

## **Chair's Report to AIUK GTF meeting 19 July 2014**

You'll note the huge list of matters arising from the last meeting but as there has been a Board meeting this weekend, I hope we will be able to clear these items quite quickly and hopefully discharge a number of items on which we had made recommendations. The full detailed wording of those items is attached at App1. SG2 and SG4 wish to discuss consultation and the potential overlap of remits and I have scheduled this at item 6 on the agenda.

All SGs were asked to consider how they are addressing the overarching issues ie

- Facilitating ordinary members' role in governance
- Human relationships and formal systems and the balance between these two
- Tension between competency and democracy
- Lessons learnt from the EGM
- Culture and values
- Benchmark against AI and third sector good governance standards

As usual, all reports are attached and will be reviewed by the GTF but I have drawn out the specific recommendations below.

### **Sub-group 1. Governance Structures**

The report contains details of recommendations likely to be made by the Board for the review of the Constitution and Standing orders contained in Item 2. The specific recommendations are

**3.1** The GTF are asked to consider the content of this report along with any information provided by the Board and support the Board's approach, asking sub-group 1 to work with the Board to implement this approach.

**3.2** Based on that decision, consider the Board's timetable for this review when setting GTF dates for the remainder of 2014 and early 2015, noting that significant GTF plenary time is likely to be required to allow all GTF members to input into, influence and agree the recommendations to the Board for special and ordinary resolutions.

### **Sub-group 2. Relations with the International movement**

The report has 3 Appendices for consideration. The specific recommendations are

**3.1** The GTF approve Appendix 1, which sets out SG2's final recommendations on IS-AIUK accountability; and that the GTF formally submit the paper/recommendations to the board.

**3.2** Benchmarking – Having looked in some detail at the process of benchmarking SG2 has concluded that benchmarking would not currently be beneficial or appropriate with respect to the remit item on AIUK-IS accountability. Our reasons are summarised in the progress report below. Our recommendation, then, is simply that the GTF endorse this position.

We also recommend that GTF members and SubGroups read and consider Appendix 2, which provides guidance on the benchmarking process and which may be useful for any benchmarking processes planned or undertaken by other SubGroups/the broader GTF.

**3.3** The GTF to discuss Appendix 3, which covers suggested recommendations to the Board.

### **Sub-group 3. Support for members holding elected posts**

The report/recommendation were in the form of a paper to the Board put to the last meeting. We agreed to 'brainstorm' the Appendix - Skills required by the Board (attached as App2) to create an agreed document to be submitted alongside the following

**4. a)** There should be a permanent area of the AIUK website that contains information about the role of the board, the skills and experiences that are beneficial to members, the expectations of board members in terms of workload, etc. This information needs to be available year-round, not just during the period between the announcement of elections and the close of nominations. It also needs to be easy to find.

**b)** The board should review and strengthen its induction processes, especially with a view to ensuring that these processes fully inform new board members of their roles and responsibilities, sources of additional help and advice, and recent and contemporary international developments within AI.

**c)** The board should continue to monitor its training provision, especially to ensure that it assists all board members in dealing with new challenges in the board's role.

**d)** Board members should be clear about the opportunities available to them, both individually and collectively, for relevant training.

**e)** The lists of board skills, roles and responsibilities listed in the appendix to this report should be reviewed and finalized by the board, and then made available to anyone interested in a board role and to new board members.

**f)** The membership, particularly activists, should be informed of the board's acceptance of these recommendations. They should also be informed that, in the board's view these adequately address the concerns raised by the relevant parts of 2013 AGM decisions E4 and E5.

### **Sub-group 4 Consultation, communication and transparency**

There are no recommendations.

### **Magazine dates**

August 27	Inserts to mailing house
September 3-8	Mailing

GTF-related content should be made prior to the contents meeting and if accepted, the copy needs to be written and submitted before the date for copy approval. GTF might want to produce an insert (e.g. if a questionnaire is envisaged), if so, copy would be required at least 3 weeks before date when inserts go to mailing house.

