WAGGGS ✿

Ways of Work of the World Board 2018-2020

Six Functional Committees, Five Regional Committees and Four Working Groups of the World Board will enable the World Board to deliver on the 2018-2020 Strategic Plan

The following descriptions are derived from existing Terms of Reference and incorporate recent feedback from World Board members and senior staff.

Two committees that existed during the 2014-2017 Triennium, the Strategy and Planning Committee and the Fund Development Committee, are being replaced. Assuming that the 2018-2020 Strategic Plan is adopted and assimilated, there will be less emphasis on global strategic planning and more reliance on regional and Member Organisation activation. Two new Working Groups, 'Vibrant Regions' and 'Evidence and Evaluation', will therefore take forward two of the critical developmental opportunities identified in the strategic planning process.

In addition, instead of a formal Board Committee focused on Fund Development, the Director of Engagement will field a new, ad hoc strategic advisory group with the support of the Chief Executive and the Board. This strategic advisory group may be refreshed from time to time to bring new perspectives, expertise and connections, including experts from outside the Movement. The Young Women's Advocacy Group will also continue to provide insight and direction to the Engagement Team, amplifying the voice of girls and young women.

The Chair of the World Board or, at her discretion, a Vice Chair of the World Board serve as non-voting members of any committee or working group, as does the Treasurer and the Chief Executive. All Board Committee and Working Group appointments are subject to ratification by the World Board.

FUNCTIONAL COMMITTEES

1. Chair's Team

Purpose: To provide leadership and oversight of the work of the organisation and facilitate fulfilment of Board responsibilities between meetings of the World Board, making decisions as necessary within the limits of authority as outlined.

- Maintain timely oversight of statutory and financial obligations;
- Triage emerging opportunities and challenges, assessing which matters must be brought to the attention of the Committees and/or the World Board;
- Take action to manage risk, crises and/or emergency situations;
- Develop Committee and Working Group structure and, in conjunction with the World Board, finalize Terms of Reference, membership and key responsibilities in order to advance attainment of triennial goals;
- Ensure that Board meeting preparations proceed efficiently and effectively and that progress on deliverables is sustained between meetings;
- Establish and fulfil Board Development goals, standards and practices, including onboarding and succession planning;

- Support and advise the Chief Executive, World Board members, Committee members, global volunteers and senior staff;
- Work with the Chief Executive to develop and maintain a high-performing staff and culture;
- Provide oversight of senior staff remuneration and benefits; and review effectiveness of health, safety and retention of staff;
- In partnership with the Chief Executive, increase communication, collaboration, integration and synergy across different functions, committees and working groups to ensure organisational effectiveness.

Membership: Board Chair, Vice Chairs, Treasurer and Chief Executive. Additional Board members and senior staff may be invited to attend meetings at the Chair's discretion.

2. Finance Committee

Purpose: To consider, formulate and review financial policy and plans for recommendation to the World Board.

- Oversee WAGGGS' financial position, adherence to approved budgets and budget reforecast process;
- Ensure timely and accurate financial reporting, including tracking of fund development performance;
- Regularly review and ensure compliance with WAGGGGS' financial policies, seeking approval from the World Board for any significant changes or additions to policy;
- Monitor and oversee the financial and general property management of the World Centres;
- Monitor and oversee the management of WAGGGS' investments, banking arrangements and any borrowings.

Membership: Voting members are the World Board Treasurer, who also serves as Chair of the Committee, plus at least two and not more than three volunteers nominated by Member Organisations and selected based on their relevant skills and experience. A Vice Chair is elected by the Committee.

3. Audit and Risk Committee

Purpose: To monitor ongoing developments and promote best practice in the field of Audit and Risk, oversee WAGGGS' policies and processes and advise the Board and staff on:

- The annual financial audit process, including review of the draft Trustees' Report & Financial Statements;
- Definition, identification, evaluation and management of risk utilising the Risk Register tool;
- WAGGGS' systems of internal control and level of compliance with them;
- Adequacy of insurance coverage in relation to property, personnel and activities;
- Investigation of material non-compliance, fraud or financial misdemeanor within or affecting WAGGGS.

