

A new structure for AIUK – Delivering the Role

Executive summary

This paper summarises the proposed savings for Phase 2 of the Cost and Priorities Programme (CAPP). Board members are asked to:

- 1. Receive an update on the implementation of Phase 1 measures and confirm that the remainder of the savings required is £1.28M**
- 2. Approve CAPP 2 staff-related savings of £1.24m. This will require a reduction in the staff establishment of 23 FTE posts and six further posts which are currently vacant.**
- 3. Approve CAPP 2 non-staff savings of £50K comprised of further savings to the print and materials budgets**
- 4. Approve the proposed changes at Directorate level, namely a move to three Directorates (Supporter Campaigning and Communications, Income, and Corporate Services) and a Chief Executive's Office led by a Chief of Staff**
- 5. Approve the opening of formal consultation with the Trade Union on the basis of the proposed structure, and within the negotiating envelope previously set by the Board (July 2012 Board meeting)**
- 6. Approve the process to confirm SMT appointments contingent upon the proposed structure being adopted.**

The remainder of this document is set out under the following headings:

1. Vision
2. Key Elements of the Structure
3. Background
4. Current financial performance
5. Phase 1 Update
6. Phase 2 Summary of measures
7. Proposed structure
8. Impact assessment
9. Risks of the structure and mitigating measures
10. Implementation
11. Transition budget

Appendix A: Proposed organisation structure – charts

Appendix B: Proposed organisation structure – summary of roles and role purpose

1) Vision and Role

Amnesty International's vision is unrealised. Our mission is incomplete. All around the world, states violate human rights, or they and other institutions stand by when they have the power to protect and promote the human rights of individuals and communities.

We are entrusted with the task begun by Peter Benenson - to draw the world's attention to outrageous injustice and channel that outrage into action that inspires hope, breeds courage and changes the world by small steps and large strides.

We look to the International Secretariat to expose abuses, identify problems and propose solutions.

It is AIUK's role to connect people in the UK to the global struggle for human rights change and inspire them to join our work.

This role and our proposed structure embodies our belief in the fundamental importance of growing support for AIUK and broadening the understanding of human rights and the issues we work on.

There are instrumental reasons for this. The weight of a mass support enhances our legitimacy and our influence. A broader support base is also linked to the financial growth that pays for our work in the UK and, as importantly, funds the global human rights work of Amnesty International and its development around the world.

However, we also believe that enabling people to add their voice in protest or solidarity and act in support of human rights is not only a means to an end but is itself of intrinsic value.

Our structure proposal goes beyond the delivery of savings that are required for our medium-term financial stability. It embodies a determination to ensure that staff and governance respond to the needs and interests of our current and prospective supporters, not least the members who we intend to bring closer to the heart of AIUK, shaping our operations and working with the support of staff to protect and promote human rights in the UK and beyond. By doing this we underpin the effectiveness of each and every one of the specific campaigns we prosecute, either directly by the actions of people in the UK, or indirectly by the power they give to Amnesty's voice whatever we do.

2) Key Elements of the Structure

Creation of a Chief Exec's Office:

This is designed to enhance our ability to maintain a strategic overview of AIUK and its interactions with the movement. It will also drive the section's political analysis that will inform our planning.

Creation of a Supporter Campaigning and Communications function:

This brings together our main external communications function as a necessary step to reducing our internal transactions and enhancing the quality of communications. Importantly, we are placing communications alongside support for activism (in its broad sense) and our planned campaigns.

A key element of the proposal is the creation of a new "supporter campaigning" function that will combine campaign mobilisation and the support/maintenance of activist infrastructures, with support for activist-led, tactical campaigning.

3) Background

Following a recommendation by SMT, in May this year the Board agreed a savings programme of £2.5M based on:

- Meeting obligations to the Movement, payment of Assessment
- Maintaining adequate reserves
- Adjusting year-on-year income growth assumptions from 6% to 2%
- Operating to a balanced budget.

The Cost and Priorities Programme (CAPP) comprises two phases, each with a savings target of approximately £1.25M. Phase 1 focused on savings opportunities that can be implemented by the start of FY13. Phase 2 savings will be drawn from a more tightly defined focus for AIUK's work, and consideration of more complex business processes. Savings from Phase 2 will be realised at the end of Q2 FY13.

A £2.5m permanent reduction in recurring costs, combined with more modest income growth of 2%, will provide a reasonable degree of financial assurance until 2017. However, it will not provide significant additional reserves available for investment, nor will it provide protection against significant downturns in income growth. We will require higher growth rates from 2017 to meet the step up in assessment payments from 2017 to 2021.

4) Current financial performance

The financial reforecast recently completed, indicates that the organisation expects to finish 2012 with a bottom line close to that budgeted:

	2012 Budget	2012 Forecast	Variance	
	£000	£000	£000	%
Income	24,362	24,010	(352)	(1.4)
Expenditure	25,865	25,574	291	1.1
Surplus/(Deficit)	(1,503)	(1,564)	(61)	

5) Phase 1 update

Phase 1 of the CAPP identified savings of £1.22M. These savings have been achieved through:

Item	Saving £000
Non-staff savings	
Operational budgets	885
Irrecoverable VAT	60
Staff savings	
Disestablishment of two vacant posts	81
2013 Cost of Living freeze	200
TOTAL	1,226

The criteria for identifying these savings were:

- Items of recurrent expenditure
- Within context of overall savings requirement of £2.5M
- Realisable by end 2012
- Leave staff with realistic budgets to do their work
- Maintain our ability to generate income.

The CAPP 1 savings are fully secured for 2013 onwards, indeed some of this saving is making a positive contribution in 2012.

6) Phase 2 Summary of measures

In order to realise the outstanding £1.28M in savings required, we propose the following measures:

6.1 Non-staff savings

During the course of Phase 2, we examined a number of areas for potential non-staff savings including Communications, Premises, and Fundraising. The Communications Review has provided confidence that the savings identified in Phase 1 in the areas of Publications and Events etc. are achievable. However, it has also confirmed that operational effectiveness would be compromised if further significant cuts to Communications budgets were made.

With regard to Premises, please see Paper B/CS/2624 for the detailed analysis. The Fundraising review has helped to identify a number of opportunities to increase effectiveness and efficiency, and these are reflected in the structure and staff-related savings summarised below.

6.2 Staff savings

In order to realise the savings required, we propose to make 23 FTE posts redundant, there are in addition six currently vacant posts which have been removed from the establishment. Due to part-time and other flexible working arrangements, this could equate as up to 39 posts and will put 68 staff at risk of redundancy. To achieve savings at this scale and to focus our resources on the delivery of our role, we recommend redesigning the organisation (see Section 7 below).

7) Proposed structure

7.1 Our vision

The objectives for our new structure are ambitious: both to deliver the cost savings required, and to reorient AIUK in the spirit of our redefined purpose.

Achieving £2.5M savings from our operational budget of £19M (net of the assessment) is essential – and hard. The anxiety and impact on individual staff is difficult to witness in the face of high levels of individual commitment and contribution to our cause. The loss in overall organisational capacity inevitably means a reduction in some activities that are highly valued by some staff and members. However, we do believe that this presents an opportunity to be bolder about our ambitions, and clearer about our priorities: we will do fewer things, but we will do them better.

7.2 Key elements of the structure

The boldness of our vision requires a matching boldness in the resource choices we make as represented in our structure. These choices about structure are necessary but not sufficient steps: once our new structure is in place we can begin the exciting work of developing processes and behaviours that will, together with the structure, help us deliver on our role on a daily basis.

The key elements of the proposed new structure are:

- To replace the existing three Directorates with three Directorates and a Chief Executive's Office
 - The Chief Executive's Office will comprise:
 - Programmes
 - Advocacy
 - Nations and Regions
 - Strategic Planning/Movement Governance function.The CEO's Office has two principal purposes. The first is to inform and connect the UK political system to Amnesty International's human rights information and recommendations, and to pursue change through the cultivation of relationships and excellent advocacy. The second purpose is to maintain an overview of AIUK's strategy and to support the Director and Board in maintaining an agenda for governance, strategic management and our interaction with the Movement
 - The three Directorates will be
 - Supporter Campaigning and Communications
 - Income
 - Corporate Services
 - Supporter Campaigning and Communications will include Campaign Leaders for AIUK's priority campaigns, HRE, our activism work, and all communications functions (incl. Media, Digital, PR). This Directorate will be charged with bringing to life our commitment to grow the Movement, and to place supporters and members at the heart of our activity, providing support to member action to create Human Rights change (including their community fundraising efforts), and driving forward our ambitions to engage more people with our work, in addition to delivering well-planned campaigns that can call on the Section's resources
 - The Income Directorate will focus on the recruitment and retention of our financial supporters, and will build on the Fundraising Innovations work to host a new focus on how to make best use of the commercial opportunities available to AIUK
 - The Corporate Services Directorate will ensure we steward our resources efficiently and effectively. To this end, Corporate Services will become the home of Supporter Care. Financial information combined with the data from the Supporter Care work will place the Directorate in a stronger position to build on its role in Operational Planning and Performance Monitoring.
- To rebalance our managerial profile through increasing the number of SMT level Director posts by one, and reducing the number of Grade E (Heads of) posts from 16 to 12.

- To bring together the work of teams aiming to support members and supporters to create Human Rights change within a new team, Supporter Campaigning, coming under the new Directorate of Supporter Campaigning and Communications
- To bring together all mass Communications activity within one Directorate, across two teams: Media, PR & Artist Liaison, and Communications Planning and Production (i.e. Digital, Publishing, Design) reporting to the Director of Supporter Campaigning and Communications
- To bring together the IT and Facilities team to provide a more joined-up and resource-efficient service to users of the HRAC and other AIUK sites
- To redistribute responsibilities held by the Supporter Relations function through: the Telemarketing and Data teams reporting in to the Head of Supporter Recruitment and Development, and the Supporter Care team reporting to a new role of Operational Planning and Performance which will replace the current Head of Finance role
- To realign the teams within the Supporter Recruitment and Development function to include a more streamlined direct marketing team with the aim of simplifying processes, communications and flexibility and bringing in the telemarketing function and specific data analysis support to increase supporter focus of this department.

These proposals mean that we will meet our key drivers for change:

- Meeting the savings required to recurrent costs
- Focusing our resources on the delivery of our role
- Rebalancing the resources of the organisation to re-establish members and supporters at the heart of our work
- Aligning to the direction of travel at the IS and across the Movement, and flexible enough to adapt to them as changes are implemented
- Promoting coherence and accountability for key organisational processes, and
- Maintaining the Section's capabilities in Campaigning, Activism, and Fundraising.

8) Impact assessment

A reduction in the staffing establishment of 23 FTE posts (39 jobs) will not go unfelt in an organisation of our size. However, once the initial upheaval of the restructure has passed, the SMT is confident that the increased sense of purpose and more flexible staff resources will enable us to maintain support for existing activist structures, grow our supporter and income base, and maintain our capacity for priority and tactical campaigns.