## Appendix1

1. That a specific template is designed for the Chair's email so that it can be more easily identified and be more user friendly.
2. The terms of reference of Board subcommittees should be reviewed and include the following information:
  - a. The role of the subcommittee and relationship with the Board, other representative bodies and the wider membership
  - b. The method of appointment of members
  - c. Any permanent features of its composition
  - d. Method of communication (if any) with the Board, other representative bodies and the wider membership
3. Each representative body (STAN committee, Country Coordinator Steering committee, Regional Reps Forum, Trade Union Network Committee, Youth Advisory Group ) should have terms of reference and these must include the following information:
  - a. The role of the representative body and its relationship with the Board, other representative bodies and the members it represents
  - b. The method of appointment of members to the representative body
  - c. Any permanent features of its composition
  - d. Method of communication (if any) with the Board, other representative bodies and the members it represents
4. A consistent procedure should be designed and agreed for the "sign-off" of the terms of reference for Board subcommittees and all representative bodies and this procedure should be set out in the terms of reference themselves
5. The following representative bodies should be re-designated as "forums": STAN committee, Country Coordinator Steering committee, Regional Reps Forum, Trade Union Network Committee, Youth Advisory Group. For example: the Student Action Network Forum, the Country Coordinator Forum, the Regional Reps Forum, the Trade Union Network Forum and the Youth Advisory Forum.
6. Current AI UK e-mail circulation lists should be reviewed and clear criteria agreed for the purpose of each list and the membership.
7. Each representative body (see recommendation 5) must always consider some reports from the Board at its regular meetings ( eg could be Board agenda, minutes and/or supporting papers).
8. Each representative group should be given the explicit right to raise matters/issues with the Board for its consideration and be entitled to receive a response from the Board.
9. There should be a standing item on every Board agenda "Matters raised by forums"
10. The record of matters raised and the Board response should be available for the wider membership e.g. on the website
11. A representative of the Board should attend a minimum of one representative forum meeting a year and each one of the regional conferences each year

## Appendix 2

### Skills required by board members

Carrying out the board's responsibilities requires individual and collective skills and experience. Some of this is specific to the responsibilities listed. But some is general and cuts across the different roles. Amongst the main such skills and experience which the board's members should have between them are (not in order of importance)

- Amnesty International: knowledge of AI's vision, mission and history; awareness of the role and contribution of AIUK to the international movement. Understanding of the role and diversity of AIUK activists and their work.
  - Human Rights: Expertise in human rights and international law.
  - National organizations: : Knowledge of government agencies and NGOs policies & processes as relevant to AIUK.
  - Partnerships and alliances: knowledge and experience of UK civil society/ grassroots movements and activism.
  - Campaigning: instigating, organising, leading or participating in actions to achieve change.
  - Communications and new media: understanding of these could benefit AI
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- Policy Development: experience of developing policy, working with/influencing decision-makers/opinion formers.
  - Strategic Planning: experience of developing and implementing an organisational strategy and active engagement in strategic thinking and planning)
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- The regulatory environment: knowledge of the law, including company, property, and charity law, and the particular legal obligations of company directors.
  - Financial Management: experience of financial management at a senior level, which may include relevant professional qualifications.
  - Human Resource Management: experience of working at a senior level in human resources, including consultancy work and holding professional qualifications.
  - Fundraising: experience of developing and delivering fundraising programmes.
  - Marketing and public relations: experience of developing and delivering marketing, and PR strategies, including market research or brand development.
  - Operational Planning: experience of developing and implementing business and operational plans.
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- Change management: leading and managing people/groups through change processes.
  - Evaluation: skills/experience and knowledge of approaches, methods and techniques.
  - Gender: Knowledge and experience in managing gender mainstreaming processes.
  - Diversity: experience of developing and implementing strategies for increasing diversity in organisations or groups.
  - Governance: experience as a Trustee, Board or Committee member of an organisation in the voluntary, private or public sector, other than AIUK.
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- Building teams: group dynamics and group development; organizational psychology; ability to work with others as part of a team.
  - Committee work: listening skills; ability to express oneself clearly, particularly orally, but also in writing; ability to understand and analyse sometimes complex information; problem solving skills; persuading and influencing skills; flexibility and adaptability;; decision-making skills; numeracy.
  - Communications: experience in communications of leadership decisions to diverse audiences.