This Committee operates as an independent Committee reporting directly to the World Board.

Membership: Voting members are up to six volunteers with relevant WAGGGS experience; at least two to be current members of the World Board. The Chair of the Committee should not be a Board member

due to the need for an independent perspective on audit and risk management of the organisation. A Vice Chair is elected by the Committee.

4. Governance Committee

Purpose: To evaluate and advance effective governance policies and practices at the global, regional and Member Organisation level.

- Oversee all matters relating to Member Organisation constitutions and bye-laws and WAGGGS Constitution and Bye-Laws;
- Apply knowledge of CIO regulations and responsibilities and of relevant UK Law to ensure compliance as well as strengthen WAGGGS' current and future position;
- Review key governance policies which pose potential benefits or barriers to MO success and make recommendations for improvement;
- Communicate and promote adoption of best practices in Board governance to continually strengthen leadership from the MOs to the World Board;
- Plan and oversee preparations for governance aspects of Regional and World Conferences, including development of conference Rules of Procedure and training and guidance of Procedural Teams;
- Offer advice and support for board orientation and development throughout the Movement;
- Monitor Committees' and Working Groups' compliance with Terms of Reference and recommend changes to processes and practices based on these observations.

Membership: Voting members are up to six volunteers with relevant WAGGGS experience; at least two to be current members of the World Board, one of whom will be the Chair of the Committee. Including an immediate past Board member as one of the volunteers is highly recommended. A Vice Chair is elected by the Committee.

5. Nominations Committee (not open for recruitment until 2019)

Purpose: To lead the process for seeking, identifying, screening and nominating qualified individuals for election to the World Board and Regional Committees.

- Operate as an independent committee reporting directly to the World Board;
- As defined by the WAGGGS Constitution, Bye-laws and Board-approved nominations process, liaise with MOs to fulfil the Nominations process and seek MO clearance for each applicant;
- Ensure that Board and Committee candidates can effectively support the work of the WAGGGS Global Team, represent the interest and needs of our membership and are diverse in experience, skills and knowledge with an emphasis on innovative thinking and strategic vision and agility;
- Ensure that the search and nominations process is rigorous, fair and transparent.

Membership: Voting members include one Chair, who is not a World Board member, and representatives from each of the five regions. A Vice Chair is elected by the Committee.

6. Volunteer Resources Committee

Purpose: To provide oversight and strategic direction on all human resources matters pertaining to WAGGGS' global volunteers.

- Make recommendations to enable WAGGGS to achieve excellence in volunteer recruitment, retention and development;
- Provide oversight of policies and procedures pertaining to the management of volunteers;
- Review effectiveness of volunteer training programs and recommend strategies and practices to increase volunteer effectiveness;
- Provide expertise and advice in the development and engagement of volunteers and promote effective working relationships between staff and volunteers;
- Provide scrutiny and assurance regarding legal and regulatory requirements;
- As requested by the Board Chair, Committee, Working Group Chairs and/or the Chief Executive, research, manage and resolve volunteer performance issues and grievances.

Membership: Voting members are up to six volunteers with relevant WAGGGS experience; at least two to be current Members of the World Board, one of whom will be Chair of the Committee. At least three members must have specialist knowledge and experience of HR matters and/or of volunteer support and development and are not members of the World Board, Committees or Working Groups. A Vice Chair is elected by the Committee.

Five Regional Committees [subject to revision of current Terms of Reference]

Purpose: To fulfil vital leadership roles as members of the WAGGGS Global Team and effectively advocate for and build bridges between WAGGGS, regions and MOs.

- Set the strategic direction of the Region in line with WAGGGS vision and mission in order to implement the global strategic plan;
- Represent the interests of WAGGGS in the Region;
- Ensure the values and ways of work of WAGGGS are respected and implemented in the Region;
- Be the voice of the Region to ensure WAGGGS' global strategies and initiatives meet the needs of the Region;
- Provide support to MOs in the development of quality Girl Guiding/Girl Scouting and implementation of the regional operational plan and global strategic plan;
- Provide WAGGGS with feedback and information from the MOs in the Region;
- Specific duties and decisions to be undertaken in coordination with Membership staff.

