



Effective Date: 24th January 2024

Definition of terms: AFT – Association for Family Therapy and Systemic Practice

Purpose:

The AFT is formed both of paid company directors and volunteer directors. The volunteer directors are also its Charity Trustees – the governing body of both the Charity and the Company. Trustees must act collectively to govern the charity and take decisions: they have control of the Association and its property and funds. Together, the Trustees are described in this guidance as the Board.

1.1 Roles and Responsibilities:

To set and maintain vision, mission and values and develop strategy in order to further the development of the profession and benefit the public by:

- Consulting with the membership and other relevant national bodies.
- Ensuring standards, in terms of professional registration and training course accreditation policies and procedures.
- Providing opportunities and resources for systemic CPD via a range of activities such as conferences, workshops and webinars?
- Providing policies, professional guidance, resources and opportunities for networking via local branches and online platforms for members.
- Overseeing the continuation of AFT publications.
- Keeping abreast of health and social policy and contributing to same.
- Staying informed and supporting dissemination of research findings.
- Promoting the systemic modality of psychotherapy and systemically informed approaches.
- Sharing professional knowledge and information and maintaining good relationships with other international family therapy organisations, for example, AFT is a member of the NFTO chamber of national organisations of EFTA and maintains links with IFTA, AAMFT, FTAI, CAMFT, AAFT etc.
- Providing guidance and information for commissioners, employers and the public regarding relevant professional qualifications, standards and competencies.

1.2 To establish and monitor policies

The Board creates policies to govern organisational activity. These cover:

- Guidance for staff
- Systems for reporting and monitoring



Terms of Reference Board of Trustees and Directors

- An ethical framework for everyone connected with the organisation
 - Conduct of trustees and board business
 - To ensure appropriate employment procedures which are fair and legal. To manage paid personnel appropriately.
- 1.3 To ensure compliance with the articles and memorandum of association (governing document).
- 1.4 To ensure accountability with:
- 1.4.1 The Charity Commission
 - 1.4.2 HMRC
 - 1.4.3 Companies House
 - 1.4.4 Health and Safety
 - 1.4.5 The membership by publishing annual reports and accounts and communicating effectively.
- 1.5 To ensure that all the organisation's activities are legal.
- 1.6 To maintain proper fiscal oversight:
- 1.6.1 Secures sufficient resources to fulfil the charity's mission
 - 1.6.2 Monitors spending
 - 1.6.3 Approves the annual financial statement and budget
 - 1.6.4 Provides insurance to protect the organisation from liability
 - 1.6.5 Seeks to minimise risk
- 1.7 To maintain effective board performance
- 1.7.1 Ensures productive meetings
 - 1.7.2 Promotes high standards of trustee conduct
 - 1.7.3 Establishes effective committees with adequate resources
 - 1.7.4 Carries out development activities
 - 1.7.5 Maintains recruitment and induction processes
 - 1.7.6 Conducts regular performance reviews
- 1.8 To promote the organisation - through its own behaviour, governance oversight and activities on behalf of the organisation, the governing board enhances and protects the reputation of its organisation. Board members are important ambassadors for the organisation.



2 Membership:

In accordance with paragraph 5 of the Articles of Association.

- 5.1 *The day to day running of the Association shall be conducted by a Board of Directors as appointed from time to time by the Trustees (“the Board”)*
- 5.2 *At any one time the Board (of Directors) shall comprise:*
 - 5.2.1 *at least 1 but not more than 4 Directors who are not also Trustees; and*
 - 5.2.2 *at least 2 Directors but not more than 13 Directors who are Trustees.*
- 5.3 *The Board (of Directors) will have sole responsibility for the Operational Activities of the Association.*
- 5.4 *The Board will have ultimate responsibility for the Strategic Activities of the Association as identified from time to time by the Trustees.*
- 5.5 *Each member of the board will have one equal vote and all decisions will be made by a majority of the Directors present at that meeting.*
- 5.6 *In the event of deadlock the Chair of the meeting will have the casting vote.*
- 5.7 *Board meetings can be called by any Director giving at least 48 hours’ notice to all other Directors and can take place either in person or remotely as is convenient to the Directors.*
- 5.8 *A quorum of 2 board members must be present for any Board Meeting to go ahead, and must include at least 1 Director who is also a Trustee.*
- 5.9 *The Chair of the Trustees will also be the Chair of the Board*

The Board of Trustees (as identified in paragraph 1 of this document) is responsible for the strategic development and direction of the AFT and, working with the Board of Directors, enables and ensures the delivery of daily operations led by the senior management team.

2.1 The Trustees

A Trustee is appointed by either a majority of the Members or via a resolution of the Board

The Trustees shall consist of at least two and not more than thirteen individuals over the age of 18, all of whom must support the Charitable Objectives of the Association.

The Trustees shall consist of the following:

- the Chair *ex officio*, elected by Members at a General Meeting to be held no less than 12 months before their appointment, each of whom shall serve for a maximum term of up to three years. The Chair of Trustees will also be the Chair of the Board
- up to 6 individuals elected by Members at an Annual General Meeting, all of whom shall serve for a maximum term of up to three years;



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- up to 3 individuals appointed by the Board who shall serve as Trustees until the next General Meeting.

The Trustees will appoint the Chief Executive who manages the staff team, and the Chair will act as line manager for the Chief Executive. The creation of and recruitment to other senior roles (how defined?) will be conducted in conjunction with the Trustees.

