



AIM UK Board Policy Manual

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AIM UK Board Policy Manual

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1. ENDS POLICIES

E1 Global End Policy

AIM International's global ends policy

E1a With priority for the unreached, Christ-centred church communities among all the peoples of Africa demonstrate transformed lives that proclaim Christ.

AIM Europe's global ends policy

E1b God is glorified as, in partnership with the Church in Europe, people, prayer and finances are mobilised to support AIM International's ends

E2 People

E2a Christians from diverse ethnicities, with appropriate maturity, skills and calling, are selected and assigned to suitable ministries, with priority given to:

- (i) An increasing percentage of missionaries in assignments among the unreached in both Africa and in the Diaspora, or directly catalysing African believers for the task
- (ii) Increasing numbers of African missionaries

E2b The Church in Europe collaborates with AIM in (i) mobilising and supporting missionaries and (ii) engaging in mission in Africa and among the Diaspora

E3 Prayer

E3 Increasingly the Church in Europe is devoted to fervent prayer for unreached people in Africa and among the Diaspora

E4 Finances

E4 The Church in Europe makes sufficient funds available to finance AIM International's global ends

GOVERNANCE PROCESS

GP1 Global Governance Process Policy:

The purpose of the board on behalf of the 'owners' is to see to it that AIM UK achieves what it should and avoids unacceptable actions and situations.

For this purpose we define 'owners' as serving members of AIM UK and Europe and the churches and individuals who support it.

GP2a Governing Style

- GP2a.i In dependence on God the board will govern with an emphasis on
- outward vision rather than internal preoccupation
 - expression of different viewpoints
 - strategic leadership more than operational detail
 - clear distinction of Board and UKD roles
 - collective rather than individual decisions
 - proactivity rather than reactivity.
- GP2a.ii The Board is collectively responsible for excellence in governing.
- GP2a.iii The Board will direct, control and inspire the organisation through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided.
- GP2a.iv The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.
- GP2a.v The Board will regularly monitor and discuss the Board's processes and performance. The Board will normally appoint members or other individuals to comment on the Board's adherence to Policy Governance processes at each meeting.

GP2b Board Membership

The Board will ensure that a transparent and effective process exists for the appointment of Board Members. The membership of the Board will be diverse so that the Board reflects the perspectives of the owners and the needs of the organisation.

Board members are appointed in accordance with the Memorandum and Articles of the Organisation

Board members are required to sign their agreement with the AIM statement of faith on joining the board and thereafter annually.

Termination of Board Membership is in accordance with the Memorandum and Articles of the organisation.

GP2c Board Outcomes

The Board will provide the link between the owners and the organisation.

- GP2c.i The Board will produce written governing policies that, at the broadest levels, address each category of organisational decision.
- a. Ends: Organisational products, effects, benefits, outcomes, recipients, and their cost or relative worth (what is good for which recipients at what cost).
 - b. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
 - c. Board and Executive Relationship: How power is delegated and its proper use monitored; authority and accountability of the UKD role.
 - d. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

GP2d The Role of the Chair

The chair ensures that the Board fulfils its role and may represent the Board to outside parties.

- GP2d.i The Board will appoint a Chair and two Vice Chairs from among their number by common consent. The Chair will normally serve for a period of 4 years, renewable.
- GP2d.ii The Chair's role is to ensure that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organisation. The Board will only make decisions on issues that, according to Board policy, belong to the Board.
- GP2d.iii The Chair has authority to:
- a. chair Board meetings with all the commonly accepted powers of that position.
 - b. represent the Board to outside parties in communicating agreed Board positions.
 - c. delegate this authority, but remains accountable for its use.
- GP2d.iv The Chair has no authority to make decisions about policies created by the Board with Ends and Executive Limitations policy areas. Therefore, the Chair has no automatic/inherent authority to supervise or direct the UKD.
- GP2d.v The Chair will be accessible as an informal sounding board for the UKD between Board meetings.

GP2e Board Members' Code of Conduct

The Board will conduct its business in a prayerful and Christ-like spirit, committing itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum.

