

PWI Internal Structure Guidelines: Advisory Board, Board & Exec roles

March 2018

1. PWI Board Roles

The President and Executive Director have separate roles. The specific duties and division of responsibilities between the President and Executive Director have been agreed by the Board and are set out below.

President

- Leadership of the Board and setting its agenda, including approval of strategy, programmes, and annual budget (with support of Treasurer).
- Ensuring the Board has a strong team of high-calibre women, allocating tasks and responsibilities among them and putting in place appropriate succession and development plans.
- Maintaining appropriate contact with major corporate members and ensuring that they remain happy with their membership (with support of VP Corporate Membership).
- Ensuring that the members of the Board receive timely and clear information and that there is a good debate.
- Leading the evaluation of the Board members.
- Representing the Association externally.

Executive Director

- Ensuring effective communication with volunteers.
- Ensuring the Association Executive has a strong team of high-calibre women, and (with the President) putting in place appropriate succession and development plans.
- Leadership of the Executive team.
- Improving the Association's operational effectiveness.
- Standing in for the President where requested.

Other Board roles in 2017-2019:

- Treasurer
- VP Corporate Membership
- VP Individual Membership
- VP Partnerships

- VP Marketing & Communication

Job descriptions are available on the website.

2. **PWI Non-Board roles:**

a. **Advisory Board**

Chairwoman of the Advisory Board

The Chairwoman provides a sounding board for the President and supports her in the delivery of her objectives. The Chairwoman is available to Board or Executive members, if they have concerns which the normal channels have failed to resolve or which would be inappropriate to raise with the President. She also leads the evaluation of the President on behalf of the members.

Members of the Advisory Board

The members of the Advisory Board are available to constructively challenge and scrutinise the performance of the Board and the Chairwoman. They provide the institutional memory and history of the association.

The members of the Advisory Board may also form the Nomination Committee to interview potential candidates for the board.

Process

The Advisory Board currently meets once a year, in addition to meetings of the Nomination Committee.

b. **Executive Committee**

The Executive Committee is chaired by the Executive Director.

Members of the Executive Committee

The members of the Executive are responsible for the day-to-day running of the association and for implementing operational plans for individual programmes or areas of competence (e.g. Communication).

Programme Directors should draw up an annual plan of activities for discussion with and approval by the Board.

Further information is set out in the articles of association (available to members on [website](#)).

3. **Board activities during the year**

The following matters are dealt with by the Board:

- Association strategy: Mission, values, objectives
- Annual accounts & budget
- Membership strategy

- Relationship with PWN Global
- Establishment of new programmes (as part of Association strategy)
- Decisions re: resource priorities

The Board meets monthly. In advance of each Board meeting, an agenda is circulated (with additional papers where appropriate) so that directors have sufficient time to review and arrive at the meeting fully prepared.

Standard items for each meeting are:

- Approval of minutes & review of progress on action points from the last meeting
- Reports from individual Board members and
- Report back from the Executive Committee.

The Board has a rolling agenda which sets matters to be considered throughout the year. The Board gives its attention to each area in turn so that a strong understanding of the Association is maintained. The usual schedule is as follows:

- Approval of annual accounts (after December year end)
- Preparation of AGM (held in March / April)
- Membership review (retention, recruitment, marketing) (in June / July)
- Planning of activities (in September / October for following calendar year)
- Strategic review (bi-annual)

An email with action points agreed should be circulated after each Board meeting.

Other decisions are delegated to the Executive Committee.

4. Advisory Committee activities during the year

The members of the Advisory Board form the Nomination Committee, responsible for approving candidates for appointment at the AGM.

Advisory Board members may provide advice and support to Board members during their term of office. They are available to help the Board develop proposals on strategy, membership, the PWN Global relationship and outreach on request.

Possible areas which could be developed in future include: the addition of skills in sales & marketing, and in engaging men in gender balanced leadership. The skills required may vary as the Board membership changes. Consideration should therefore be given to rebalancing the membership of the Advisory Board on a more regular basis.

5. Executive Committee activities during the year

The following matters are dealt with by the Executive Committee: sub-committees may be formed for the different areas:

- Communication & social media
- Events
- Programmes: Entrepreneurship, Mentoring, STEAM, YourPath
- *Note that PWN Global has 2 additional programmes: Engaging Men and Better Boards. Other city networks also run programmes on Career Development and Women & Money.*

The Executive Committee meets alternately once a month in person for 2 hours or online on Monday evenings. An agenda should be circulated in advance of each meeting. Standard items for each meeting are:

- Report back from the Board
- Report on programmes (attention to be given in turn to individual programmes)
- Report from communication sub-committee (attention may be given in turn to social media, website, newsletter / blog / magazine, etc)
- Report on events.

An email with action points agreed should be circulated after each Executive committee meeting.

The respective responsibilities of the Board and Executive, as well as the individual members, should be made available on the PWI website.