Day-to-day operational and management decisions and spending within the agreed annual budget may be decided by the Executive Directors.

2.2 Conditions of Appointment

During a Trustees term of office, the Trustee shall:

- 2.2.1 ensure that the Association uphold its charitable aims as defined by the Memorandum of the Association;
- 2.2.2 have responsibility for maintaining the stated obligations of the Association as submitted annually to the Charity Commission;
- 2.2.3 uses their best endeavours to attend any meeting of Trustees;
- 2.2.4 be an existing member of the Association;*
- 2.2.5 sign a written declaration on appointment confirming their commitment and willingness to act as a Trustee;
- 2.2.6 have completed all relevant checks and training prior to appointment to ensure that they understand the scope of responsibilities of the role;
- 2.2.7 not be subject at any time during their term of appointment as a Trustee to:
 - (i) a Bankruptcy Order;
 - (ii) disqualification from acting as a Company Director under Company Directors Disqualification Act 1986, or any other relevant legislation;
 - (iii) disqualification from acting as a Trustee by the Charity Commission;

* To consider and understand alternative view-points or take direction from a specialist within an alternate field, the Board may wish to appoint a lay Trustee member to the board. This appointment must be within the scope of membership of the Board and the lay member shall be provided membership to the AFT for the duration of their tenure. Lay membership shall be reviewed on an annual basis.

3. Meetings:

- The Trustees and Directors will hold at least four meetings each year and may be called by any Trustee providing 14 days written notice.
- A meeting of the Trustees may be held either in person or by suitable electronic means agreed by the Trustees in which all participants may communicate with all the other participants but at least one meeting in each year must be held in person.



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- A quorum at a meeting of the Trustees is one-third (or the number nearest to one-third) of the number of Trustees for the time being.
- The Trustees and Directors may, at their discretion, invite as observers to any meeting of Trustees any individual engaged in supporting a significant activity on behalf of the Association including chairs of the Association's committees, editors of the Association's publications, representatives of the Association on external bodies and paid officers of the Association.
- A meeting of the Trustees and Directors may be held either in person or by suitable electronic means agreed by the Trustees in which all participants may communicate with all the other participants but at least one meeting in each year must be held in person.
- The Chair or (if the Chair is unable or unwilling to do so) some other Trustee chosen by the Trustees present shall preside at each meeting.
- Any issue may be determined by a simple majority of the votes cast at a meeting, but a written resolution agreed by all the Trustees (other than any Conflicted Trustee who has not been authorised to vote) is as valid as a resolution passed at a meeting. For this purpose, the resolution may be contained in more than one document.
- Every Trustee/Director has one vote on each issue but, in case of equality of votes, the chair of the meeting has a second or casting vote.
- A procedural defect of which the Trustees are unaware at the time does not invalidate decisions taken at a meeting.

4. Minutes:

- Recording: Each meeting of the Board of Trustees shall be recorded by an independent member of the AFT staff at the time of the meeting.
- Approval: Draft minutes shall be reviewed by Trustees and Directors prior to the next meeting of the Board of Trustees and Directors to allow for corrections and amendments. Formal approval of the minutes shall be taken by majority agreement at the following meeting. Members who were not in attendance at the meeting are ineligible to amend or vote approval on those minutes
- Distribution: Upon approval the minutes shall be made available within the members section of the website for a period of 12 months

5. Reporting/Relationship

The Board will share information with the membership through:



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- Context magazine
- Monthly Email newsletter
- Adhoc Dotmailer communications
- Annual General Meeting
- Extraordinary General Meetings
- Information on the website that will be updated regularly by the AFT office.
- “Meet the Board” opportunities.

Trustees shall also provide direct links to Committees and Groups within AFT by attendance at their scheduled meetings or to unscheduled meetings by specific invite. The purpose of attendance is to establish effective communications between both the Board of Trustees and Directors and that of Committees and Groups within the AFT. The Chair and CEO hold *ex officio* status and may attend any meeting of Committees and Groups.

Copies of the accounts will be submitted to the Charities Commission and Companies House and copies of the latest accounts must also be supplied in accordance with the Charities Act to any other person.

6. Review:

The Terms of Reference for the Board of Trustees and Directors shall be reviewed every 3 years with the election or re-election of the Chair.

7. Working methods:

The Board is answerable to the membership and the regulatory authorities, specifically in terms of the Charities Act 2011 (updated 2022) and Companies Act 1985 to 2006.

The AFT is a member of the College for Family Therapy and shall nominate, as per the governing documents of College, 3 members to the Board of College to both represent the AFT and of the modality of Family Therapy and Systemic Practice.

The AFT is also an organisational member of UKCP and subject to their policies and procedures.

What is the expectation of members of the Committee?

Meetings and attendance shall be met by all members of the Board of Trustees and Directors as indicated within section 3 (Meetings) of these Terms of Reference.

8. Sharing of information and resources

The AFT has a number of constituent parts, all of whom work on behalf of and report into the Board of Trustees and Directors within the specific guidelines agreed.

Date approved: 14th January 2024 Date of next review



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Terms of Reference Board of Trustees and Directors

The AFT office will provide daily support to the member body, committees and the Board. To facilitate effective communication across all aspects of the AFT, the Board of Trustees and Directors shall:

- Work with the AFT office to update materials on the website and to write articles for Context on relevant issues and updates.
- Ensure effective cross- committee communication and information share. This is expected for the betterment of the AFT and its members.
- Communication with third party organisations should only be done so following consultation with the Board and the Director of Communications and Policy