8.1 Campaigning and Strategic Directions

We will maintain a capacity for expert-led pursuit of human rights change in the fields of women's human rights, economic affairs (business), the arms and security trade, refugee work and human rights defenders. Over the medium-term we will review the content and plans of these programmes in the light of their strategic significance to the human rights agenda, their importance as a source of expertise for the Movement and any changes undertaken at the International Secretariat or in

the wider Movement (particularly in relation to an anticipated narrower campaigns focus and the agreement of a new Integrated Strategic Plan in 2015).

The new structure is designed to maintain the capacity for work on three priority campaigns (in addition to programmatic work on Individuals at Risk). This is in line with the strategic intent of the International Secretariat, the Global Management Team and the global Campaigns Management Team. In the short- to medium-term, AIUK's choices of priority campaigns will be informed by IS priorities but not dictated by them. Instead, we will build on existing prioritisation processes, ensuring that political analysis, our understanding of 'member energy' and 'audience journey' are incorporated into planning decisions.

Our capacity for political advocacy in the devolved nations and at Westminster will continue to be substantial, albeit with some reductions in capacity for the existing teams.

However, we are proposing changes to structure that will reduce dedicated capacity in specific areas:

- There will no longer be any dedicated campaigning support for our Women's Human Rights Programme. We intend to stick to our plans for a major initiative focussing on women in Afghanistan. Beyond this, the pursuit of human rights change for women will be undertaken through advocacy and network-led initiatives, by the integration of gender analysis in to major campaigns and programmatic initiatives supported where possible by tactical campaigns capacity. As with other Programmes, we will consider future proposals for major AIUK campaigns.
- There will no longer be any dedicated campaign support for our Human Rights Defenders Programme. This represents a significant (75%) reduction in our existing capacity, which can only be partly offset by the more flexible organising and campaigning resources that we envisage.
- Our standing capacity for work on the death penalty will be reduced. Individual cases will be monitored by the Individuals at Risk team, with the possibility retained to elevate them into major campaigns where the circumstances are propitious. However, our capacity for 'programmatic' advocacy will be diminished and can only be partly subsumed in the work of the existing advocacy teams
- In practice, we will also experience reduced capacity for work on forced evictions. This is a Movement priority and its de-prioritisation by AIUK should be noted. We will continue to participate in the Rapid Response Network, led by our individuals at risk team.
- The development of an AIUK-led Trade Union Strategy for the Movement will need to be put on hold for the short-term at least. This is, however, an acknowledgement of an existing situation where capacity at the International Secretariat is insufficient to ensure the success of this initiative at the current time.

8.2 Activism

The creation of a Supporter Campaigns Organiser function, located within the Supporter Campaigning and Communications Directorate will build on our approach to activism support. We will increase staff in this area working to more generic role descriptions allowing them to work flexibly with all our activists.

Current levels of service to activist groups and networks will be enhanced, being delivered through a team of Supporter Campaigners who will act as ‘content gateways/coordinators’ for current and potential supporters. This team of staff will proactively develop groups and networks and assist them in making human rights change, either through their campaigning or fundraising activity. It will also be the work of this team to engage our members’ creativity to devise ways in which they can then take more prominent campaigning roles.

By bringing together communications functions with activism we will be more able to put into practice the recommendations of the Communications Review - most notably, by creating a stronger audience focus and a greater discipline in the way we commission, approve and produce communications.

8.3 Fundraising

Clearly, it is vital that our ability to raise funds and maximise commercial opportunities is further strengthened to fund our future ambitions for the Movement and our Section. Overall, we are proposing minimal changes to the staffing levels in the Fundraising function, however we are proposing to reorganise staff posts to create greater flexibility.

The creation of a dedicated SMT fundraising role will supply an undiluted focus on this area and will strengthen our fundraising operation.

8.4 Key relationships

Members

For members who are not activists, their experience of AIUK as a consequence of the restructure should be one of a more coherent supporter journey, due to the integrated Communications functions, and more attractive invitations to deepen their engagement in HR issues of interest to them. In addition, they should also experience in a more direct way being part of a Movement of ordinary people that is growing, and that speaks to them in more accessible, ‘human’ language.

The Movement

The creation of the Chief Executive’s Office should result in the Movement experiencing AIUK as more influential in identifying and prosecuting longer-term strategic agendas. One risk of greater involvement of members is an increase in demand on information flows from IS staff, and AIUK staff will need to work hard to coordinate and filter such requests.

Partners

For some partners in Programme-related work, they will experience a reduction in AIUK’s ability to engage with them. Partners in the fields of activism and commercial opportunities however will experience greater capacity and interest in the development of relationships, while those in the Fundraising arena will experience no change.

8.5 Charitable status

Whilst the restructuring of the organisation is substantial at the operational level it is not seen as altering our charitable/non-charitable status dramatically. Those areas that are currently deemed to be non-charitable activities are likely to remain, although carried out through different channels.

8.6 Equalities

An Equalities Impact Assessment will be completed during the formal consultation process.

9) Risks of the structure and mitigating measures

The scale of the proposed change clearly presents some potential risks. The principal risks are identified below, together with proposed mitigating measures:

9.1 People

Leading a change such as this with authority and confidence is vital at every level within the organisation, and particularly at Director and Grade E level. To secure SMT, we propose that a process to appoint to the revised SMT posts is undertaken immediately. Appointments would be made subject to the structure being adopted, and would involve an Appointments Panel comprising the Director and Board members. The remaining vacant SMT posts will be advertised internally. Only if an appointment cannot be made will an external process be considered.

We are fortunate to have a number of talented Grade E managers. There will however be a reduction in this number. In these difficult circumstances we are grateful that we have been able to benefit significantly from their contribution to the changes. We aim to appoint to Grade E posts before the end of 2012, thus allowing us to secure this key management level quickly.

As the Board is aware, some members of our staff team have struggled to accept the necessity of the reduction in recurrent expenditure within the stated timeframe. Some industrial action has been taken, and we anticipate that more strike days may be planned.

SMT has emphasised and demonstrated a willingness to negotiate on all issues outside the Assessment, and in the operational response to industrial action has emphasised the importance of 'the day after the strike' when we all come together again as one team to do the important work of AI. The branch official has been present for all key negotiations, and we are pleased to say he will be present at the opening of the formal consultation.

9.2 Campaigning

A fear has been expressed that fewer campaigning opportunities will be available for our activists to participate in and/or that the impact of our campaigns will be reduced. This should not be the case. Major campaigns will be designated as priorities and will be treated as such in the resource planning process. They will be well planned and well executed. Established initiatives, like the Greetings Card Campaign/Write for Rights will continue. If anything, opportunities to participate in short-term campaign actions will increase as we develop our support for member-led campaign initiatives (drawing primarily from IS plans), although this is likely to be at the expense of some staff-led actions.

9.3 Activism

Existing activists may be concerned that the levels of service currently provided to them will decrease with these changes. Since there will be an increase in staff numbers supporting activism, the principal risks to support levels will flow from staff being drawn to campaigning activity rather than activist support. This will be mitigated by management prioritisation of support functions and dialogue/monitoring with activist committees.

9.4 Fundraising

We are adding resource into the fundraising operation by creating the new SMT Fundraising Director post and the new E Grade post designed to enable us to more fully exploit commercial opportunities. Our aim is that this will increase our ability to increase our income in line with the 2% year on year growth target. However, there are two potential risks to the changes we are making. The first is that by moving community fundraising to the Supporter Campaigning Team we lose some of its commercial focus. We aim to mitigate that by retaining leadership of this function within Fundraising and strengthening its commercial focus by merging it with the Corporate Partnerships Team. The second is that we lose some of our ability to build a fundraising pipeline through the development of activist networks e.g. Pocket Protest by the fact that Digital and the Supporter Recruitment and Development Teams are now different departments. We will mitigate this risk by creating a specific Digital Fundraising role in the Supporter Recruitment and Development team with a strong link to the Digital Team and by setting some joint KPIs and working practices to directly link the work of these two teams.

10)Implementation

Subject to Board approval, the proposed savings measures and attendant organisational restructure will be shared with the Trade Union and formal consultation will open on 22nd October, and run for a period of 30 days. Alongside the consultation with the Trade Union, we will create opportunities for staff to offer feedback through written submissions, a series of workshops with SMT, and through one-to-one conversations with managers and/or HR colleagues.

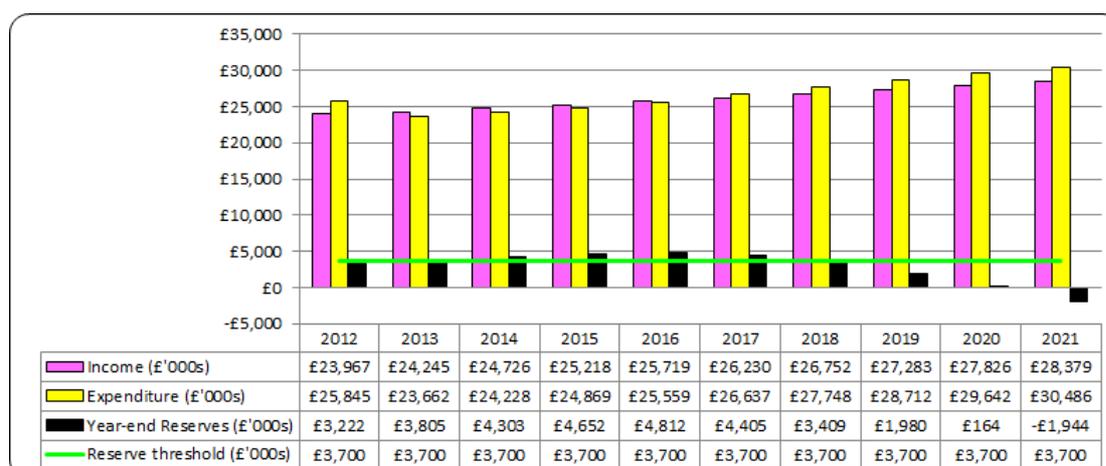
Once the consultation period has concluded and the structure has been finalised, we anticipate it will take approximately sixteen weeks to appoint to the new structure. All staff whose posts have been made redundant and who have not been successful in securing another position with AIUK will have completed their redundancy period no later than May 2013.

In addition to support from their managers, Trade Union and HR colleagues, staff will also have the opportunity to take advice on CV writing, personal financial issues, interview techniques, etc from specialist support providers Right Management. Once the structure has been finalised and the implementation process has begun, it will be critical to explain to members exactly what changes are being made, why, and how these changes may affect them. SMT members are intending to attend the round of regional meetings commencing in the autumn, and would warmly welcome the participation of Board members.

