



Terms of Reference:

AVP Britain Board of Trustees

Overall purpose

To take overall responsibility for Alternatives to Violence Project, Britain as a registered charity and company limited by guarantee.

Scope

It is the responsibility of the Board of Trustees to set the organisation's strategy for development, safeguard its values and good name, ensure good governance and financial viability, and ensure that the organisation is meeting its charitable objects. Legal responsibility for the organisation rests with the Board of Trustees, including the statutory obligations associated with an incorporated charity. The Board is also responsible for supporting and leading the organisation's fundraising effort, using personal networks by overseeing the work of the fundraising staff.

The Board can delegate responsibility for some of the operational management to other AVP Britain committees which are accountable to it.

Duties

The duties of the Board of Trustees of an incorporated charity are set out in law and by established guidelines for good practice. In summary, they are:

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations;

- To ensure that the organisation remains true to its charitable purpose;
- To give firm strategic direction to the organisation, setting overall policy, defining goals, setting goals and evaluating performance accordingly;
- To ensure the financial stability and probity of the organisation;
- To ensure the effective and efficient administration of the organisation; and
- To safeguard the good name and values of the organisation.

The duties and responsibilities of Trustees as individuals are set out in their terms of reference.

Responsibilities

In accordance with the Board's duties, it has the following responsibilities to the organisation:

Strategic planning, values and governance

- Agree, monitor and periodically review the organisation's aims, objectives, values statement and strategy for growth and development;
- Agree and periodically review the organisation's priority target groups (i.e. the charity's main beneficiaries) and communicate this to other AVP committees;
- Agree, monitor and periodically review governance structures and policies, including:
 - The operational committee structure of the organisation and the terms of reference and membership of all AVP national committees and office-holders,
 - Organisational policies, including financial policies, that are required by law or by established guidelines for good practice,

- Ensure that the organisation's governance structures and policies are clearly communicated to the AVP community as needed;
- Appoint AVP Britain committees and agree their terms of reference;
- Recruit new Trustees as needed;

Financial stewardship and fundraising

- Create fundraising opportunities for the organisation through personal networks, events and support and advice for fundraising staff.
- Monitor the organisation's financial position and prospects (including financial forecasting), with reference to both national and regional accounts, and plan accordingly;
- Amend/approve the national budget proposed by the Treasures
- Meet financial stewardship and reporting obligations set in law, including examination/audit (as required/agreed) of AVP Britain national and regional accounts;
- Ensure that bank accounts and signatories are maintained;
- Agree and maintain a policy on financial reserves according to established best practice guidelines;

Reporting

- Arrange production of, and agree, the annual report and consolidated accounts;
- Meet the reporting obligations of incorporated charities set in law;
- Present the annual report to the AGM, to the annual national gathering and other bodies required by law.

Operational monitoring

- Receive and respond to quarterly and annual reports from staff where relevant) and committees;

- Appoint a representative of the Board to attend each Programmes Committee meeting;

Staffing arrangements

- Agree staffing levels and positions based on an analysis of need and the financial position of the organisation;
- Agree Personnel policies in order to recruit and manage staff according to legal obligations and established guidelines for best practice.
- Agree and implement policy for annual cost-of-living increases and other pay increases as may be necessary.

Authority resting elsewhere

The Board of Trustees is ultimately responsible for the organisation's affairs. However, the Board delegates authority for certain decisions to other committees. This authority is set out in detail in each committee's terms of reference and summarised here:

- Operational management of the organisation, staff recruitment and management, the draft annual national work plan and budget, and the draft fundraising strategy are the responsibility of the Trustees in collaboration with staff and committees
- Workshop delivery and all regional matters are the responsibility of the Regional Management
- External communications (including the public area of the AVP web site), national outreach and promotion and developing new partnerships are primarily the responsibility of the Trustees in collaboration with the Ops Committees.
- The overall organisation and delivery of FUTC is the responsibility of Trustees.

Composition

The Board is composed of between 6 and 10 members appointed by the AVP Britain Annual General Meeting. At least 50% of the membership

should be comprised of individuals closely involved with the delivery of the organisation's charitable work or users of its services.

The Board appoints the officers of Chair and Vice-Chair from among the Board's membership and the office of Treasurer who may or may not also be a member of the Board, in all cases for two-year terms. A separate job description applies to the Treasurer's role.

The Board can co-opt members with specialist experience/skills as necessary in order to fill vacancies; these co-options are subject to ratification at the subsequent AGM.

The Annual General Meeting approves the appointment for each member for a term of up to three years. No member may serve on the Board for more than six consecutive years.

Trustees cannot serve on any other AVP national committee.

Ideally, Trustees should have special experience/skills in one or more of the following areas:

- Management and development of organisations, projects or staff;
- Financial stewardship;
- Fundraising;
- The voluntary sector;
- The law applying to registered charities and companies;
- Strategic or operational planning;
- Administration or committee processes;
- AVP's philosophy and AVP workshop delivery;
- Human Resources.

Frequency of meetings and quorum

The Board meets in person four times per year, normally once per quarter. Additional phone conferences, skype and web link-ups may be arranged from time to time. The Board is encouraged to use the

occasion of the National Gathering for one of its quarterly meetings. The Board should discuss with the committee how best to time meetings in order to facilitate timely reporting between the two committees.

Exceptionally, when it is very difficult for a member to travel to attend a physical meeting, he/she may participate by phone/web link-up.

A meeting of the Board is quorate when no fewer than four members are present.

Decision-making

Decisions are made by consensus wherever possible; otherwise, an 80% majority vote is required.

Difficult or contentious decisions may be referred to the Annual General Meeting if necessary.

The Chair may make decisions on behalf of the committee between meetings if the matter has to be settled before the next meeting. If time allows the Chair to consult one or more other committee members before making a between-meetings decision, he or she may do so. The Chair can also call a telephone conference or arrange for members to make a decision by email.

Staff/other support

In the event of AVP Britain having a paid director/coordinator the following will apply:

They will be responsible for:

- Managing the committee's administrative processes by functioning as its secretary, with direction from the Board as needed, and communicating its decisions/needs to others in the organisation as needed; this includes maintaining a record of all policy decisions made (i.e. 'Gold Minutes');
- Advising the Board on new decisions needed;

- Maintaining files of relevant documents (e.g. governing documents, strategy documents, all AVP Britain committee minutes);
- Other tasks within the Board's remit, by negotiation.
- Preparing financial information for the Treasurer to interpret to the Board;

Regional Management Committees / Coordinators / Treasurers are responsible for:

- Keeping the Board apprised of significant developments in their region that have a bearing on the responsibilities of the Board, normally communicated via the Director.

Reporting responsibility

The Chair of Trustees presents in person the annual report and consolidated, examined accounts to the Annual General Meeting and national gathering, raising any issues.

The Board's minutes should clearly record the discussions and decisions made in order to inform other committees about the work of the group during the year. Minutes will be distributed by the minute taker who will them on the restricted area of the web site.

Review of Terms of Reference

The AVP committee structure and all committee terms of reference will be reviewed at a meeting of Trustees in late 2018 or earlier if needed.

Agreed by Trustees on 23rd March 2017

To be reviewed by 23/03/19