- GP2e.i Members must represent unconflicted loyalty to the interests of the owners. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as consumer of the organisations services.
- GP2e.ii Members must avoid conflict of interest with respect to their fiduciary responsibilities.
- GP2e.iii There must be no self-dealing or any conduct of private business or personal services between any Board members and the organisation, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
- GP2e.iv When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
- GP2e.v Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign from the Board.
- GP2e.vi Board members will annually disclose their involvements with other organisations, with vendors, or any other associations that might produce a conflict.
- GP2e.vii Board members may not attempt to exercise individual authority over the organisation except as explicitly set forth in board policies.
- GP2e.viii Board members' interaction with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board policies.
- GP2e.ix Board members will only express concerns about the performance of staff members to the UKD through the Chair, in adherence to other Board policies.
- GP2e.x Board members will respect the confidentiality appropriate to issues of a sensitive nature.

GP2f Board Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as not to interfere with delegation from Board to the UKD.

- GP2f.i Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not intervene in current staff operations.
- GP2f.ii Board committees may not speak or act for the Board except when formally given such authority for specific and time limited purposes. Expectations and authority will be carefully stated in order not to conflict with the authority delegated to the UKD.
- GP2f.iii Board committees cannot exercise authority over staff. Because the UKD works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- GP2f.iv Committees will be used sparingly and ordinarily in an ad hoc capacity.
- GP2f.v This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the UKD.
- GP2f.vi Chairman's Committee: from time to time the Chair may appoint a Committee of Board members to support the Chair in processing a particular issue; this in no way usurps or replaces the Board's function and authority.

GP2g Cost of Governance

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity, including maintaining relationships with serving members and keeping itself informed of wider issues in mission.

- GP2g.i Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organisational performance. This includes, but is not limited to, financial audit.
 - c. Research will be conducted as needed to ensure the Board' ability to listen to owner's viewpoints and values.
- GP2g.ii The Board, in consultation with the Executive, shall annually determine a prudent budget for the following: training, attendance at Board meetings and conferences and workshops, surveys, focus groups, opinion analysis, meeting costs and third party monitoring.

GP2h Senior Appointments

The Board is responsible for appointments at the Heads of Department/Executive Director level on the home staff of AIM UK*

- GP2h.i The Board will normally make these appointments in conjunction with the UKD
GP2h.ii Once appointed the staff members and their work become the management responsibility of the UKD in line with policies on Board-UKD connections

*Currently (2016) the posts covered by this and which normally require full membership of AIM International, are:

UK Director
Finance Director
Operations Director
Personnel Director
Associate Personnel Director
Media Director
Youth Director
Area Directors

GP2i Membership of AIM International

In accordance with policies of AIM International Council the Board retains responsibility for final acceptance into, or termination of membership of, AIM International.

3. BOARD-EXECUTIVE RELATIONSHIP

BER1 Global Board-Executive Relationship Policy

The Board's primary official connection to the operating organisation (AIM UK) will be through the UK Director who is the Board's CEO, responsible for implementing its policies. Additionally the Board will engage with the Executive team to ensure the effective governance of AIM.

BER2a Unity of Control

Only decisions of the Board acting as a body are binding on the UKD.

- BER2a.i Decisions or instructions of individual Board members, officers, or committees are not binding on the UKD except where the Board has specifically authorised such exercise of authority.
- BER2a.ii In the case of Board members or committees requesting information or assistance without Board authorisation, the UKD can refuse such requests that require, in the UKD's opinion, a material amount of staff time or funds or are disruptive.
- BER2a.iii Normally the Board will communicate its decisions to the UKD through the Chair.
- BER2a.iv In cases of emergency, the UKD is encouraged to seek the advice of one or more Board Members before taking action.

BER2b Accountability of the UKD

Since the UKD is the Board's primary link to the operating organisation (see above), the UKD alone is directly accountable to the Board for operational achievement and conduct and the Board will not hold any other member of staff directly accountable.

While recognising the Board's ongoing pastoral concern for all members and staff

- BER2b.i The Board will not give instructions to persons who report directly or indirectly to the UKD.
- BER2b.ii The Board will refrain from evaluating any UK Office staff other than the UKD.
- BER2b.iii The UKD shall not fail to produce and keep under review:
 - a. A 5 year Strategic Plan setting out the strategy for achieving the agreed ends
 - b. An annual Business Plan which must be presented to the Board in September each year. The plan must set out how, when and by whom the strategic plan will be implemented and
 - c. A set of Key Performance Indicators through which progress in implementing the plan to achieve the Ends will be measured. The indicators will be integrated into the Board's monitoring schedule to keep the Board apprised of progress in implementing the strategy to achieve the Ends.

