AMNESTY INTERNATIONAL UNITED KINGDOM SECTION Board Meeting held on 2 June 2018 Minutes OPEN SESSION

Board Members

Present:

Ruth Breddal Chair
Eilidh Douglas Vice Chair
Meredith Coombs Treasurer

Lucy Blake Tom Chigbo Abigail Grant Tom Harrison Sue Jex

James Lovatt Sharon Lovell Daren Nair Sen Raj

Hugh Sandeman

Tom Sparks [Participating via Live Conferencing]

Rebecca Warren

Apologies:

Abbie Cooper Staff Representative to the Board

Kerry Moscogiuri Director of Supporter Campaigns and Communications

In Attendance:

Kate Allen Director

Rosie Chinchen Director of Fundraising

Tim Hancock Director of the Chief Executive's Office

Ros Parker Director of Corporate Services

Michelle O'Keeffe Company Secretary and General Counsel

Minutes:

Selma Shirazi PA to the Director

1. HOUSEKEEPING

1.1 Apologies

The Board received apologies from Abbie Cooper, Staff Representative to the Board and Kerry Moscogiuri.

1.3 Announcements

The Chair announced that the Board had voted for Eilidh Douglas to be their Vice Chair. The Board conveyed their congratulations.

1.4 Declarations of Interest

There were no declarations of interest.

2. MINUTES OF PREVIOUS MEETINGS

2.1 Minutes of 24 March Open Session

The following amendments were made;

■ Point 3 (pg. 3/1st para) amend spelling mistake, 'phone' not 'pone'.

The minutes of 24 March were approved pending the above amendment.

2.2 Minutes of 31 March Open Session

The date of the minutes should read 2018 not 2017.

2.3 Matters Arising – Open Session

The Board noted matters arising and actions taken since the March Board meeting.

3. CHAIR'S REPORT

The Chair reiterated her thanks and appreciation for Board members' contribution and participation at the AGM/National Conference. Since the AGM the Chair has attended the European Regional Forum (the first of its kind), FARSC and HRSC. The Chair has been involved in a number of conference calls in preparation for the Global Assembly in early July. The Chair informed the Board that AIUK's support and experience is highly appreciated by other sections, as demonstrated when she attended the European Regional Forum, she briefed the Board on the key achievements and challenges faced by other European Sections including the rise of hate speech, increasing xenophobia and threatening behaviour by state governments against NGOs like Amnesty.

The Irish Referendum yielded a great result, the Chair acknowledged the work done by AI Ireland leading up to the referendum.

ACTION: The Chair will be writing to AI Ireland to offer AIUK's congratulations on the tremendous result.

The Board thanked the Chair for her report.

4. SECTION TRUST PROJECT PROVISIONAL RECOMMENDATIONS

The Board welcomed Mike Caudrey, Bluesparks Consulting to present provisional recommendations for the Board's input and discussion on the Section Trust Project.

In late 2017, a team of consultants were commissioned to examine the relationship between 'Amnesty International UK Section' (a limited company) and 'Amnesty International UK Charitable Trust' (a charity and a limited company).

In March 2018 the Charity Commission issued draft guidance on charities connected with non-charities which the consultants have used to steer the project direction, risks and recommendations going forward. The Board was invited to discuss the interim report (due to be finalised in July) and give their comments on the recommendations which covered the following areas;

- Clarity of understanding
- Nomenclature
- Strategy and Democratic Deficit
- Documentation and Processes
- Website and Supporter Care
- Other (including cross-charging, property, contracts, risk management and the grant to the IS).

The Board discussed the project, questions asked included safeguarding – does each entity need to have their own policy/procedures, VAT implications and joint employment contracts/MoUs between the entities.

The Board were happy with the direction of the project, the issues addressed, its recommendations and next steps. The Board asked for any work that can be done before the final Charity Commission Guidance to be prioritised and the rest of the recommendations to be implemented after the guidance has been finalised.

5. DIRECTOR'S REPORT

The Director presented her report to the Board and highlighted the following;

- AIUK's advocacy on Turkey's President Erdogan's visit and in preparation for Taner Kiliç's next hearing on 21st June.
- Preparation for President Trump's visit on 13th July.
- AIUK is waiting to hear back from the JLC on possible dates for a meeting with their Chief Executive.
- A very successful launch of the Gangs Matrix report.
- Her attendance at the Global Management Team meeting, at an FCO Reception welcoming the UN General Secretary to the UK, a Reception with the Commonwealth Heads of Government Meeting and at the Foreign Secretary's Human Rights Advisory Group meeting.

