



## BOARD MEETING (open session)

**Minutes of the Meeting held on Saturday, 12 July 2014  
at 10.30am at the Human Rights Action Centre, New Inn Yard, London  
EC2A 3EA**

### Present:

#### Board Members:

Sarah O'Grady (SO'G)	Chair
Hannah Perry (HP)	Vice Chair
Ruth Breddal (RB)	
Cris Burson-Thomas (CB-T)	
Richard Cryer (RC)	
Eilidh Douglas (ED)	
Brian Gilda (BG)	
Tom Hedley (TH)	
Rona Keen (RK)	
Harrison Littler (HL)	
Tom Sparks (TS)	
Hugh Whitby (HW)	

### In Attendance:

Kate Allen (KA)	AIUK Director
Ruth Dawson (RD)	Staff Representative
Tony Farnfield (TF)	Director of Corporate Services
Tim Hancock (TH)	Director of the Chief Executive's Office
Kerry Moscogiuri (KM)	Director of Supporter Campaigning and Communications

### Minutes:

Rebekah Taylor (RT)	PA to AIUK Director
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Minute Number	Detail	Action
<b>MB 01/14</b>	<b>Welcome and Apologies</b>  The Chair opened the meeting and welcomed those present.  Apologies were noted from Katie Boothby and Sarah Ward.	
<b>MB 02/14</b>	<b>Agenda Item 1a: Minutes of 10 May 2014 meeting</b>  The Minutes were received.  The Board agreed that the minutes be revised to show at 1.3 the terms in years for board members and that, at 3, the wording should be amended to read: "Sub-Committee chairs had no matters of urgency to report". Some minor typographical errors were also noted to be corrected.  <b>Subject to these revisions the minutes were APPROVED by the Board</b>	<b>KA/RT</b>

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<b>MB 03/14</b>	<p><b>Agenda Item 1b: Matters arising (Action Log)</b></p> <p>The Board reviewed the Action Log and it was agreed that further revisions were required which would be circulated.</p> <p><b>The Board NOTED the updates to the Action Log and that further revisions would be circulated</b></p>	<b>RT</b>
<b>MB 04/14</b>	<p><b>Agenda Item 2: Reports from Sub-Committees</b></p> <p>The Chair of IISC (HL) reported on the most recent meeting of the Sub-Committee which had covered the Chairs' Assembly and the Directors' Forum, the Global Transition Programme and International governance reform. IISC had also considered the next phase of the strategic goals consultation, feedback from other sections had been reviewed and overlaps identified.</p> <p>The Chair of AMSC (HP) informed the Board that the minutes of this Sub-Committee would be circulated and that AMSC had received the papers <i>Members at the Heart</i> and <i>Connecting People</i> favourably and looked forward to working with staff on their implementation. Recommendations had been made on Phase 2 of the strategic goals consultation and the terms of reference were to be considered further and brought to the next meeting of the Board. The Sub-Committee was to be renamed as Activism Sub-Committee (ASC).</p> <p><b>The Board AGREED to the change of name of the AMSC to the Activism Sub-Committee (ASC) and NOTED that further proposals for change in respect of the ASC would be brought to its next meeting</b></p>	<b>HP</b>
<b>MB 05/14</b>	<p><b>Agenda Item 3: AIUK Operational Plan 2014-15</b></p> <p>TH presented this report and gave a brief overview. It was noted that the criteria for selecting and prioritising projects employed by the SMT combined a political analysis with an assessment of member energy and potential to attract more supporters.</p> <p>Board members felt that the plan's objectives needed to be clearer and measurable (so that performance could be monitored) and that risks should be assessed. SMART objectives, together with a joined-up approach, were pre-requisites if the strategic goals were to be fulfilled. TH explained that the individual project plans did incorporate both SMART objectives and risk analysis. As regards the digital roadmap project, it was noted that this was very costly and stressed that robust management of a project of this dimension was essential. It was agreed that the FSC would assume oversight of this project. Further concerns were that it was unclear which staff were leading on each project and defined milestones were absent.</p> <p>It was agreed that a quarterly dashboard would be developed for reporting back to the Board on the Operational Plan and that suggestions for the content of this be provided to TH by mid-August. At the Board's September meeting, a report setting-out the reporting format would be tabled.</p> <p>RD presented the "SOS Europe" project and, in response to a question about how the public could be engaged with at a time when immigration was a controversial subject, she explained that the focus was on people drowning at sea and feedback had suggested this engendered strong support.</p> <p>The Board also received the foundation documents: <i>Connecting more people to the global struggle for human rights</i> and <i>Putting members at the heart of AIUK</i>. The papers had been well received by the ASC and it was noted that the changes set out in the strategy represented significant cultural change to which it was necessary to consider how this could be adjusted to. The ASC would be considering this further.</p> <p>RD informed the Board that feedback from staff had suggested that the strategies were</p>	