11)Transition budget

In the consultation undertaken during the summer with staff and members, the graph below was widely used to illustrate an underpinning financial rationale for CAPP:

Table 1: Impact on Reserves - £2.5m savings

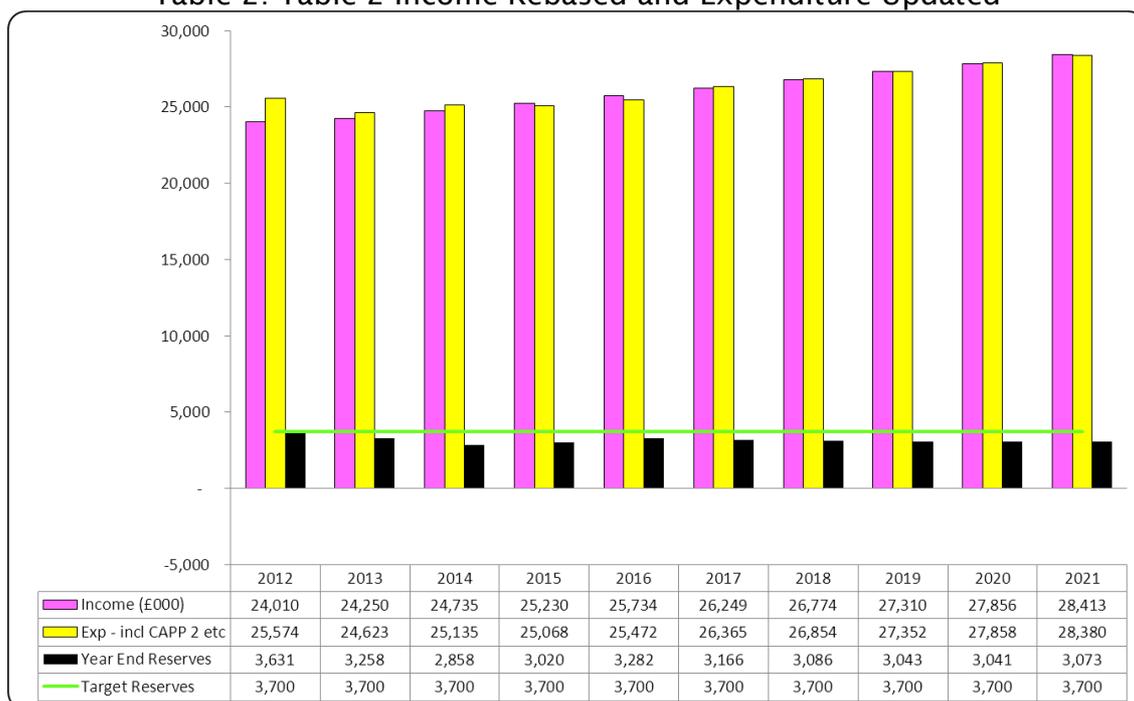


In the interim a variety of factors have influenced these assumptions including:

- Financial Reforecast 2012
- Potential repayment of deferred 2012 Assessment (£700k)
- 2013 Assessment foreign exchange variance
- Restructuring Budget
- CAPP 2 savings -timescale for achievement

At the time of the initial presentations, it was assumed that CAPP would be completed by the end of 2012, hence the full £2.5m savings would be realised in the year 2013. Current planning indicates that whilst CAPP 1 will be so realised, CAPP 2 will follow from the beginning of the second half of 2013. In addition the presentation did not contain any allowance for restructuring. However, 2012 opening reserves level are better than that contained in the model used in the presentations. Therefore, applying the assumed level of annual income growth (2013 = 1%, 2014 on = 2%) to the reforecast 2012 figures, provides a more realistic financial picture:

Table 2: Table 2 Income Rebased and Expenditure Updated

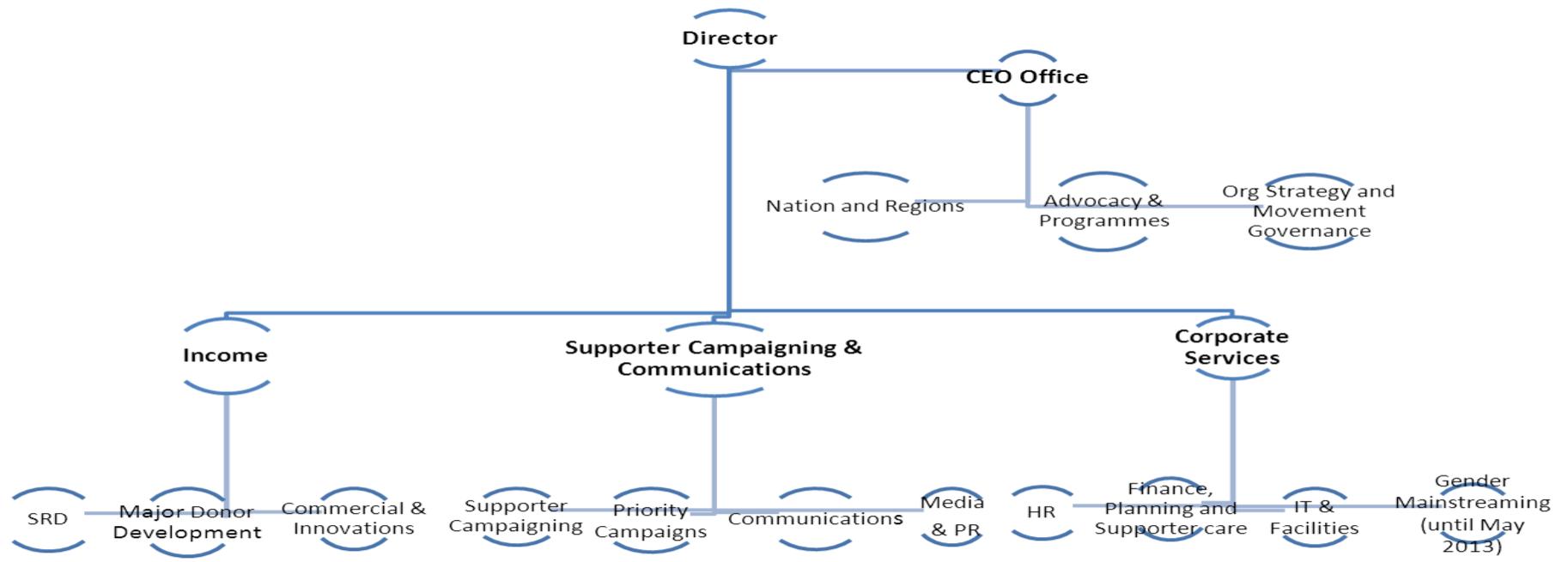


It is worth noting that the scenario in the table above does not produce a breakeven budget until 2015, although previous years deficits are small (2013 = 1.5%, 2014 = 2.0%). Reserves are sustained until 2017 at £3.2m, equivalent to 6.2 weeks expenditure.

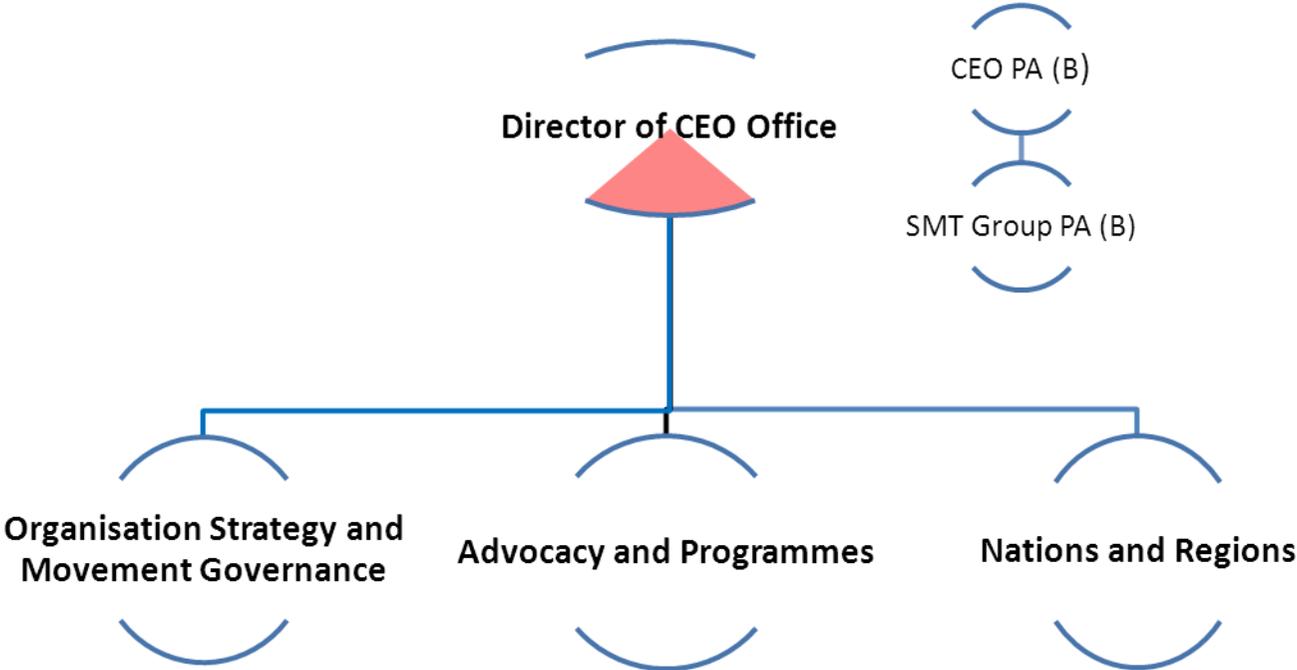
The Transition budget is promulgated upon the following:

- Year End 2012 will be close to Reforecast
- Repayment of deferred Assessment during 2014 and 2015
- No future foreign exchange variance
- Restructuring Budget in line with previous Board decisions
- CAPP 1 savings fully realised in 2013
- CAPP 2 savings realised from the start of Q3 - 2013
- Income will increase at 1% in 2013 and at 2% per annum thereafter.
- Further work will be undertaken on risk vs. reserves levels, financial discipline and scenario planning, etc.