The Board thanked the Director for her report.

6. REPORTS FROM SUB-COMMITTEES

6.1 Activism Sub-Committee

The main items at the most recent ASC meeting (19th May) were AGM Evaluation and Impact of the Movement, updates from activists groups/networks (including approving plans for AIUK's presence at Prides around the country). The previous meeting on 10th March focussed GDPR, Brexit, Risk Audit and Safeguarding. The Board thanked Eilidh Douglas for her report.

6.2 Nominations Committee

James Lovatt updated the Board on the last NSC meeting where they had talked about the recent Board ballot and looking at the process for elections. The NSC also discussed their presence at planned 2018 Regional Conferences.

The Board thanked James Lovatt for the report.

6.3 Campaigns and Impact Sub-Committee

The CISC discussed Safeguarding and Wellbeing in AIUK's campaign work, Activists Political Effectiveness Project and looked forward to CISC's work for the rest of the year.

The Board thanked Sharon Lovell for the report.

6.4 Finance, Audit and Risk Sub-Committee

At the 27 March 2018 meeting FARSC discussed the Annual Accounts, the Financial performance of the Section, the Internal Audit, Strategic Risk and Assurance workplan, GDPR and the Section/Trust Staff costs apportionment 2017.

On the 31 May 2018 FARSC discussed and agreed the Audit Tender process and its timelines, there was discussion on whether the current Auditors should be excluded FARSC concluded that they should not be excluded as the audit team is regularly changed.

ACTION; FARSC has drafted a report on its activities over 2017 -2018 financial year, this will be submitted to the Board at its September meeting.

The Board thanked Meredith Coombs for the report.

6.5 Human Resources Sub-Committee

Ros Parker, Director of Corporate Services informed the Board that the HRSC's last meeting (20 March 2018) focused on the Pay & Grading Project, Safeguarding and recruitment to HRSC.

The Board thanked Ros Parker, Director of Corporate Services for the report.

7. RETURNING OFFICER'S REPORT

The Board welcomed Iman Kouchouk, Returning Officer to report on the 2018 AIUK Board Election. The Chair informed the Returning Officer that the Board has appointed Eilidh Douglas as its Vice Chair.

The Returning Officer congratulated the successful candidates Hugh Sandeman (for the unreserved seat), Daren Nair (for the local group seat), Tom Harrison and Sen Raj (for two network seats). The Board noted that the last time (apart from 2018) an election was held was 2015 – and the turnout has decreased significantly from 7,338 in 2015 to 3,399 in 2018. The Returning Officer and the Nominations Committee are looking into likely reasons – the Board will be kept updated on any recommendations taken forward.

The Returning Officer informed the Board on the AGM elected positions (1 AGM Chair, 1 for Standing Orders Committee and 2 for the Members and Directors Appeals Committee), three out of four roles up for election were filled by the deadline of 16 February leaving only one position to be filled at the AGM – for the Members and Directors Appeals Committee, filled by Shelia Banks.

The Board discussed the report and made the following observations;

- A more prominent presence of Board members in activists' events will generate more interest in members to stand for elections.
- The call/notice of election could be made more visible, it is difficult to navigate to it on the website unless members know where to look for it.
- The Governance Strategy now includes targets and KPIs for members' participation in both the AGM and Board ballot.

Automatic retirements in 2019

The Chair highlighted that she is the only elected Board member due to retire in 2019. However, the Articles stipulate that four Board members should retire to allow for rotation of Directors. The Chair will be asking for volunteers to retire from the board and stand for re-election in 2019.

8. APPOINTMENT OF VICE CHAIR, CO-OPTED BOARD MEMBERS, SUB-COMMITTEE MEMBERS AND TRUSTEE BOARD MEMBERS.

The Chair noted the Board's unanimous support for Sue Jex's application for appointment to the Section Board. Sue Jex was co-opted onto the Section Board as the Human Resources expert for three years [up to 2021] from the date of this meeting.