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	<p>too inward looking and there had not been adequate analysis, eg of the anticipated extent of member involvement. It was noted that the IS had directed some of the content of the papers and that international parameters, such as growth, had been applied. The drivers behind the papers had been regional workshops, where members had said they wished to be more empowered and this was consistent with responding to the sentiment of members expressed at the EGM that there was a disconnect between them and AIUK.</p> <p><b>The Board APPROVED the Operational Plan subject to its comments being incorporated therein, particularly regarding the objectives.</b></p> <p><b>The Board REQUESTED that it came back to the Board for a further update and then on a recurrent basis with the introduction of quarterly monitoring</b></p>	<p>TH</p> <p>TH</p>
<b>MB 06/14</b>	<p><b>Agenda Item 4: AGM decisions implementation</b></p> <p>The Board received the July AGM Decisions Implementation Report and the Chair requested that, in future, a draft report be circulated prior to its presentation to the Board to facilitate and speed-up discussion and decision making.</p> <p><b>The Board APPROVED the report subject to the correction of a number of typographical errors prior to its posting on the website</b></p>	<p>TH</p> <p>KM</p>
<b>MB 07/14</b>	<p><b>Agenda Item 5. Board Sub-Committee development</b></p> <p>A report prepared by HP and covering the reform of the Board's Sub-Committees was received by the Board. It contained a series of recommendations which were all agreed to by the Board. The report suggested that, together with HP, ED and TS would work on the implementation of these recommendations.</p> <p>Further recommendations (see b to e below) arising from the work of the GTF were also considered and agreed by the Board.</p> <p><b>The Board AGREED that:</b></p> <ul style="list-style-type: none"> <li><b>a The recommendations in the Sub-Committee reform report would be implemented</b></li> <li><b>b A template would be developed for the Chair's email</b></li> <li><b>c AIUK email lists, including that for the Chair's email, would be reviewed and their purpose specified</b></li> <li><b>d It would be ensured there is at least one Board member in attendance at each representative forum (at least once annually) and at the regional conferences</b></li> <li><b>e The ASC would explore recommendations concerning the activist representative bodies</b></li> </ul>	<p>TH/HP/ED/TS</p> <p>KM</p> <p>HP</p>
<b>MB 08/14</b>	<p><b>Agenda Item 6: Board meeting dates for 2015</b></p> <p>It was confirmed that the Board would meet on the following dates:</p> <ul style="list-style-type: none"> <li>• 7 February</li> <li>• 28 March</li> <li>• During the AGM</li> <li>• 15-17 May</li> <li>• 11 July</li> <li>• 17 October</li> <li>• 5 December</li> </ul> <p>It was also noted that there was to be a Governance Day on 20 September 2014 and that there would be a Board meeting on the same day, the timing of which would be</p>	<p>RT</p>