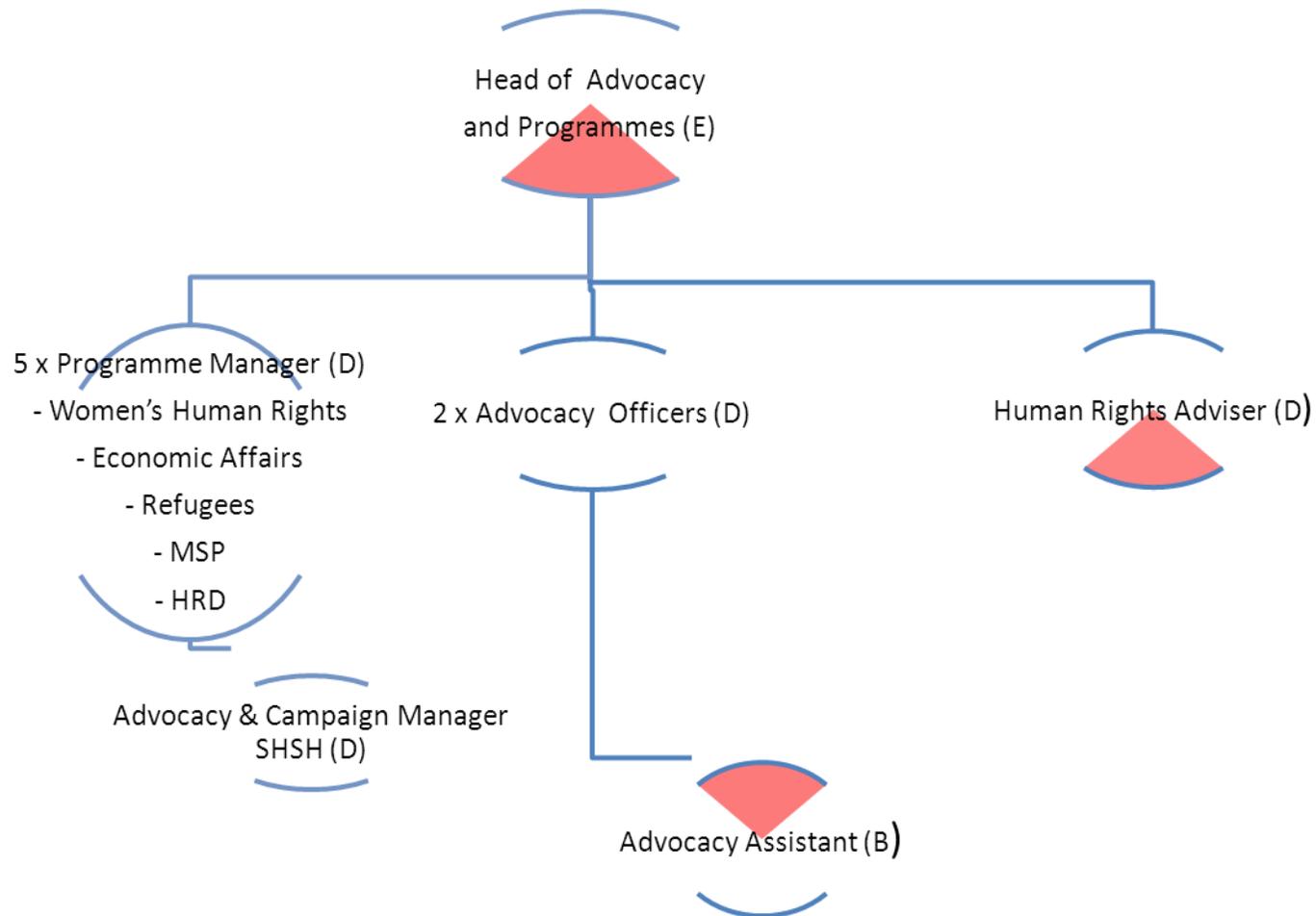
AIUK Proposed Organisation Structure: Overview



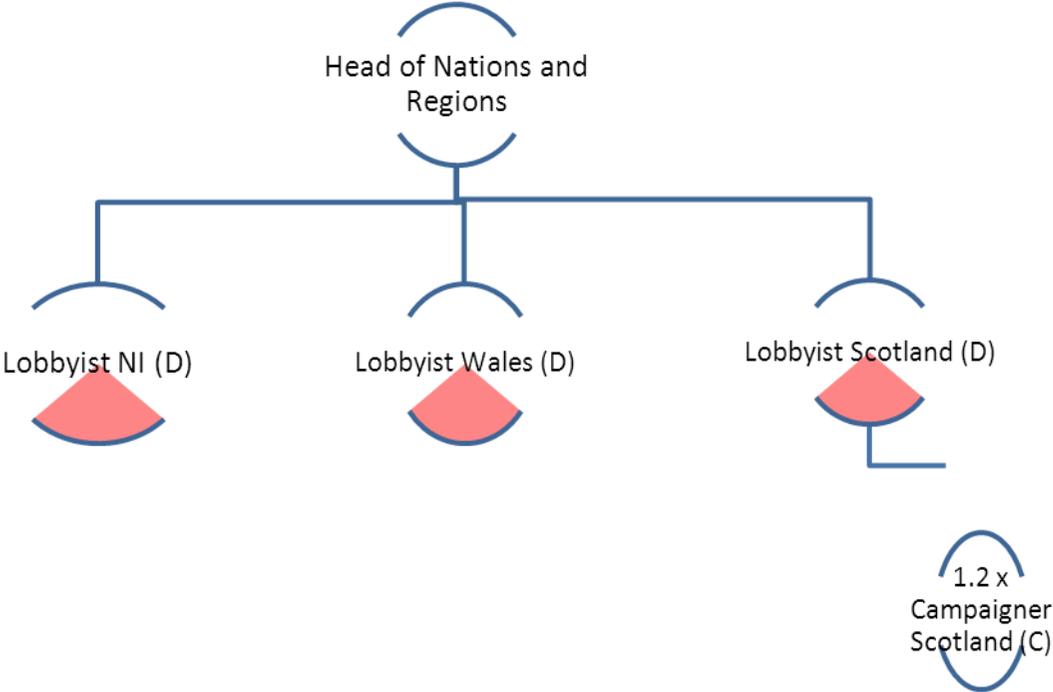
Chief Executive's Office



Advocacy and Programmes



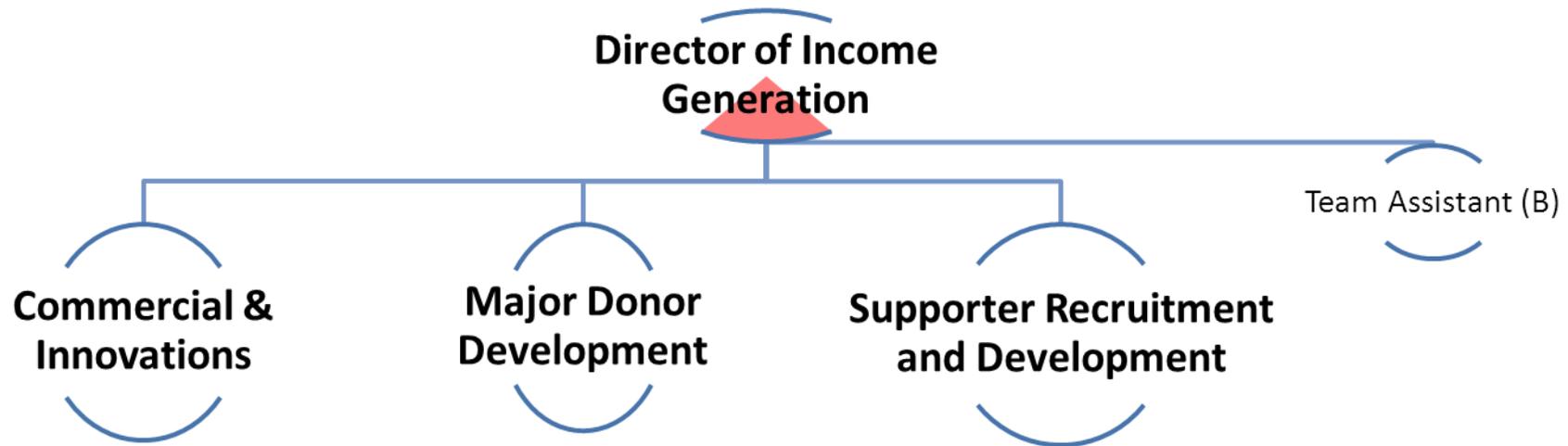
Nations and Regions



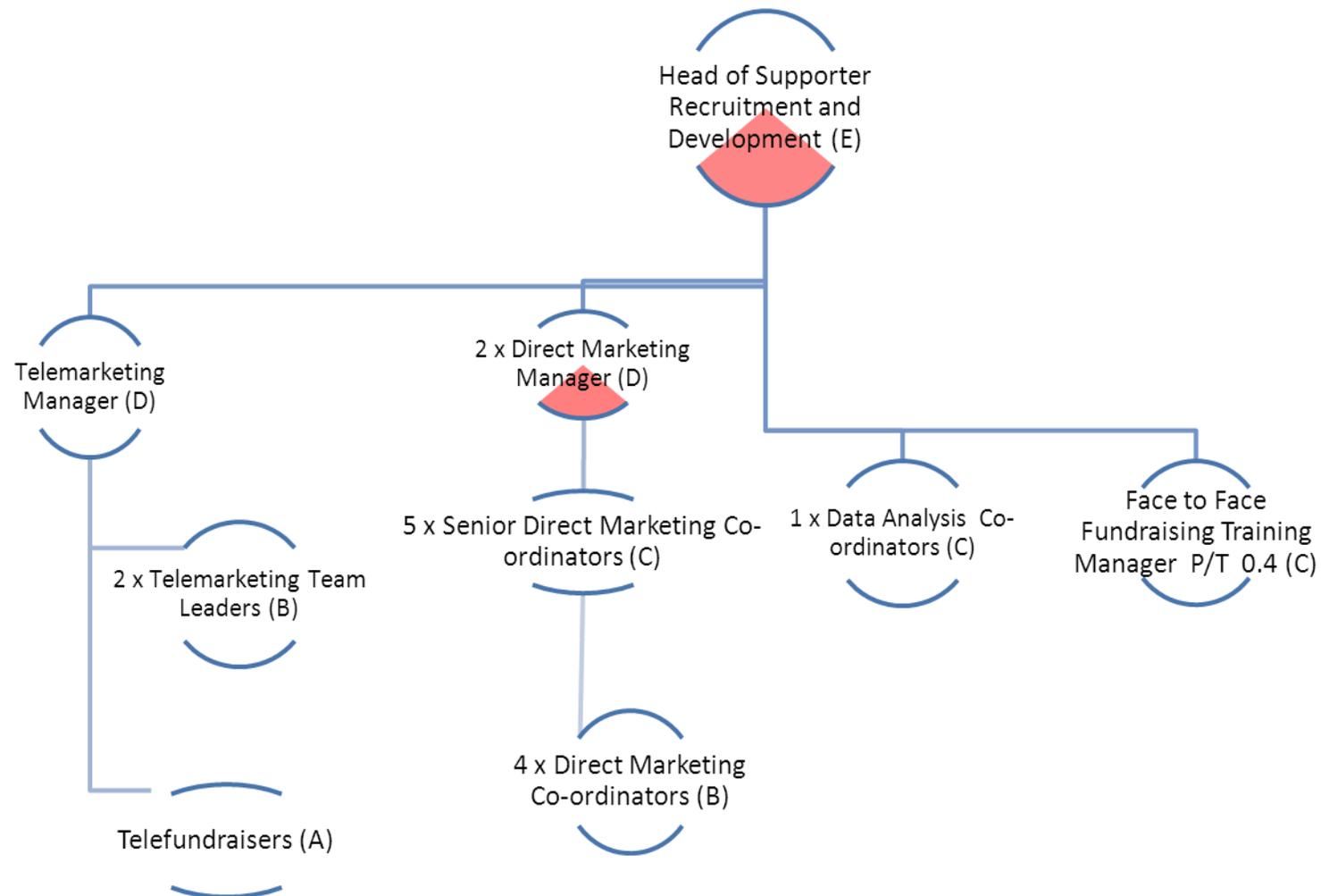
Organisation Strategy and Movement Governance