The Board AGREED the following;

- To extend Lucy Blake's co-option to the Section for another year [up to June 2019]. Lucy Blake is also to be appointed as Director of Amnesty Freestyle.
- To extend the Treasurer's co-option (Meredith Coombs) for three years [up to 2021].
- To appoint Rebecca Warren as member of the AIUK Charitable Trust for three years.

All appointments to commence from the date of this meeting.

For Sub-Committees

The Board appointed the following Board Members as members of the indicated Subcommittees from the date of the meeting until the June 2019 Board meeting.

Activism Sub-Committee	Tom Chigbo (Chair)Daren Nair				
Campaigns and Impact Sub-Committee	Sharon Lovell (Chair)Daren Nair				
Finance, Audit and Risk Sub-Committee	Meredith Coombs (Chair)Ruth BreddalHugh Sandeman				
Human Resources Sub-Committee	Sue Jex (Chair)Meredith Coombs				
Nominations Sub-Committee	James Lovatt (Chair)Tom Harrison				

Joint Consultative Committee	Sue Jex
	 Meredith Coombs

The Chair remains a member of all sub-committees and attends as and when required.

Portfolios

The Board appointed the following Board Members to the following positions from the date of the meeting until the June 2019 Board meeting.

Pensions	Rebecca Warren
Health & Safety	 Tom Harrison
Equality, Diversity and Inclusion	 Lucy Blake
	Tom Chigbo
	Sen Raj
Feedback Panel	 Eilidh Douglas
Safeguarding	 Sharon Lovell
Law & Policy	Tom Sparks
	Eilidh Douglas
	Sen Raj
AGM Review Group	 Abigail Tuxworth-Grant
International Issues	 Tom Sparks, Abigail Tuxworth-Grant,
	Meredith Coombs, Ruth Breddal and Hugh
	Sandeman

9. 2018 ANNUAL GENERAL MEETING

9.1 AGM Evaluation Report

The Board noted the AGM Evaluation report. The total number of delegates was 384. 162 delegates were attending the AGM for the first time, 221 have been to previous AGMs. There were 43 students and 6 youth delegates at the AGM. 78 delegates from a range of different activist roles completed the evaluation form.

9.2 Feedback from Board

Board members noted that some of them were not given an evaluation form nor emailed the request to evaluate the AGM.

The Board discussed the evaluation and noted the following;

- The number of youths has significantly decreased from previous years, the reason might be that the Youth Conference was held very close to the AGM and the dates being *after* the Easter break.
- The AGM/NC could be an opportunity for the Section to look forward to the 'next big thing', campaign or programme of work.
- The networking around local and regional connections was very well done this year the organisers should take this on board for future years.

- The AGM can be a good opportunity for the Section to engage with Faith Communities and focus on training and guidance that can be used by both parties.
- Future evaluations should include the full comments (not just a summary) so that the responses can be more fully understood (ACTION).
- The audience/delegates were less diverse than in 2017.
- The variance between registered and actual attendees is higher than last year, was it because of the venue, timing or the free places?
- Workshops were very good (and might be key in separating the AGM business from the conference) but delegates could only attend a maximum of 2 workshops. Can future AGM/NCs devote more time to workshops?

Staff Representative feedback;

- Public speaking training for Board members for future AGMs
- A better way of dealing with discussions around sexual violence which might trigger responses, there were not enough (visible) ways in which delegates could deal with any strong reactions.

The Chair thanked the Board for their participation and their evaluation.

9.3 Appointment of Board Members to monitor implementation of new and existing resolutions

The Board AGREED the following allocations for resolutions;

Resolution # Title		Board Member		
SR A1 (2018)	Removal of the requirement to reappoint	Ruth Breddal		
	co-opted Directors annually.			
SR A2 (2018)	Extending the maximum term of office of	Ruth Breddal		
	co-opted Directors			
SR A3 (2018)	Correction of the Article which implied that	Ruth Breddal		
	the Chair and Vice Chair can be a co-opted			
	Director			
SR A4 (2018	Clarification of the requirement to select	Tom Sparks		
	four elected Directors for retirement each			
	year			
SR A5 (2018)	Clarifying the maximum length of term	Tom Sparks		
	where a Board member joins the Board			
	between declaration dates.			
SR A6 (2018)	Remote Participation at AGM	Tom Sparks		
B1 (2018)	Homelessness	Hugh Sandeman		
B3 (2018)	Human Rights and International Trade	Lucy Blake		
C1 (2018)	Freedom of Religious Expression	Abigail Tuxworth-Grant		
C2 (2018)	The Right to live with your spouse or civil	James Lovatt		
	partner			
C3 (2018)	Discrimination based upon caste using the	Sharon Lovell		
	Equality Act			
A1 (2017)	Body of Rules for AIUK	Ruth Breddal		