Membership: Voting members are elected at five Regional Conferences and are comprised of one Regional Chair and six Regional Committee members for each region.

WORKING GROUPS

Each of the following Working Groups is accountable to the World Board. Working Groups are typically led by a volunteer with highly relevant knowledge and skills in close partnership with a key member of staff. It is recommended that membership of each Working Group include two Board members and at least one Regional Committee member. In addition, a Vice Chair is elected by the Committee. The total number of members in Working Groups will vary depending on purpose, deliverables and timeline for completion. All Working Group appointments are ratified by the World Board.

In addition, all Working Groups are expected to work in a highly cross-functional, inclusive manner in order to ensure the relevance, utility and acceptance of their eventual recommendations. Staff and volunteers share responsibility for modelling best practices for strategic leadership, authentic partnership, open communication and timely conflict resolution. Working Groups can therefore invite additional ad-hoc members (staff or volunteers) with relevant expertise to join the group or form subgroups to work on specific time-limited projects, as required.

1. Vibrant Regions Working Group

Purpose: In partnership with regional leadership and WAGGGS staff, to conduct a comprehensive review of regional structure, resources, governance and operations and to identify barriers and opportunities to increase their effectiveness and influence as the necessary and valued intermediary between the World Board and the MOs.

- Understand current conditions, constraints and priorities;
- Review and recommend revisions to the Regional Terms of Reference and Regional Guidelines for Board approval;
- Integrate and capitalise on knowledge and expertise from other committees and working groups and partner with them for the regions' benefit;
- Develop collaborative strategies and pilot new models and ways of work;
- Identify and analyse potential motions to propose to the World Board, including any motions to bring to the 2020 World Conference that will address the long-term potential of regions.

2. Delivering the Value Proposition Working Group

Purpose: To provide strategic oversight and extend the ongoing work begun by the Membership Services Working Group from the last triennium in order to expand and enhance the tools, resources and voice that the WAGGGS Global Team makes accessible to MOs.

- Improve engagement, collaboration and strategic internal communications with MOs regarding membership services;
- Strengthen MO-to-MO connections and establish the Global Hub as a valued way of work;
- Oversee WAGGGS' effective delivery of its Value Proposition;
- Promote and enhance organisational capacity building;
- Provide ongoing oversight and contribute to strategic design of priority membership services (as identified by MOs). Such services include, but are not limited to: educational programs, the leadership offer, advocacy programs, and international experiences.

3. Evidence and Evaluation Working Group

Purpose: To define and embed evidence and evaluation practices that substantiate the positive impact our Movement has on the lives of young people and that drive improved effectiveness in delivering our value to members, MOs, governments, funders and other partners.

- Determine the initial priorities for evidence and evaluation based on potential impact for WAGGGS, probability of success and pathways to rapid adoption and scale-up;
- Applying the new Leadership Mindsets, connect selected activities to desired outcomes in ways that are meaningful and motivating to MOs;

- Ensure that capacity building efforts include effective training on the importance and utility of outcomes measurement, data collection and compelling communication;
- Provide strategic direction for the use of evidence and evaluation as a consistent performance indicator throughout the organisation;
- Identify potential partners and resources to supplement the reach and quality of evaluation services;
- Systematically evaluate ongoing progress and challenges, capture knowledge and allocate resources accordingly;
- Create a comprehensive and rigorous project plan including phases of development, critical dependencies and Go/No Go decision points.

4. Growth and Retention Strategies Working Group

Purpose: To provide strategic oversight and extend the ongoing work begun by the Membership Growth Working Group from the last triennium in order to capture new and existing opportunities for membership retention and growth.

- Identify organisational and external barriers to membership growth and retention;
- Design more flexible yet durable business models for existing and new MOs;
- Analyse and define the methods and criteria for counting the number of members at the local, regional and global level and for modelling membership trends;
- Instill consistent and timely practices and systems for identifying and deploying effective membership development strategies, fortifying commitment of volunteers and staff, collecting data, and providing feedback on progress or lack thereof;
- Systematically evaluate ongoing progress and challenges, capture knowledge and make recommendations for the allocation of resources accordingly.