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	confirmed shortly.  The 2015 Governance Day would take place on 19 <sup>th</sup> September 2015.	
MB 09/14	<b>Agenda Item 7: Transitional Operational Plan, January-June 2014, Exceptions Report</b>  TH presented the above report to the Board.  <b>The Board NOTED and RECEIVED the report</b>	
MB 10/14	<b>Agenda Item 8: 2014 AGM Evaluation</b>  KM presented this paper and informed the Board that only 75 people had completed the delegate feedback form and, accordingly, the Board discussed ways of encouraging more people to take up the survey. It was suggested that the survey could be done via a mobile app or feedback could be received via local groups.  The Board noted that only 400 people had attended the AGM out of the total membership. Other ways of participating would be considered in the future, such as streaming and/or recording the event.  Lack of time was one of the largest of the feedbacks from the evaluation, with delegates commenting that the event felt rushed and too short. Feedback suggested the event should go back to being three days rather than two. KM would work with the ASC and the AGM review group to consider changes to the event. It was agreed that any suggested changes should also be reflected in future plans for regional conferences. Any proposal to extend the event back to three days would need to be very carefully considered, as the reduction in days was a contribution to the savings needed in AIUK's budget. It was agreed that KM would incorporate the Board's opinions and ideas into this work. She would report back to the Board on this at its November meeting.  Concern was expressed that certain recommendations about youth participation could make older people feel excluded. KM explained that this was not the intention which actually was to address the drop in youth and student attendees at the AGM in recent years.  KA reviewed the regional conference dates and it was noted that there would be a fixed slot of one hour at each conference to be used by governance. The dates for the regional conferences would be circulated to the Board.  <b>The Board DECIDED that the 2015 Annual General Meeting and National Conference would take place over two days and that there should be further reflection on the nature of the event, including its duration and means to increase participation</b>	KM
MB 11/14	<b>Agenda Item 9: Report from the Chairs' Assembly and Directors' Forum</b>  KA tabled a report on the Assembly and Forum attended by her and the Chair which had been held on 21 and 22 June 2014. She informed the Board that the meetings had been good and purposeful. There was a very positive feeling about the areas of campaigns, governance, strategic directions and "moving closer to the ground" all serving to reinforce each other. Southern voices had been strong which was good to see and had not always been the case at international meetings. KA reported that it had been decided that a policy on Sex Work would not be adopted during 2014 but would be considered by the ICM in 2015.  <b>The Board NOTED and RECEIVED the report</b>	

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MB 12/14	<p><b>Agenda Item 10: ICM priority decisions</b></p> <p><b>This agenda item was considered under the three headings below:</b></p> <p><b>10.1 Movement Governance Reform</b>  HL presented the paper which the IISC had taken on 28 June 2014. He explained that it was a very broad consultation and it raised many questions. The conclusions drawn from the IISC review focused on two areas – what areas definitely needed to be consulted on or endorsed, and, in terms of reform, was there a risk of damaging the existing good aspects of International Governance. The Board debated some of the issues:</p> <ul style="list-style-type: none"> <li>• the frequency of the biannual ICM meetings and a suggestion that it could become annual. It could work better if there were fewer people involved, but meetings were more frequent.</li> <li>• a comment was made about the resolution process and whether it could be changed.</li> <li>• the importance of accountability was highlighted. A federal structure was favoured as the best option to enhance accountability.</li> </ul> <p>The Chair questioned as to why the consultation was not wider. HL replied that the IISC felt it was not the right time to bring the wider membership into play as there were so many on-going important consultations. However, the Chair felt that, notwithstanding this, active members would still be very interested in contributing.</p> <p><b>The Board DECIDED that the governance reform paper would be sent to members as part of the Chair's email letter following the Board meeting so it would then be open to member comment. The email would set out the path of this consultation going through to the next ICM and setting out the future opportunities to contribute.</b></p> <p><b>10.2 Strategic Goals Consultation</b>  A paper tabled by TH sought Board feedback on the Phase 2 and 3 consultation plan.</p> <p>It was highlighted that student participation would be very low during the holiday period. It was noted that there were often issues for students around physical participation and this needed to be looked at and resolved in the longer term. It was agreed that this issue should be put by HP and TS on the YAG and STAN agendas for discussion.</p> <p><b>The Board AGREED the consultation plan for phases two and three of the Strategic Goals consultation process, with the addition of further discussions with regional representatives on consultation arrangements in their regions.</b></p> <p><b>10.3 Assessment Projects and the AIUK Timetable</b>  TH tabled a paper updating the Board as regards the assessment and restricted giving projects.</p> <p><b>The Board NOTED the content of the report</b></p>	<p>TH/ SO'G</p> <p>HP/TS</p>
MB 13/14	<p><b>Agenda Item 11: Arms Trade Treaty Campaign Evaluation: Management Response</b></p> <p>TH tabled the above paper.</p> <p><b>The Board NOTED the content of the report</b></p>	
MB 14/14	<p><b>Agenda Item 12: Management response to the Staff Survey</b></p> <p>TF presented this paper to the Board. It was noted that it was still to be reviewed by the HRSC.</p>	