BER2c Delegation to the UKD

The Board will instruct the UKD through written Ends and Executive Limitations policies, allowing the UKD to use any reasonable interpretation of these policies.

- BER2c.i As long as the UKD uses any reasonable interpretation of the Board's Ends and Executive Limitations policies the UKD is authorised to establish further policies, make decisions, take actions, establish practices and develop activities
- BER2c.ii The Board may change its Ends and Executive Limitations policies; this will change the extent of the authority given to the UKD.
- BER2c.iii The UKD has the right to the support of the Board in relation to any reasonable decision made in keeping with existing policies.

BER2d Monitoring UKD Performance

Systematic and rigorous monitoring of UKD job performance will be solely against the Ends and Executive Limitations policies.

- BER2d.i Since monitoring is solely to determine the degree to which Board policies are being met, information that does not contribute to this will not be considered to be monitoring data.
- BER2d.ii The Board will acquire monitoring data on policy compliance by one or more of three methods:
- a. by internal report from the UKD to the Board
 - b. by external report, from a third party selected by the Board
 - c. by direct inspection by a designated member or members of the Board.
- BER2d.iii In every case, the standard for compliance shall be any reasonable UKD interpretation of the Board policy being monitored.
- BER2d.iv All policies that instruct the UKD will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will normally depend on a routine schedule.

Monitoring Schedule

Policy		Method	Frequency
BER2b.iii.a	Annual Business Plan and Strategic Plan	Internal	September
E1	Ends	Internal	Annual (March)
EL1	Global Executive Limitations		
EL2a	Treatment of People and Organisations	Internal	Annual (June)
EL2b	Financial Planning and Budgeting	Internal	Annual (December)
EL2c	Financial Operations <ol style="list-style-type: none"> i. Performance against plan ii. Support Development Plan iii. Formal audit iv. Investment report x. Support Development plan 	Internal Internal External Internal Internal	Quarterly Quarterly Annual (June) Annual (June) Quarterly
EL2d	Contingency Planning (as part of Risk Management Report)	Internal	Annual (March)
EL2e	Asset Protection <ol style="list-style-type: none"> i. Deposits Report ii. Insurance Report iii. Health and Safety iv. Anti-fraud, bribery and money laundering 	Internal Internal Internal Internal	Quarterly Annual (September) Annual (June) Annual (June)
EL2f	Remuneration and Benefits (as part of Financial Planning and Budgeting)	Internal	Annual (December)

EL2g	Communication and Support to and from the Board	Direct	Quarterly
EL2h	Ends Focus of Grants or Contracts	External Internal	As appropriate As appropriate
EL2i	Communication	Direct	As appropriate

4. EXECUTIVE LIMITATIONS

EL1 Global Executive Limitations Policy:

AIM UK is a Christian organisation which operates according to principles consistent with what is revealed in Scripture. Accordingly, the UK Director (UKD) shall not cause or allow any act which is inconsistent with Biblical standards, unlawful, imprudent or which fails to meet a high standard of business or professional ethics, or which jeopardises the relationships and member status in the family of AIM organisations.

EL2a Treatment of People and Organisations

With respect to all interactions with people and organisations the UKD shall not cause or allow conditions, procedures, or decisions that are unfair, unsafe, undignified, or unnecessarily intrusive or that fail to provide appropriate confidentiality or privacy.

The UKD shall not:

- EL2a.i use methods of collecting, reviewing, transmitting, or storing personal or organisational information that fail to protect against improper access to the material elicited.
- EL2a.ii fail to establish with members and partners a clear understanding of what may and may not be expected from AIM UK.
- EL2a.iii fail to inform members and staff of this policy
- EL2a.iv operate without written personnel policies that clarify personnel rules for members and staff, provide for effective handling of whistle-blowing and safeguarding complaints and grievances and protect against wrongful conditions. Such policies should not prevent members and staff from bringing a grievance to the Board when internal procedures have been exhausted
- EL2a.v fail to provide appropriate secondment agreements/arrangements for members based outside of the UK
- EL2a.vi fail to check potential members and staff for doctrinal compatibility or fail to orient members and staff adequately on AIM's mission, vision, strategy, ethos
- EL2a.vii fail to comply with AIM International Council's procedures related to membership
- EL2a.viii fail to ensure that members and staff receive appropriate spiritual, emotional and practical care and support

EL2b Financial Planning and Budgeting

The UKD shall not fail to present to the Board by the 30th of November of each year a budget for approval for the following calendar year. Financial planning for any financial year or the remaining part of any financial year shall not depart materially from the Board's Ends priorities, incur material financial risk, or fail to be derived from a strategic plan. The UKD shall positively encourage the raising of funds to support the work of AIM provided the methods used are not unlawful or unethical.

