

Terms of Reference: Branch Review Task & Finish Group

Reporting to: Membership & Professional Standards Standing Committee

Approved by: Membership & Professional Standards Standing Committee

Review due: April 2027

The main purpose of the Task & Finish Group is to support the Standing Committee in delivering specialist task and finish project work for a fixed period of time, or for completion of a specific initiative or to work on longer-term projects or responsibilities with the following requirements:

1. Group description including specific task/objectives

Group Purpose

The Branch Review T&F Group will support plans to modernise and strengthen the Institute's Branches, building on the recommendations of the first phase of the Branch Review (2024), with a view to making recommendations to the Membership & Professional Standards Committee following the completion of the 2026 Branch AGMs.

Given the nature of the work required, where recommendations affect governance or constitutional arrangements, appropriate liaison with the Governance Committee, via the Membership & Professional Standards Committee, should be undertaken.

Key Tasks & Objectives

The group will be responsible for making recommendations to the Membership & Professional Standards Committee on:

- 1. The role, purpose and structure of Branches:** To define the core purpose of Branches within the Institute's overall governance and member engagement framework, and to advise on:
 - Role and purpose of Branches, both for members and for the LI
 - Geography of Branches
 - Structure of Branches and Branch Committees
 - Governance of Branches
- 2. Potential opportunities for future development of Branches:** To comment and advise on longer term changes that the Institute might wish to consider to further develop and support Branches, recognising the limitations of current budgetary constraints. This might include alternative or hybrid structural models where these could better support member engagement, sustainability and impact.

Specific Deliverables

The group will:

1. Develop a draft proposition on the future of Branches to be shared widely with members to encourage feedback and discussion during the period up to the end of Branch AGMs in April 2026.
2. Collate member feedback and input, and to make recommendations to the Membership & Professional Standards Committee, including any proposed changes to the Branch Constitution that may be needed
2. Contribute to the development of a set of proposals, including a draft updated Branch Constitution, that the Committee will make to Council in July 2026, demonstrating how the future Branch model supports delivery of the Institute's strategic priorities, and identify clear indicators of effectiveness and sustainability.

Required Skills and Experience

Members of the group will be drawn from those appointed as Branch Council Representatives, Branch Chairs, and other member stakeholders as required.

Membership will be reviewed periodically to ensure the group has the necessary expertise to meet its objectives.

Duration of the group to be a maximum of two years where specific project focused. Where a group is ongoing then to be subject to bi-annual review including a skills review.

2. Meetings

- 2.1 The group will meet on a regular basis as required.
- 2.2 The running of meetings will comply with LI meetings policy and procedure as approved by the Board.
- 2.3 Members of the group will adhere to the Behaviour Principles and Acceptable Behaviour Policy during meetings which will be upheld by the chair of the group.
- 2.4 A member of the LI staff team to be assigned to each group and can attend meetings of the group without prior agreement.

3. Chair

- 3.1 The Chair of the group to be appointed by Chair of the relevant Standing Committee and Executive staff lead.

4. Membership

- 4.1 Terms of Office for group members will be two years or for the duration of the task set for the group if it is less.
- 4.2 Terms of office can be renewed for a further two terms up to a maximum of three terms or 6 years provided the duration of the group is extended and agreed or reviewed and agreed to continue as detailed above.
- 4.3 The process for appointing the members of the group will be as agreed for all Task

and Finish Groups and in line with skills requirements of the task to be undertaken.

4.4 Additional members, including non-members of the LI, may be co-opted onto the group for specific pieces of work or where specific expertise is needed for a period of time. Co-opted members to serve for the period of the project if less than one year. Otherwise, to serve for one term, renewable annually for maximum of 3 years.

4.5 Observers may be invited to attend a meeting at the discretion of the chair of the group.

4.6 Code of Conduct

Members of the group will:

- Apply their skills, knowledge and judgement to further the work of the group and undertake the duties and responsibilities of the group as set out.
- Uphold the reputation and position of the LI when representing it externally and be aware of any potential conflicts of interest that may arise
- Notify the chair of the group if planning to resign before the end of their agreed term.
- Comply with [the LI's principles of behaviour](#).

4.7 Removal of a member of the group

A member of the group may be removed if they have:

- exceeded their authority in a way that is detrimental to the LI.
- breached the Acceptable Behaviour Policy
- acted in a manner likely to bring the LI into disrepute.
- failed to attend three consecutive meetings.
- are subject to ongoing disciplinary proceedings and/or are subject to any disciplinary sanction.

The processes for such removal will be undertaken in accordance with the Disciplinary Regulations.

4.8 A staff lead to be identified for the group and may attend meetings.

4.9 Conflicts of Interest

- Any potential conflict of interest to be declared by individuals at the point of recruitment to the group. The LI reserves the right not to appoint a member to a group on that basis.
- If anything changes during their term on the group, individuals are required to update the group and declare any new potential conflicts of interest / where potential conflicts of interest have changed since joining the group and prior to any relevant action by the group. The group reserves the right to exclude a member from the group on this basis.

5. Meeting records

5.1 A record of each meeting to be taken that will include:

- details of those present, in attendance and any apologies

- a summary of the discussions and deliberations of the group - any decisions taken or recommendations to be made and any actions agreed.
- 5.2 The group to agree and appoint who will take notes as a record of the meeting.
- 5.3 Notes from the meeting to be shared with the group and the LI staff team within 4 weeks of a meeting.
- 5.4 A report of progress to be made to each meeting of the relevant Standing Committee and recorded in the committee minutes.

6. Authority

- 6.1 The group will work within the parameters set out in the group description above and within any budget if set.
- All new policies / resources as recommended by the group must be approved by the Board following recommendations from the Council.
 - No written statements can be made by the group or member of the group without approval of the Standing Committee as per its terms of reference.
 - Oral statements made to the public or the media should be consistent with agreed positions or policies and the objectives of the Institute. Where a statement is not covered by an agreed policy, staff or members of the group should make clear in their statements that it is not agreed LI policy.
 - When representing the LI in closed meetings and where discussions are not covered by agreed policies or position statements, opinions should be consistent with the objectives of the Institute. Anyone acting on behalf of the group at such meetings should report back to LI staff on all such meetings.
 - The group cannot commit the LI to activity or expenditure.
 - The group to make recommendations on the final output / deliverable to inform the decision of Council and / or Board.

7. Task & Finish Group review

- 7.1 The group shall review its performance each year to determine progress against task set, if the ongoing work of the group is still required and the terms of reference still fit for purpose. Any revisions to be recommended to the relevant standing committee.
- 7.2 If the work of the group extends beyond the original term set, then the group to undertake a skills assessment and review of terms of members and recommend any changes to the relevant Standing Committee.