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	<p>The pay award had now been agreed. Two new union representatives had been appointed. SMT would put their action plan on Insite and keep the page updated. The CAPP review work would begin next week. Half year PDR reviews were underway. The process of recruiting an OD consultant was underway and the shortlist would be looked at next week.</p> <p>A Board member highlighted the importance of staff feeling empowered during the process. TF replied that SMT were keen to develop as many feedback routes as possible. The Board liked the 'You said, we did' approach.</p> <p>KA would ensure that the OD brief and CAPP Evaluation brief were circulated to the Board and an update on the work would be taken to the September Board meeting.</p> <p>A Board member suggested there needed to be an explicit reporting structure in place for the Staff Survey Action Plan.</p> <p>RD reported staff feedback which pointed to issues such as a lack of trust in the CAPP evaluation project, and the feeling that there was not a clear direction for wider issues around the new structure. However, the drop-in sessions had received very positive feedback. It would be useful to look at how things were working out for staff in the new structure and how staff were being helped to understand the post CAPP structure.</p> <p>The Chair advised that the pay award had been finalised and thanked TF for his work on that. She asked that in future any decision that SMT not be awarded the full cost of living increase be brought to the Board. She did not think that, in future, SMT should forgo cost of living increases awarded to the other staff.</p> <p><b>The Board NOTED the content of the report</b></p>	<p><b>RT/ KA</b></p> <p><b>TF</b></p>
<b>MB 15/14</b>	<p><b>Agenda Item 13: Planning for the September Governance Day</b></p> <p>The Chair reported that, in consultation with the Board, she would take this forward.</p> <p><b>The Board NOTED the position</b></p>	<b>SO'G</b>
<b>MB 16/14</b>	<p><b>Agenda Item 14: Core Standards Self-Assessment Framework</b></p> <p>The Board received and discussed the paper tabled by TH.</p> <p><b>The Board NOTED the paper</b></p>	
<b>MB 17/14</b>	<p><b>Agenda Item 15: Director's report</b></p> <p>The report from KA was noted and KA, in particular, drew the Board's attention to the highly successful outcomes of the work of the media team where KPIs had been substantially surpassed.</p> <p><b>The Committee RECEIVED and NOTED the report</b></p>	
<b>MB 18/14</b>	<p><b>Agenda Item 16: Treasurer's report</b></p> <p>RC provided an update to the Board. He informed the Board about the property in Camden that had been left as part of a legacy. The Quarter 1 financial report was on the website and this showed the projected full year surplus as £1m compared to the budgeted deficit of .£0.7m. A written report would be produced for the next Board meeting.</p> <p>It was noted that Iain McSeveny, the Head of Finance, was leaving and the Board recorded their appreciation of his work and valued contribution.</p>	

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	The Board RECEIVED and NOTED the report	
MB 19/14	<p><b>Agenda Item 17: Chair's report</b></p> <p>Due to shortness of time, the Chair gave a brief outline of her key activities and informed the Board that the list would be circulated shortly after the meeting.</p>	SO'G
MB 20/14	<p><b>Any Other Business</b></p> <p><b>Appointments to Board Sub Committees and Charitable Trust</b></p> <p>The Board CONFIRMED the appointments to the Board Sub-Committees for the ensuing year were to be as follows:</p> <ul style="list-style-type: none"> <li>a) HL, HW, TS and TH to the International Issues Sub-Committee (IISC)</li> <li>b) SW and RK to the Human Resources Sub-Committee (HRSC)</li> <li>c) HP, RB and ED to the Active Members Sub-Committee (AMSC)</li> <li>d) RC, SO'G and CB-T to the Finance Sub-Committee (FSC).</li> </ul> <p>The Board APPOINTED the following to the Charitable Trust:</p> <p>Sarah O'Grady Richard Cryer Tom Hedley</p> <p><b>AGM Implementation report</b></p> <p>RK informed the Board that the West Midlands Asylum Action consortium wished to register their disagreement with the statement in the last AGM Implementation Report regarding decision A2 (2012) that "this resolution has been implemented". However, they were content with the way AIUK's Asylum work was being taken forward and gave it their full support.</p> <p>There being no further business the Chair closed the meeting at 17.00 hours.</p>	

<b>MB</b> <b>21/14</b>	<b>Dates of Next Meetings</b>  It was noted that the next meetings would be on 19 September at 18.00 hours and 20 September at 09.00 hours.
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**Chair's signature** .....

**Date** .....