The UKD shall not allow budgeting that:

- EL2b.i contains too little information to enable
 - credible projection of revenues and expenses
 - separation of capital and operational items
 - effective management of cash flow
 - disclosure of planning assumptions.
- EL2b.ii plans the expenditure in any financial year of more funds than are conservatively projected to be received in that period, except with the express approval of the Board
- EL2b.iii reduces the net unrestricted and not designated current assets at any time to less than six months operating expenditure
- EL2b.iv provides less for Board rights, responsibilities and activities during the year than is set forth in the Cost of Governance policy

EL2c Financial Operations

With respect to the actual, ongoing financial conditions and activities, the UKD shall not cause or allow the development of material financial risk or a material departure from actual expenditures from Board priorities established in Ends policies and shall ensure that funds received are used in the most efficient and cost-effective ways.

The UKD shall not

- EL2c.i expend more funds than have been received in the fiscal year to date unless the debt guideline, agreed annually as part of the Budget process, is met.
- EL2c.ii indebted the organisation in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
- EL2c.iii use any long-term reserves except as otherwise provided in EL2b.iii
- EL2c.iv fail to maintain cash balances and bank deposits (such bank deposits being repayable within 6 month) equivalent to the total of restricted and designated reserves (excluding the amount of designated property reserves).
- EL2c.v fail to settle payroll and debts in a timely manner.
- EL2c.vi allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- EL2c.vii make a single unbudgeted purchase or commitment of greater than £5,000
- EL2c.viii acquire, encumber or dispose of real property.
- EL2c.ix acquire or dispose of investments (i.e. monies held in collective investment funds), or fail to inform the board of investments held.
- EL2c.x fail to fully inform the Board at every meeting of the activity and results of the Support Development plan

EL2d Contingency Planning

The UKD shall not fail to develop and update on an annual basis an organisational contingency plan

- EL2d.i The ED shall not fail to provide quarterly monitoring information in relation to those items which are identified in the annual risk monitoring report as having the highest overall risk scores, including any items which the ED believes would have moved into that category since the most recent annual review.

EL2e Asset Protection

The UKD shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.

The UKD shall not:

- EL2e.i fail to insure against theft and casualty losses to full replacement values and against liability losses to Council members, staff and the organisation itself in an amount greater than or equal to the average for comparable organisations.
- EL2e.ii allow unapproved or unrestricted personnel access to material amounts of funds.
- EL2e.iii allow plant and equipment to be subject to improper use, wear and tear or insufficient maintenance.
- EL2e.iv unnecessarily expose the organisation, its Board or its staff to liability claims or to legal action as a result of non compliance with statutory obligations.
- EL2e.v make any purchase wherein normal prudent protection has not been given against conflict of interest, or of over £1000 without a stringent method of assuring the balance of long-term comparative quality and cost.
- EL2e.vi fail to protect appropriately intellectual property, information, data and files from significant loss or damage. Additionally, the UKD shall not fail to comply with the requirements of relevant legislation for example GDPR.
- EL2e.vii receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
- EL2e.viii allow AIM International to have balances in accounts whether deposits or otherwise
 - a) with any bank whose account holders do not have the protection of the deposits or balances with the bank being covered by the Financial Services Compensation Scheme;
 - b) in excess of £85,000 with any bank other than with CAF Bank limited or any other bank whose Fitch rating is not less than FI short term or A long term;
 - c) with CAF Bank and any other bank with the necessary Fitch ratings (referred to in (b) above) in excess of the lower of £250,000 or 20% of "Total Balances" being the total of deposits and balances with financial institutions (including any amounts in Deposit funds)
 - d) in excess of a total of £250,000 for the purpose of facilitating operational transactions;
 - e) which have a maturity date in excess of 6 months from the date of making the deposit other than deposits totalling up to 15% of Total Balances which have a maturity date within 2 years and a further 15% of Total Balances which have a maturity date in excess of 6 months but within 12 months.
 - f) with any financial institution other than as allowed under (a) to (e) above or holdings in Common Deposit Funds for charities, (with an average weighted maturity date of underlying investments of not more than six months to a maximum total level of balances in such Common Deposit Funds of £250,000

For the purposes of EL2.viii the expression 'bank' shall mean all members of a group.