B3 (2017)	The Freedom of the Ahmadiyya "to	Eilidh Douglas		
	manifest their religion in teaching,			
	practice, worship and observance.			
C3 (2017)	AIUK Events	Tom Chigbo		
C4 (2017)	AIUK Regional Reps	Tom Chigbo		
A4 (2016)	Review of Amnesty International's	Eilidh Douglas		
	international policy on access to abortion			
	services			
A5 (2016) Climate Change is a human rights issue		Tom Sparks		
B3 (2016)	Use of Live Streaming and online voting at	Tom Sparks		
	the AIUK AGM			

9.4 AGM Minutes for Approval

The Chair asked Board members to notify Selma Shirazi of any amendments to the AGM minutes which can be found on SharePoint.

9.5 AGM decisions with ongoing effect

The Board noted the AGM decisions (since 2010) that have an ongoing effect, there were no additions to this at the 2018 AGM.

ACTION; Rosie Chinchen, Director of Fundraising to present a paper on review of AIUK membership fees (Resolution E8 – 2013) at the September Board meeting.

The Board thanked Tim Hancock, Director of the Chief Executive's Office for the reports.

10. QUARTER 1 PERFORMANCE PACK

10.1 Performance Against Strategic Plan

The Board noted the Quarter 1 2018 Performance Pack which updates the Board on progress achieved towards AIUK's strategic priorities. The Chair noted that the reporting on campaigns has changed to become more aligned with the IS reporting – focusing on campaign outcomes rather than monitoring activities. The Board welcomed this change.

The Board asked for clarification on the narrative on 'Engagement' (F.16.1). **ACTION:** Tim Hancock, Director of the Chief Executive's Office to email the Board addressing this point – after the Leadership Team meeting has had a chance to discuss the latest results/updates on 'Engagement'.

The KPI on financial supporters (F.16.2) is also a concern, the attrition rate of continuing supporters is worse than expected and the year started with new membership and regular givers numbers 1,1K behind Q1 target.

Rosie Chinchen, Director of Fundraising assured the Board that the department is working to recover the numbers and get back on target. The department is on track for cash donors and ahead target for SMS cash donations (after the best performing SMS appeal ever).

10.2 Financial Report

The Board discussed the Q1 2018 Finance Report updating the Board on financial performance to date and forecast performance to December 2018;

- Section cash stands at £3.6m, Trust cash is at £8.9m (at 31 March)
- Section free reserves are at £4.1m (target range is £2.8m to £3.8m) and Trust reserves are £8.7m (target range is £3.7m to £4.7m)
- Fundraising income is £181K surplus against budget against a Q1 forecast reduction in income of £189K (the People's Postcode Lottery and Legacies being the primary contributors).
- Fundraising expenditure is £218K underspent but the forecast at Q1 spend to be largely on budget.

The Board noted the reserves in each entity, Trust is running on a surplus, but the Section has a deficit. Trust reserves can only be used to fund charitable purposes. The Senior Management Team are looking to find activities in Section that Trust can fund – and will update the Board in due course for their approval.

10.3 Q1 2018 Member's Report

The Board noted the Q1 Member's Report – which will be posted on the website for member's information.

11. GOVERNANCE STRATEGY

Tim Hancock, Director of the Chief Executive's Office presented a draft Governance Strategy for the Board's comments and suggestions, the Board was requested to provide a steer to the Senior Management Team on the objectives for the Section.

The objectives are;

- By December 2020, more people will be voting in AGM Decisions and the Board Ballot (compared to 2015 baseline)
- By 2020, we will have reviewed the Section's key governing documents.
- By 2020, we will demonstrate increased compliance with Amnesty International Core Standards (compared to the levels recorded in 2014)
- By 2020 we will have reviewed the AGM (and National Conference) and will have developed a plan to implement any recommendations for change.
- By 2020, we will have reviewed the relationship between Section and Trust, including the broad balance between the entities, and we will have identified and implemented any recommendations to ensure adequate independence of the two entities.
- By 2020, the Section will understand its skills and diversity needs and will be actively seeking to meet them through its recruitment, nomination and appointment process.
- By July 2021 the Board will have acquired an understanding of the Charity Governance code and will have identified measures required to enhance Board effectiveness through the use of an external governance review.