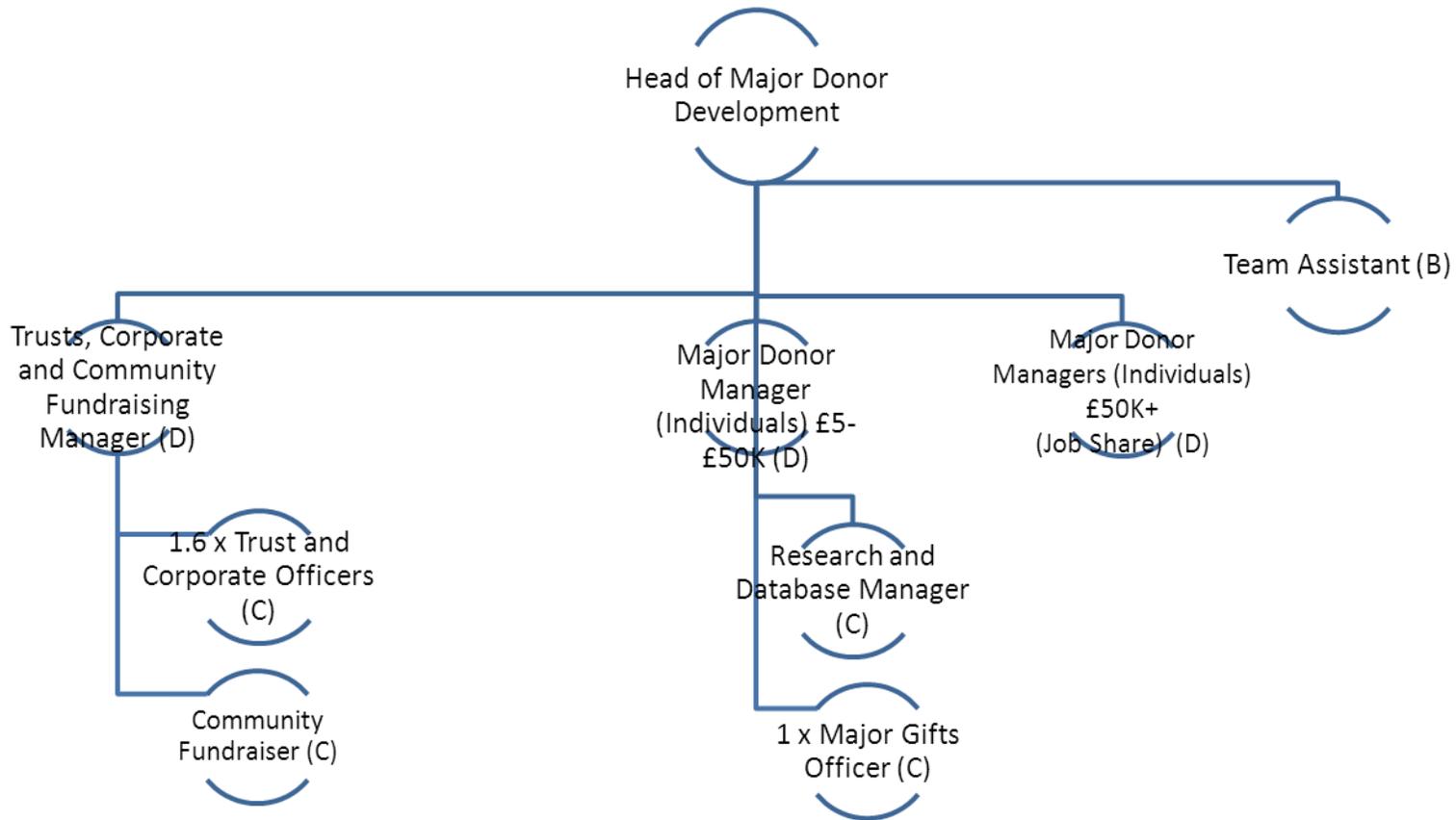
Income Generation Department



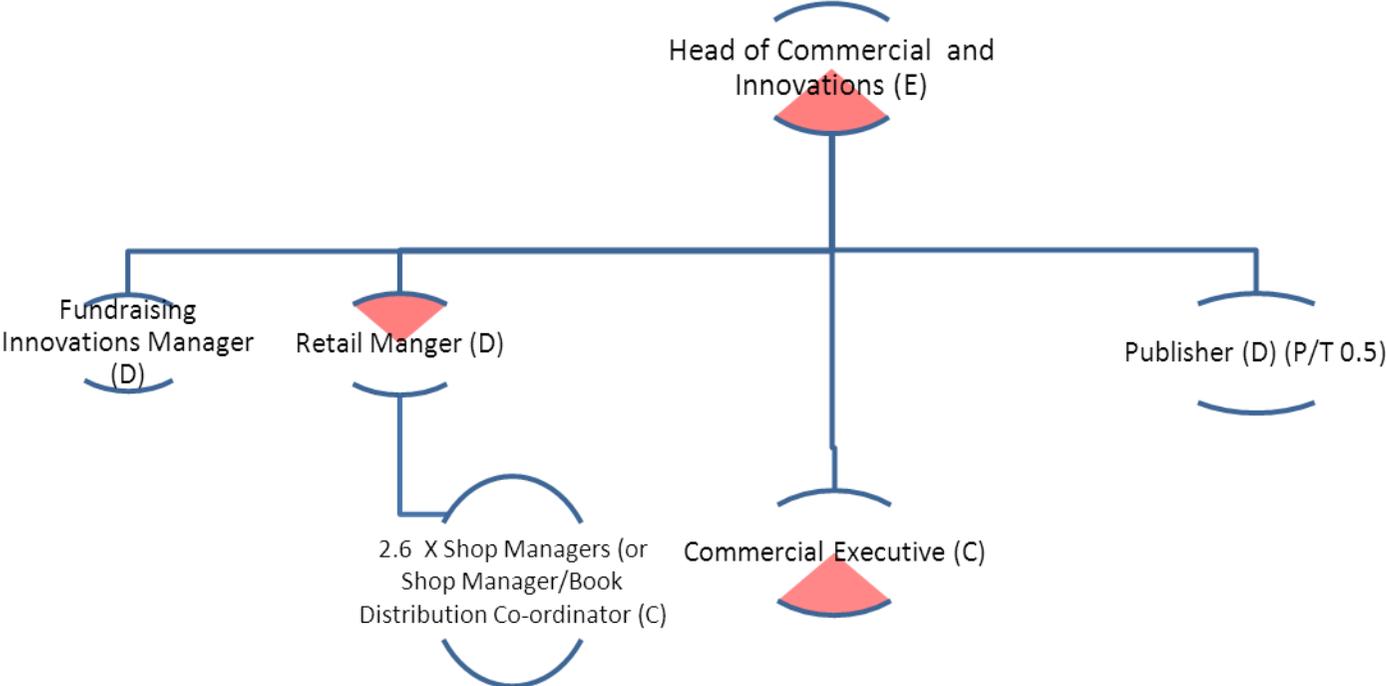
Supporter Recruitment & Development



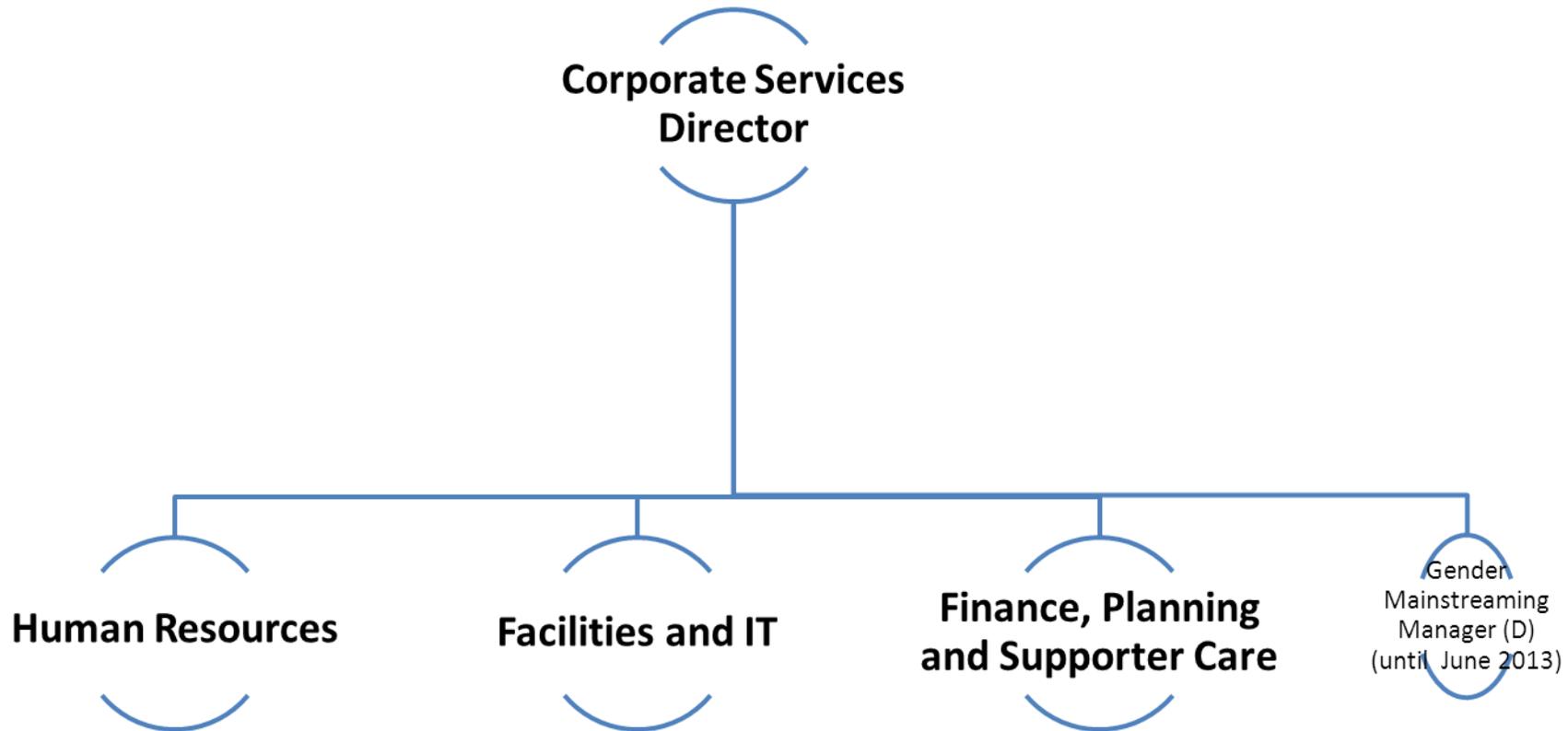