- EL2e.ix endanger the organisation's public image or credibility, particularly in ways that would hinder its accomplishment of its mission.
- EL2e.x fail to prepare and implement appropriate policies for the prevention of loss of funds or assets through fraud, bribery or money laundering

EL2f Remuneration and Benefits

With respect to employment, remuneration and benefits to employees, consultants, contract workers and volunteers, the UKD shall not cause or allow material risk to financial integrity or public image.

The UKD shall not:

- EL2f.i change his or her own compensation and benefits.
- EL2f.ii establish current compensation and benefits that deviate materially from those of comparable organisation for the skills employed unless there are over-riding and demonstrable reasons for so doing so.
- EL2f.iii establish or change pension benefits so as to cause unpredictable or inequitable situations.

EL2g Communication and Support to the Board and Employees

The UKD shall not permit the Board or the staff of AIM UK to be uninformed or unsupported in its work.

The UKD shall not

- EL2g.i neglect to submit monitoring data required by the Board in a timely accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
- EL2g.ii let the Board be unaware of relevant trends, anticipated adverse media coverage, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
- EL2g.iii fail to advise the Board if, in the UKD's opinion, the Board is not in compliance with its own policies on Governance Process and Board-UKD Linkage, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the UKD.
- EL2g.iv fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
- EL2g.v present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation and other.
- EL2g.vi fail to provide a mechanism for official Board or committee communications.
- EL2g.vii fail to deal with the Board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.
- EL2g.viii fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
- EL2g.ix fail to supply for the consent agenda all items delegated to the UKD, yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

EL2h Ends Focus of Grants or Contracts

The UKD shall not enter into any grant, contract or partnership arrangements that fail to support the production of Ends or which involves unacceptable Means.

The UKD shall not:

- EL2h.i enter into a contract or funding arrangement which does not have results identified, at a cost within a timescale.
- EL2h.ii fail to assess and consider the contractor/grantee's capability to produce appropriately targeted, efficient results.
- EL2h.iii allow funds to be used in imprudent, unlawful or unethical ways.
- EL2h.iv fail to monitor regularly the performance of a contractor/grantee and address issues that arise - even if this means cancelling the arrangement.

EL2i Communication

The UKD shall not cause or allow any communication, public or private, whether electronic, in print, verbal or in any other form which may put the organisation, its members or partners at risk

The UKD shall not:

- EL2i.i cause or allow publication communication which departs materially from the Board's Ends
- EL2i.ii cause or allow public communication which exposes the organisation, its members or partners to risk of litigation, personal safety, damage to their reputation, and which does not respect individual and intellectual property
- EL2i.iii cause or allow public communication which departs from the organisations statement of faith or current faith and finance policy and guidelines

GLOSSARY

Board and Executive Relationship:

How power is delegated and its proper use monitored; the UKD role, authority and accountability.

Consent Agenda:

Those things which according to Policy Governance belong to the administration but which for legal or other reasons need to be dealt with by the board. The administration prepares a paper with the items explained and then the board votes on them without any discussion

Ends:

Organisational products, impacts, benefits, outcomes, recipients, and their relative worth (what is good for which recipients at what cost).

Executive Limitations:

Constraints on executive authority, which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

Governance Process:

Specification of how the Board conceives carries out and monitors its own task.

Grievance:

A cause of distress (as an unsatisfactory working condition) felt to afford reason for complaint or resistance

Members:

When used in this document, 'member' or 'members' refers to those accepted into membership of AIM International, whether serving in UK or elsewhere

Owners:

Serving members of AIM UK and Europe and the churches and individuals who support it.

Staff:

When used in this document, 'staff' refers to all employed and volunteer personnel working under the management of the UKD.