The Board discussed the strategy including the internal and external context, the International Board's Core Standards and regulatory standards and guidance from the Charity Commission. The Board AGREED that diversity needs/targets and understanding of the Charity Governance Code should be prioritised.

Tim Hancock, Director of the Chief Executive's Office informed the Board that the International Board's Core Standards will be coming to the Board either the December 2018 or March 2019 depending on the International Board's timetable.

The Board thanked Tim Hancock, Director of the Chief Executive's Office for the strategy.

12. UPDATE ON KEY DEVELOPMENTS IN THE INTERNATIONAL MOVEMENT

12.1 Global Assembly Agenda

Tim Hancock, Director of the Chief Executive's Office presented the draft agenda for the Global Assembly (GA) - 6 to 8 July in Warsaw, Poland - for the Board's information. The Section will be represented by three delegates — Ruth Breddal, Section Chair, Tom Sparks — Section Board Member and Kate Allen — AIUK Director.

Tom Sparks updated the Board on the Law and Policies motions to be discussed at the GA. Discussions on the Climate Change policy (proposed by AI NZ and AI UK) are ongoing, a 2nd draft has been circulated for review. The latest version of Drugs policy does not include AIUK's submitted comments and the Abortion policy is set to be adopted without any further changes at the GA.

The delegation will meet to brief and prepare for the GA the Board AGREED to defer the final decision on the policies/resolutions to the delegation depending on amendments made at the GA.

12.2 Al Strategic Goals 2020-2024

The Chair informed the Board that the International Board's resolution to delay the next strategic period until 2020 has extensive support – internationally. The next Strategic Goals timeline will run from 2020 to 2024. The Global Assembly (GA) and Regional Forums 2018/2019 will develop news ways of working through Fuerza and the ICM decision on the Role of Sections – aligning the IS and national entities' strategic and operational planning by GA 2020. The new Secretary General will be able to shape the direction of the consultation process and substance of new strategic goals.

12.3 European Regional Forum

The Chair informed the Board that she is now a member of the Europe Regional Forum Preparatory Committee (for a two-year term). The international representatives will meet at the GA for the first time – the main item on their agenda will be to discuss funding of future Regional Forums with the International Secretariat.

13. HUMAN RESOURCES METRICS REPORT 2017

The annual report highlights information for AIUK's Staff and Volunteers relating to diversity, recruitment, wellbeing, turnover, retention, learning/development and HR activity. The report indicates an increase in the percentage of BAME staff in the organisation – from 14.7% in 2012 to 21.9% currently, new appointments that were BAME has increased to 23% compared to 17% in 2016. Headcount has risen by 7.5%

in line with Board approval of additional resource and staff declaring a disability has increased to 6.5% which is higher than the sector average of 2.1%.

Sickness reporting has also increased – mainly due to the new online reporting system. There was an average of 5.6 days per employee in 2017 compared with the sector average of 5.9 days. Long term absences have also increased compared to 2016.

The Board discussed the report and requested the following to be included in future reports;

- A breakdown on turnover (into groups age, gender and ethnicity).
- A correlation between sickness leave and the organisations expenditure/initiatives on wellbeing.
- Data on staff/volunteers not born in the UK.
- An explanation on what is meant by Mental Health (what exactly does that cover).

14. EQUALITY, DIVERSITY & INCLUSION

Ros Parker, Director of Corporate Services updated the Board on the E, D & I work undertaken by the organisation. A review (conducted by external consultants) has put forward recommendations which have been discussed by the BAME and Women & Non-Binary groups made up of staff and volunteers – the groups had different interpretations and there was some push back on some of the issues raised and a lack of trust/disconnect. On the areas where there was a common understanding (recruitment, office accessibility and training/mentoring) work can begin straightaway. The more contentious issues will be revisited – using inclusive focus groups to improve understanding. It was felt that this approach will yield more progress and understanding.