Major Donor Development



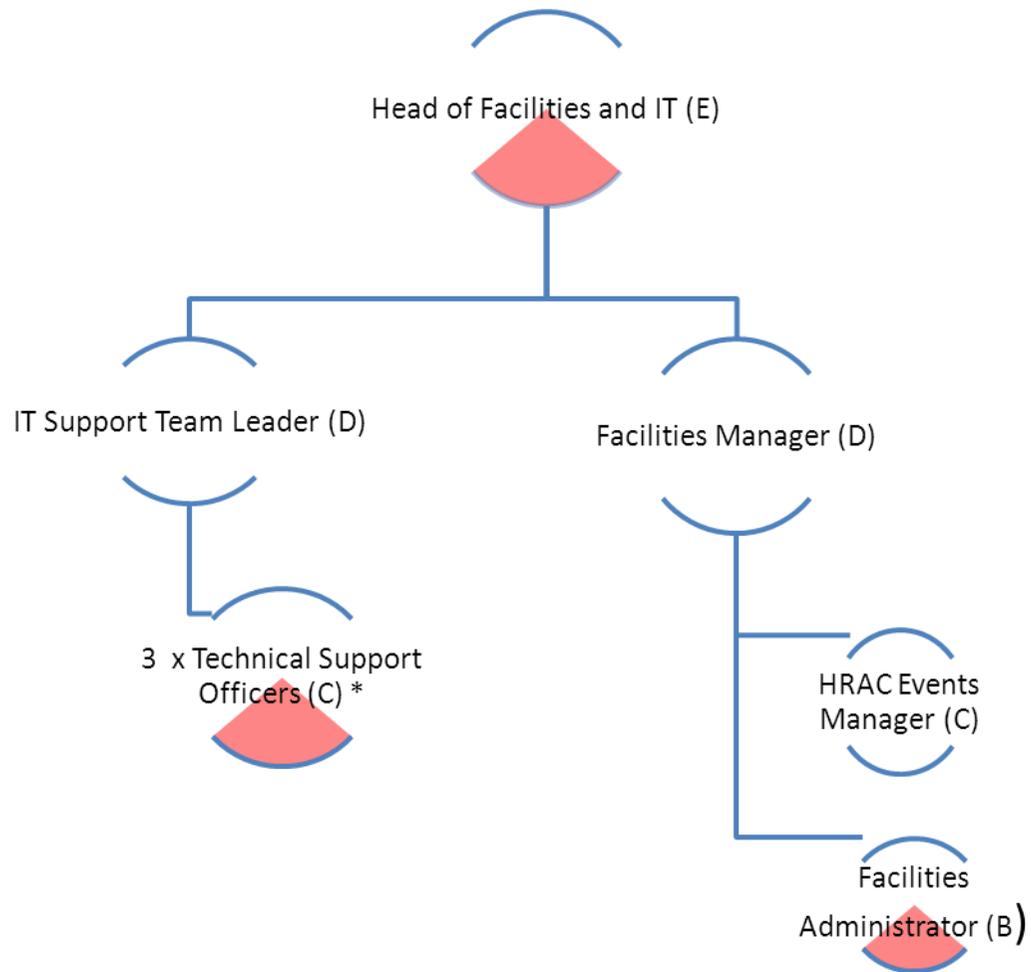
Commercial and Innovations



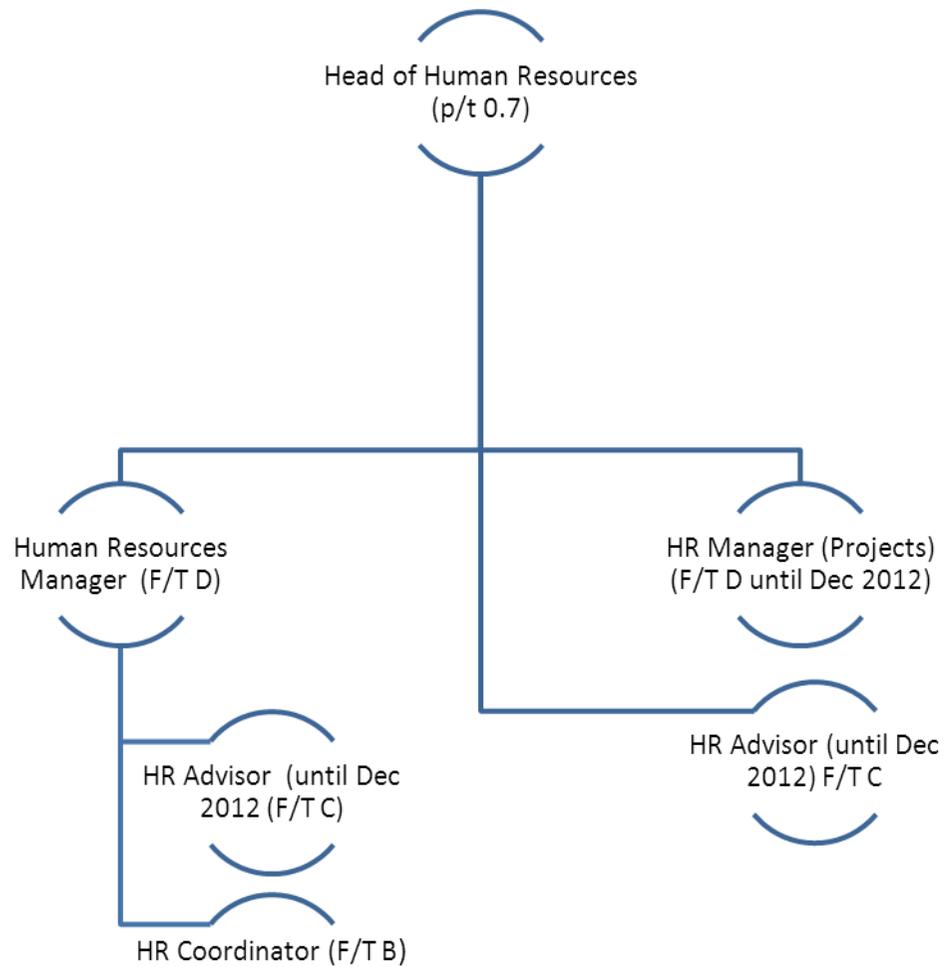
Corporate Services



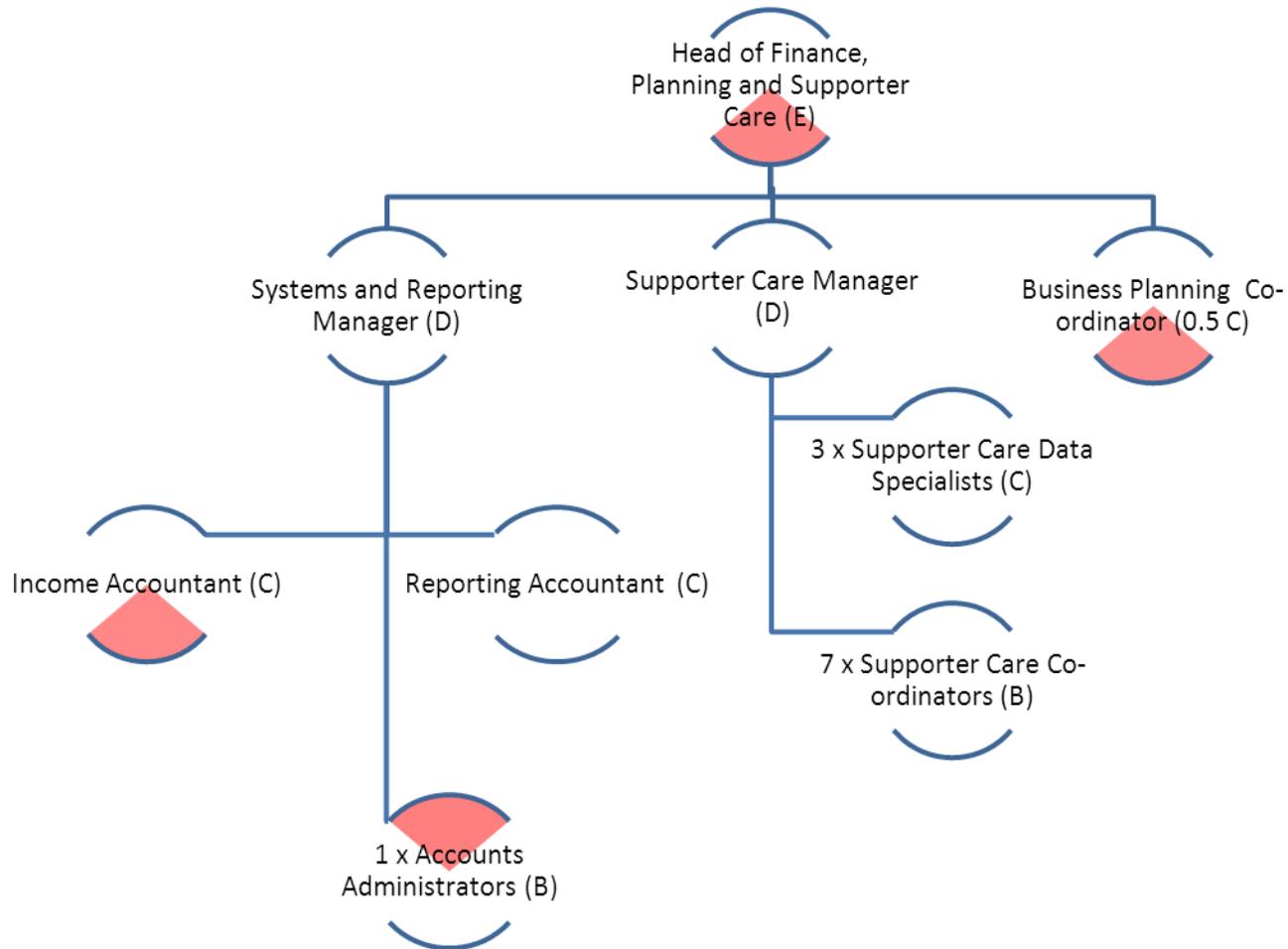
Facilities and IT



