.

Helga Svendsen 21:42

Increasingly, the boards that I'm on, the board has a stakeholder engagement plan that works in conjunction with the management or the organisational stakeholder engagement plan. And yeah, needs to be a live document.

Mel Sherrin 21:55

And it also needs to reflect that there is ups and downs throughout the year, and there will be ebbs and flows. Because a stakeholder that we had three years ago, I could have had two CEO changes, and a board changed since then, it'd be doing something completely different. And if we're not refreshing because relationships all the time, then we're not really able to know what our colleagues out there and our stakeholders are doing.

Helga Svendsen 22:21

Alrighty, I'll take number seven. So principle seven is around sustainability. Sustainability considerations are central to best practice governance, and should regularly be considered by all boards in a manner that is consistent with purpose, including the charitable purpose. So that might be your strategic vision or values or purpose statement or your constitutional purpose. They're both got to be aligned, of course. And that that purpose, vision and strategy needs to guide your approach to sustainability with the board overseeing a framework for evaluating the risks, and opportunities related to sustainability. I'll come to the questions in a moment. But one of the boards that I was previously on was a hospital. And the conversations we had at that hospital around sustainability, often referred back to the risks to patients from a warmer climate, and therefore our contribution in the sustainability space. So it was very, I would say doing stuff in terms of sustainability and climate is a good thing to do regardless. But if you can connect it to the work that that organisation does, it makes it even more alive, I think, for everybody. So some of the questions the board might ask themselves, how does the board's approach to sustainability align with the purpose and vision of the organisation? Has the board assessed the impact of sustainability issues on the organisation? Has the board considered how peer organisations are responding to sustainability issues? I would say they're still with pride, go and see what they're doing and steal their ideas in the nicest possible way, of course, and what governance structures and processes will enable the board to oversee the organisation's actions on key sustainability issues. And again, one of the boards I was on had this exact conversation we've got, we've got a net zero target. That's great. But who's going to oversee that? Is it through the Finance Committee? Is it through the audit and risk committee? Is it through another one. So knowing where those things are going to show up is really helpful?

Mel Sherrin 24:18

It's really interesting that the sustainability principle comes with a picture of a hand and a couple of leaves. So it's pointing you to environmental sustainability. But there is not one word of what you just said in the key points in the questions that actually says environmental. It's actually talking about sustainability in general. And it depends on who picks up this document, what they'll see and what they'll read. I read the document as a bit about the environment but also about the longer term sustainability of a lot of small not for profits and how they are able to maintain and thrive given the tightening economic circumstances and the increased compliance Challenges that all not all over profits are facing at this time. So it's really interesting how when we we read something, we have different, I guess ideas of what it actually might be. But I really thought that sustainability is such a key question to look five years ahead. Even from the environmental perspective, or from the financial perspective, or from your clients, and consumers and stakeholders, perspectives, what does our organisation look like in five years? And how do we sustain ourselves to be open and available? If that's where we want to be in five years time?

Helga Svendsen 25:37

Could not agree more. And I like that wider view of sustainability. It's often boards will say to me, Oh, we want to talk about sustainability. And I say exactly that to them. What do you mean by that? Sustainability, the organisation's sustainability, the people sustainability, the finances, you know, sustainability of the earth, all of those things. And you're absolutely right now, it doesn't talk about overtly about climate or environment in there. And it's a broader issue altogether. Even though I was the one that took us down the path of Environment and Climate.

Mel Sherrin 26:09

Well, Hey, you there is a pretty picture of, of a leaf and a person holding a leaf. So it's encouraging you to go down that pathway. Okay, the last principle is organisational culture. Now, this one here, I think, is absolutely fascinating, given what we've seen in the media over the last couple of years about culture of certain places, particularly in Parliament, house, organisational areas. And what we've seen in Kate Jenkins is work from respected work, and then all of the work that's been done on bullying and harassment. So organisational culture, is a key issue for boards. Now, what's really interesting is, it can get really into the weeds really quickly. So how does a board monitor that the organisation has good culture? Because pulse surveys only tell you so much, you only learned so much from the executive sitting around the table. So what is it that boards can do to look into and get their noses in, but their fingers out? On organisational cultures? One of the first things to do is to model good behaviour. Another thing to do is to actually proactively seek meaningful information on what culture is in the organisation, and have management articulate that back? And also, does the board hold the CEO to account for ensuring the core values and desired cultural attributes are present in the organisation? And does board reporting enable directors to obtain insight into organisational culture? I reckon that's a really, really hard one. And there'd be a lot of places that a lot of organisations, it's really hard to say, yeah, how do we had to as a board, see what's going on beneath the C suite beneath the executives. Because we know that sometimes staff surveys can either be overtaken by the the naysayers or the or the rah rah was very happy to be there. They're not always the most reliable thing. But sometimes it can be 360 reviews that you do the CEO, and there's leadership team that can throw off the most organisational culture issues. But I think organisational culture is here as one of the eight key principles. So it's really important, why should we go back to the key purpose here, which is workplace health and safety is one of the core obligations of directors is to must exercise due diligence, and reasonable care to ensure the organisation is complying with the relevant obligations, including that the resources and processes are used to eliminate or minimize risks, and safety concerns. So when you think about organisational culture, a lot of we are talking about here is workplace health and safety. And there is some good information here on the AICD, I've just put out a resource actually, on the positive duty for directors to prevent workplace sexual harassment. There's actually a guide, I think it's for free up on their website, which actually talks about the positive duty of directors. So again, we're tying that back to organisational culture. And we've come back to full circle about the basic key principles of what is the role of the director.