ACTION; Circulate a paper for discussion to the September Board meeting on the issues raised, recommendations and objectives being taken forward.

Other areas of work that relate to E, D&I include People & Culture and Behaviours & Commitments – how to improve working relationships, how to engage with staff and providing clarity on roles and responsibilities. Some of this work is being resisted because of the anticipated changes it aims to bring about but the work and conversations happening in the inclusive groups will go some way to reassure and bring about helpful ways forward.

The Chair asked for a response to the issues and concerns raised by the Staff Representative which include Pay Gap across equalities areas (a request to publish the figures on the website), active participation, too much focus on inclusion – not enough on equality diversity, a lack of targets for the work, a more prominent standing for protected characteristics and the methodology.

ACTION; Ros Parker, Director of Corporate Services to draft a written response to the issues raised via the Staff Representative.

The Board noted the concerns raised – they would like to monitor progress and receive reports at each Board meeting (a standing item). The Board want staff and volunteers to know that their concerns are being listened to and will be addressed. The Board acknowledged the difficulty in taking this work forward but are assured that it is being handled sensitively and with tact.

15. PAY & GRADING PROJECT

Ros Parker provided the Board with an update on the Pay and Grading project. Ros Parker explained that we now have a robust proposal for our pay and grading structure that meets the project principles, and all explicitly stated union concerns. This has been developed with the help of a Board task force.

Ros Parker explained that this had gone to a union vote which was 52% against and that we are now in Stage 2 of our Avoidance of Disputes (AOD) procedure. She noted that all other elements of the project are complete apart from one final round of moderation on evaluations of job descriptions (which is taking place now). The pay and grading structure can therefore be implemented as soon as it is agreed with the union.

Kate Allen and Ros Parker asked the board to consider the options available to them and explained the likely consequences of each one. The Board agreed that it did not want to compromise further on the pay and grading structure for reasons of fairness and ability to recruit and retain good staff but that it was willing to explore whether there were any additions that could be included in the package that would result in a package being accepted by the union. The Board's preference was to go out to a second vote and conclude the AOD procedure if necessary.

Ros Parker explained that this would be explored in the AOD meeting and in follow up negotiations and that any revised package would be run past the Board prior to it going out to vote again.

16. SCHEDULE OF MATTERS RESERVED FOR THE BOARDS

The Board approved a schedule of matters that are reserved for its decision (cannot be delegated) in 2017. Tim Hancock, Director of the Chief Executive's Office presented the schedule (with minor amendments) for the Board's review and approval.

The Board requested one further change – point 10.2, change wording of "AIUK Pension Scheme".

The Board APPROVED the Scheduled of Matters Reserved (with proposed amendments).

17. SAFEGUARDING

Sharon Lovell, Board member and Chair of the Safeguarding Committee presented the Safeguarding Policy for the Board's approval. The Board discussed the policy and suggested the following;

- More on local groups and activists events the Safeguarding policy should expand to include such Amnesty events. Training should be opened up and offered to groups/event organisers within them.
- Delete the names of staff/volunteers in the policy and replace them with the staff roles.
- The policy needs more clarity on responsibility of staff in Safeguarding (this can be checked with the Human Resources Sub-Committee and Head of HR).
- The policy should include beneficiaries (via Trust).

18. ITEMS FROM THE COMPANY SECRETARY

18.1 Board Skills Audit

The Board will receive a Survey Monkey on Board Skills and appraisals.

18.2 2019 Governance Calendar

The Board noted the calendar (Easter dates will need to be amended). Budget papers will be circulated to both Boards at the same time – so the Section Board will receive them on 2nd mailing.

19. DATE OF NEXT MEETING

The Board was invited to attend the Trump Action on the 13 July (Friday), before their Board training on Saturday 14th July on 'Board Roles and Responsibilities', the next meeting for Section Board business is on the 29th September.

20. AOB

An additional comment was read from the Staff Representative – a concern for Amnesty's lack of presence in Wales, there is no Programme Director and there has been no Regional Representative for a while now. 2 staff were made redundant during CAPP and there has been no further recruitment since.

ACTION; Tim Hancock, Director of the Chief Executive's Office to draft a reply to the Staff Representative.

21. CLOSING REMARKS

The Chair concluded the Board meeting and thanked everyone for attending.

				Chair