Human Resources



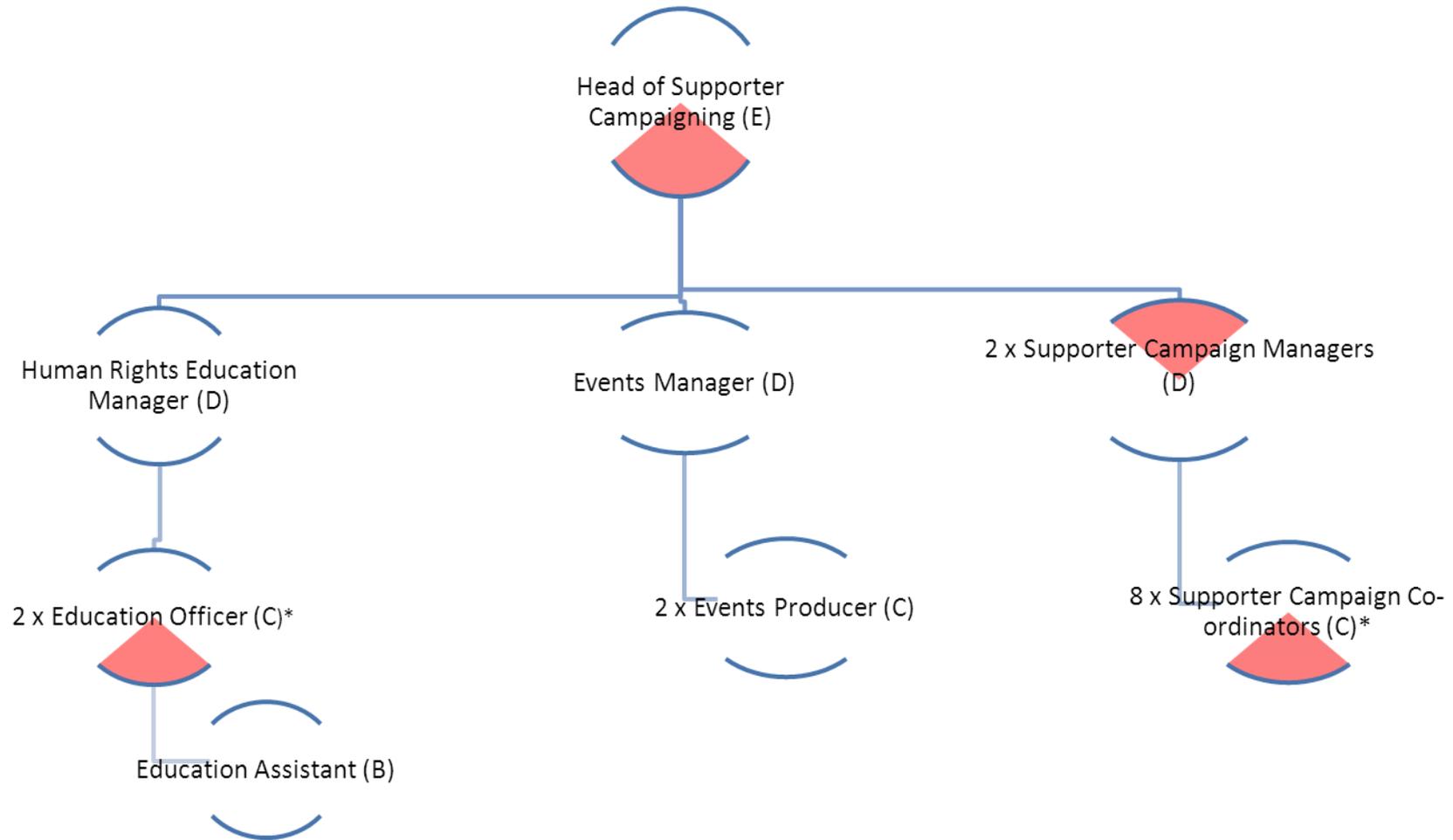
Finance, Planning and Supporter Care



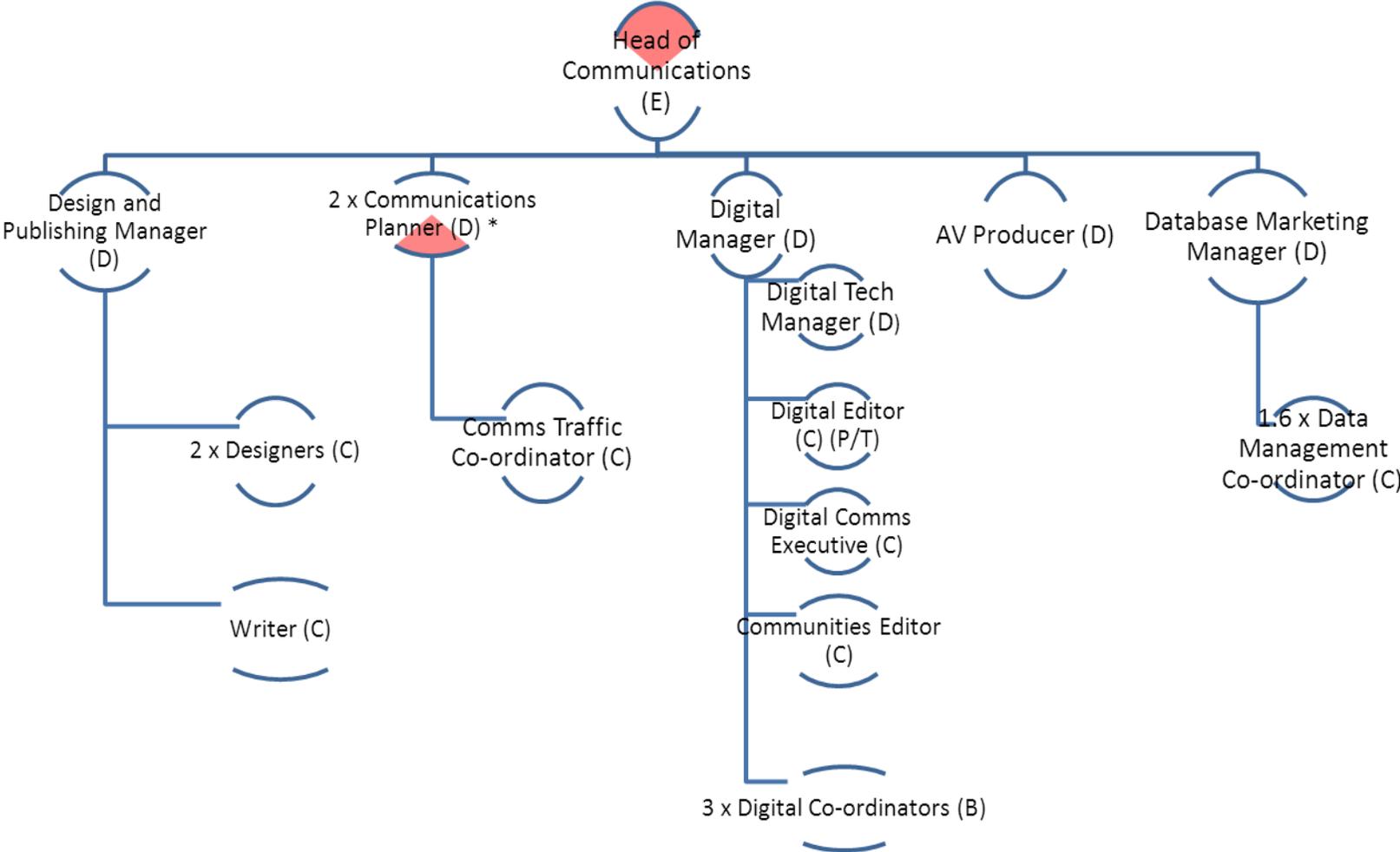
Supporter Campaigning and Communications Department