Helga Svendsen 29:30

It's one of the things I've observed in organisations more recently over, I don't know, maybe say the last three to five years, about the role of people and culture and governance work. And lots of organisations will now have some sort of people committee. That's not a rim committee. It's a people committee and oversight of culture within an organisation. And I think it's a really good thing that organisations are paying more attention to this and the oversight of all culture. I mean, most organisations are based on people and if we can't get the people stuff or Like, they're not gonna be able to do what they need to do, I'm going to try and get somebody for each of these principles and do a bit of a deep dive on what boards are doing well. So if you know somebody who can do that deep dive with me, folks out there in Take on Board land, please let me know, because I think it'd be great to do some of that, and to share some of the examples of where they are working well.

Mel Sherrin 30:21

One of the things that the resource also does that it's changed since 2019, is instead of using fictitious companies, to provide the examples, we've actually gone out and found real companies and real people to provide the examples for how things have gone well, or haven't gone so well. So I think that's also really, really helpful as well, because it's all very well to hear about made up Company Number three, who does x and does y and is a screaming success, rather than hearing from an actual person who's had to deliver this off the ground and the challenges that they're found. So it's a much more live document for me than the previous one.

Helga Svendsen 31:00

How do people use these principles? How do they come to life?

Mel Sherrin 31:03

Previous version, what I used, I use the 10 principles as actually the governance framework. And then off each principle, I got the board to check in how they were meeting that actual principle, and then write themselves against that principle. And that sort of became, well, that's our framework for governance is the AICD not for profit principles, and using that, and then running through each of the questions to know where we're up to, on each of the areas that were in place there. And so instead of writing a 20 page governance document, I did a one page mind map, and then off that would come how you know, you're meeting that particular principle. And that's can be one way of doing it. Another way of using it is to, perhaps you're doing some work on risk, is to pull this out and have it as an attachment, the section on risk, have it as an attachment to your board paper about what should we be doing about risk. And so that's a hint for management there. If you're sending up a paper on risk, being able to refer back to what the AICD do not for profit principles are in this area. And attaching the information can be really big help. The other thing I think it's just useful for is grounding us back in what our jobs are. And that we are the mind and will. And we're not the doers

in most cases. And to make sure that we are staying in our lanes, as directors were that's important too, to do that. And not getting too much caught in the weeds. So we can't see what the big picture is. So I think that these guidelines are a much more outward looking set than the earlier ones. And I think that's also reflective of where we are maturing as, as a sector as well.

Helga Svendsen 32:49

Hi, is there anything else we need to know about these not for profit sector guidelines?

Mel Sherrin 32:55

Well, they're not the law, no one's gonna hold on to it. I think that if you were in some trouble, but you were able to demonstrate that you'd been doing a number of these key steps that were included in this, it will go a long way in your favour to show that you did have a culture of compliance, and that you were taking these things seriously, which is actually a lot to do. If you are in trouble with regulators to say, Well, we were trying to do this. We've made a mistake, but we did set out with the best of intentions and our culture of compliance is pretty good. But we've made an error over here. So again, this is good precursor work to having to hold so that you know that should the regulator come knocking, you've actually got the evidence to show you've been attempting to do the right thing. They're not the law. They do sit aside, the directors duties are set out in the Corporations Act, and two really, really helpful tool to use to unpack a very short number of words in the Corporations Act that lead into hundreds of pages of commentary and actions in the real world.

Helga Svendsen 34:05

And it's such a great point to make. I was asked just last week about essentially. But how can I be absolutely sure that I won't get in trouble as a director. And it's like, there's not much I can say about what you need to do. Because you know, you need to exercise care and diligence and all of those things, all of which are judgment calls. But I think it's an excellent point that having these guidelines in place, having them actively being part of the governance of the organisation and using them as your own little benchmark, I guess, might help to ensure that you are meeting those directors duties, which will help you to avoid getting in trouble in the future won't guarantee it but it will help you to avoid. So folks, we will make sure there is a link to the principles in the shownotes they are well worth a look for any organisation that you're involved in not for profit or otherwise, because there's just some really good stuff in there. Thank you, Mel, thanks for reaching out to me and saying hey, we should Talk about this because you're absolutely right. We should talk about this. I think it'll be helpful for loads of people. So thank you. Thanks for coming on and sharing your wisdom with the Take on Board community today.

Mel Sherrin 35:08

Thank you, Helga for letting me talk about things that are dear to my heart governance principles. And I hope it wasn't too boring for people. But these are quite interesting when she wants you to do delve into them. And I'm looking forward to hearing the suite of episodes around the deep dives.

Helga Svendsen 35:24

Yes. It's not boring at all. Mel, this is the thing that excites us in the Take on Board communities. So it's awesome. I know. So thank you. Thank you.

Transcribed by <https://otter.ai>