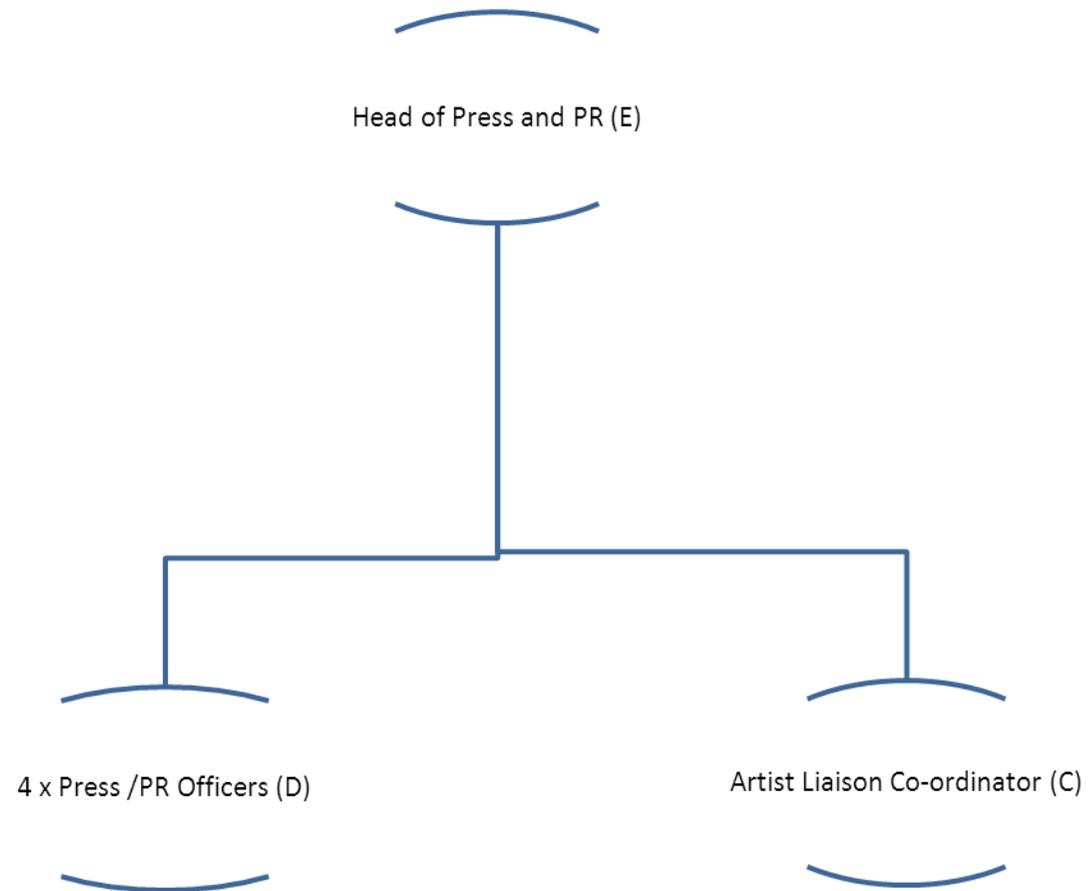
Supporter Campaigning



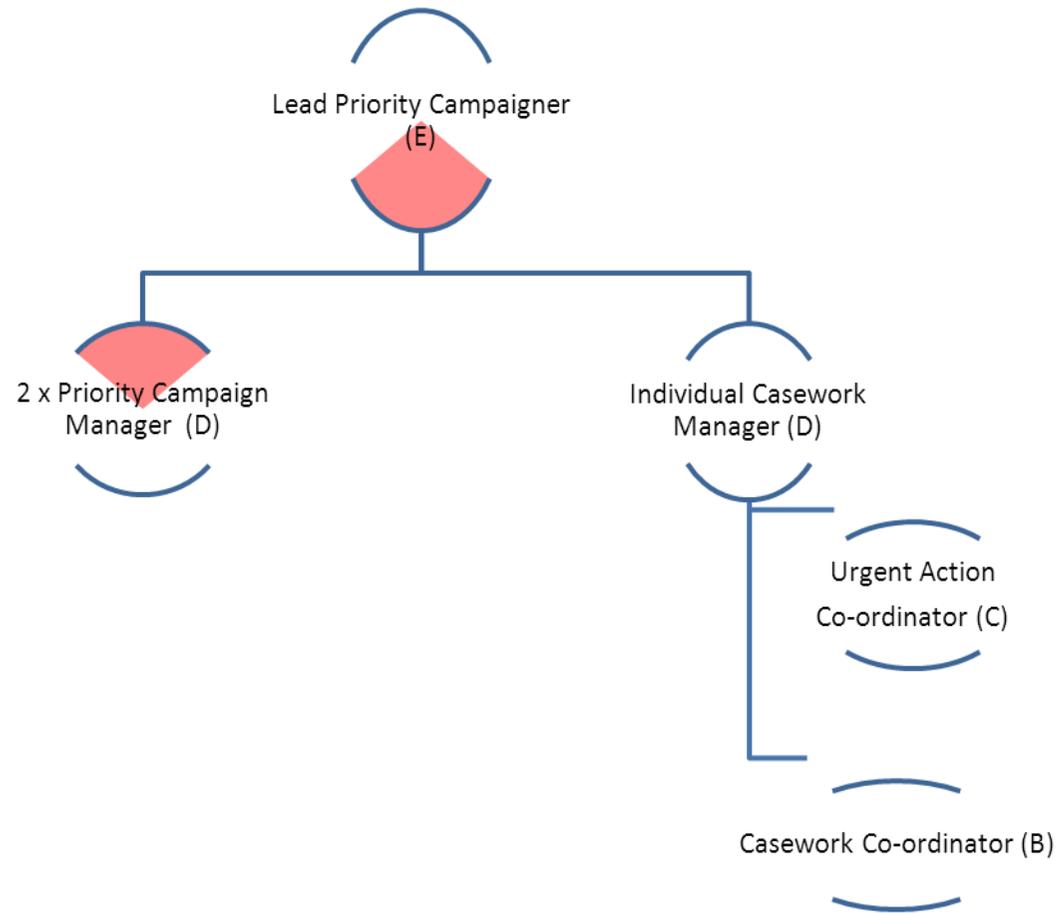
Communications



Press, PR and Media



Priority Campaigns and Individuals at Risk



Appendix B; Summary of roles and role purpose

Role	Purpose	Reports to	Direct reports
Chief of Staff	<p>To inform and connect the UK political system to AI’s human rights information and recommendations, and to pursue change through the cultivation of relationships and excellent advocacy; to maintain an overview of AIUK’s strategy and to support the Director and Board in maintaining an agenda for governance, strategic management and our interaction with the Movement</p> <p>To play an active role in the Global Campaigns Management Team</p>	CEO	<p>Head of Programmes and Advocacy Head of Nations and Regions Manager of Strategy and Movement Governance</p>
Director of Supporter Campaigning & Comms	<p>To bring to life our commitment to grow the Movement, and to place supporters and members at the heart of our activity, providing support to member action to create Human Rights change (including their community fundraising efforts), and driving forward our ambitions to engage more people with our work in addition to delivering well-planned</p>	CEO	<p>Lead Priority Campaign Manager Head of Supporter Campaigning Head of Communications Planning and Production Head of Media, PR & Artist Liaison</p>

	<p>priority campaigns that can call on the resources of the Section</p> <p>To play a leading role in the development and implementation of AI's global communications strategy by playing an active role in the Global Communications Team</p>		
Director of Corporate Services	<p>To ensure the resources our donors entrust to AIUK are stewarded efficiently and effectively. The combination of financial info, details from Supporter Care work and the access to further member/supporter data will place the Directorate in a stronger position to build on its role in Operational Planning and Performance Monitoring</p>	CEO	<p>Head of HR Head of Finance, Supporter Care & Planning Head of IT & Facilities Gender Mainstreaming Manager (until June 2013)</p>
Director of Income Generation	<p>To focus on the recruitment and retention of our financial supporters, and build on the Fundraising Innovations work to host a new focus on how to make best use of the commercial opportunities available to AIUK. In so doing to lead and manage the fundraising teams to deliver at least 2% year on year growth.</p>	CEO	<p>Head of SRD Head of Major Donors Head of Commercial and Innovations</p>

	To play a leading role in the development and implementation of the Global Fundraising Strategy by playing an active part in the Global Fundraising Management Team		
Head of Programmes and Advocacy	<p>To build relationships with politicians, officials and other opinion-shapers/decision-makers in order to generate awareness of AI's concerns and build support for our proposals and our cause</p> <p>To understand their agenda and use this understanding to aid AIUK planning</p> <p>To develop and maintain expert Programmes that identify opportunities for change, provide support for AIUK's operations and contribute expertise to the movement, where appropriate and agreed.</p> <p>Working with colleagues, to inform and connect AIUK's supporters and audiences with our political and programmatic objectives and methods</p>	CoS	<p>5 x Programme Managers – Economic Affairs, MSP, HRD, WHR Refugees (SHSH reporting to Refugees)</p> <p>2 x Advocacy officer</p> <p>HR Advisor/Policy assistant</p>
Head of Nations and Regions	To build relationships with politicians, officials and other opinion-shapers/decision-makers in and around the devolved institutions	CoS	<p>Wales Prog Manager</p> <p>NI Campaigner</p> <p>Scotland Programme Manager</p>

	<p>in order to generate awareness of AI's concerns and build support for our proposals and our cause To ensure AI's voice is carried in the Northern Irish, Welsh and Scottish media To support HRE work Northern Ireland, Scotland and Wales To identify and seize opportunities to promote awareness and build support for Amnesty in the nations, including through the support of local activists To ensure that supporters in the nations and regions are informed of our work in these areas and to proactively inform London staff of the team's activities and successes.</p>		
<p>Manager Strategy & Movement Governance</p>	<p>To maintain an overview of strategic developments in the movement and assist SMT in shaping the priorities for our relationship with the movement To assist the Chief of Staff and SMT in strategic planning and monitoring To assist the Chief of Staff, Director and Chair in developing and implement AIUK's governance agenda To undertake strategic project work on behalf of SMT.</p>	<p>CoS</p>	

Priority Campaign Leader 1& IAR	Design, plan and manage campaigns of strategic priority Coordinate and line-manage Priority Campaign managers and IAR manager, and ensure high levels of integration with other functions within the Department and across the organisation	Director of Supporter Campaigning and Communications	Priority Campaign Managers 2 and 3 Manager of IAR
Head of SRD	To lead and manage the recruitment, retention and development of individual supporters to AIUK To ensure high levels of integration with other functions, notably Supporter Campaigning and Digital in order to create and deliver the most effective supporter journeys To be responsible for managing the specific data analysis required to test, learn and drive performance improvement To ensure an effective balance between in-house and outsourced Telemarketing and face to face fundraising operations	Director of Income	2 Direct Marketing Managers In-house Telemarketing Team Manager Direct Marketing Analyst
Head of Major Donors	No change, apart from addition of Community Fundraising partnerships to its portfolio	Director of Income	No change
Head of Commercial and Innovations	To identify and harvest commercial opportunities in merchandising, products and partnering To foster imaginative approaches to	Director of Income	Retail manager FR Innovations Commercial executive

	maximising FR income		
Head of Supporter Campaigning	<p>To provide focus to the 'person-to-person' character of HR change</p> <p>To deliver growth in supporter and member numbers</p> <p>To facilitate and catalyse supporter and member action to create HR change (action and FR)</p> <p>To catalyse increased depth of engagement with HR and AIUK among existing supporters and members</p> <p>To facilitate the articulation of member energy to aid decision-making</p>	Director of Supporter Campaigning and Comms	<p>2 Managers of Supporter Campaigning</p> <p>Manager HRE</p> <p>Manager Events</p>
Head of Media, PR & Artist Liaison	<p>To proactively raise the profile of AIUK and specific AI campaign priorities with the UK public via the media</p> <p>To develop relationships with artists and media opinion leaders to contribute to audience journey</p>	Director of Supporter Campaigning and Comms	<p>4 Media and PR Officers</p> <p>1 Artist Liaison Executive</p>
Head of Communications Planning and Production	<p>To provide expertise and resource to devise and deliver audience-centred communications which support specific campaign objectives and which inspire and connect people in the UK to Amnesty's work.</p> <p>To lead the implementation of the brand strategy</p> <p>To provide data insight on supporter</p>	Director of Supporter Campaigning and Comms	<p>Design and Publishing Manager</p> <p>Digital Manager</p> <p>AV Producer</p> <p>2 Communications Planners</p> <p>Database Marketing Manager</p>

	behaviour in order to inform campaign and communications strategies To ensure that we integrate communications schedules and projects across AIUK		
Head of IT and Facilities	To ensure the most efficient use is made of the resources deployed in these areas. Maintaining current IT systems and maximising the potential of HRAC	Director of Corporate Services	
Head of HR	No change	Director of Corporate Services	
Head of Finance, Supporter Care, Planning and Performance Monitoring	To provide timely management information in financial and other areas to assist senior management's decision making	Director of Corporate Services	
Data analyst (C)		Head of SRD	
Telemarketing Manager		Head of SRD	
Direct Marketing Manager 1		Head of SRD	
Direct Marketing Manager 2		Head of SRD	
Manager of Supporter Campaigners (2)	To lead team (and also play active role in) to facilitate and support action by supporters and members to create HR change To support team members to invest up to 30% of their time in acting as a coordinator/gateway for a specific content area (theme, country, case)	Head of Supporter Campaigning	Supporter Campaigners x 8

	<p>and 70% of their time fostering networks and connections amongst a specific audience group</p> <p>To support Supporter Campaigners to identify issues and areas of member interest and energy, and feed these into AIUK planning</p> <p>To enable Priority Campaign managers to connect with members and supporters in aid of creating HR change</p> <p>To meet Community FR target</p>		
Communications Planners (2)	<p>To develop and implement the audience strategy for AIUK</p> <p>To be the central recipient for all communications commissions by teams across AIUK and to work with the commissioner to create a clear communications brief</p> <p>To liaise with the AIUK communications teams (and agencies where appropriate) to respond to the creative brief and to deliver the communications project</p> <p>To be the guardians of the Amnesty brand in the UK</p> <p>To oversee the overall AIUK integrated communications plan</p> <p>To be well-networked and connected externally to ensure AIUK continually innovates its communications</p>	Head of Communications Planning and Production	None

