



## BOARD OF TRUSTEES

Date: 10<sup>th</sup> October 2018

Time: 16.30pm

Venue: MR2 SUHQ

Meeting Quorum: 10

# MINUTES - Open

### Circulation:

Liam Jackson, Ben Newsham, Larissa Kennedy, Ellie King, Jemma Ansell, Leonardo Palma Carranza, Balraj Dhingra, Jacqui Clements, Mark Crook, Nirmla Devi, Andy Ward, Angella Hill-Wilson, Nyasha Pitt, Graham Parker, Jill Finney, Ben Hayday, Max Renna, Bethany Kynman, Alice Dermody Palmer, Brendan Tan.

- 1.1. O APOLOGIES FOR ABSENCE**  
No apologies for absence recorded.
- 1.2. O DECLARATION OF CONFLICT OF INTEREST**  
No conflicts of Interest recorded.
- 1.3. O REGISTER OF INTEREST FORMS**  
All attendees required to re-sign Register of Interest forms - completed.
- 1.4. O MINUTES OF THE PREVIOUS MEETING – OPEN**  
That the open minutes of the 18<sup>TH</sup> July 2018 were approved as a true and accurate record of that meeting.
- 1.5. O MATTERS ARISING**  
No matters raised.
- 1.6. O CHAIRS BUSINESS**  
LJ introduced and welcomed all new members of the Board and the Administration team.

**LJ** thanked everyone for the work involved in preparation for Welcome Week, the first lecture free welcome week, and all agreed from initial feedback it had been a great success.

**LJ** informed the Board that Marta Gonzalez-Iraizoz, Student Trustee, has resigned from her role on the Board. For the record the Board expressed their thanks to Marta for all her work and support.

**1.7. O**

**MANAGEMENT ACCOUNTS Year End (Paper)**

**Mark Crook**

**MC** produced the year end 2017/18 (period 12) management accounts, the financial position is reporting a surplus of £212,000 against an original full year budget of £2,000, the surplus predominantly due to the commercial outlets, and the subsidiary organisations, MSL and SUSW. The SU is in a strong position notwithstanding the SUSS situation which is tabled to be discussed later.

Debtors – **MC** feedback we have a number of debtors, work has been carried out to reduce the current debt position, however the value of debts is approximately £120,000 which is low and within our KPI, **MC** stated this is not presently a concern. The automatic debt control system will be going live November 2018. **MC** stated this has been a successful year, we are in a strong position.

**JC** provided a brief update on MSL, we have gained new clients and a footprint in Republic of Ireland, also following a recent trip to Australia Colin Watson reported positive results.

**Matters for decision/discussion**

**1.8. O**

**STRATEGIC PROJECTS / KPIs OUT TURN - 2017/2018 (Paper) Jacqui Clements**

**JC** produced a paper detailing the KPI's for last year and discussed the salient points from the Strategic projects.

**Concerns:**

- **Staff absence** – higher than target due to long term absence. Action has been taken to address short term absence which has seen a decrease.
- **Democracy** - increasing our voter turnout is a priority
- **Staff Turnover** – 2017/18 saw an increase in staff turnover and recruitment, with the Union undergoing a restructure and many new posts to support students approved. **JC** thanked the HR team for their hard work and support in dealing with the volume of recruitment and induction.
- **Sports club fee structure** – The fee structure changed about 4years ago, since then we have seen a drop in club membership, although the University has seen an increase in sports participation outside clubs, **BD** will monitor the fee increases and the ratio between non club and club sports, and also the impact of the introduction of the new sports hub.
- **Income generation working group** – very aware of increases in supplier and labour cost and the impact on contributions.
- **Community issues** – Hate crime and sexual violence cases are a concern.

**JC** gave a brief overview of the large number of very positive outcomes, which are detailed in the paper.

## 1.9. O KEY STRATEGIC PROGRAMMES OF WORK 2018/2019 (Paper) Jacqui Clements

**JC** provided the Board with a report setting out the key top 15 organisational programmes of work for the final year of the current strategic plan. **JC** will continue to feedback to the board on progress on an ad hoc basis and also at a half year point.

**JC** shared the Sabbatical Officers top 10 Priority Campaigns included in the report, and requested feedback as to how the trustees would like interact with the Sabbs, either through the meetings or individually on these.

- **AHW** asked if we could have the campaigns within the Strategic roadmap.
- **JF** Thanked **JC** for the report noting it is much clearer and easier to follow than the previous spreadsheets, and would like more specific information on the scale of the challenges regarding the campaigns.
- **LJ** stated the further discussions around the trustee support for the officers, is always welcomed and appreciated.

**JC** requested approval to remove the Ethics performance indicator for environmental issues, based on the quantifiable success of the KPI, the amount of waste sent to landfill has now plateaued and although we will continue to collate the figures and measure this **JC** would like to focus on Equality, Diversity and Inclusion objectives to make a difference on Race Equity. **JC** explained we have no figures currently, we need to establish how we define the appropriate measure to accurately report performance.

**JC** stressed we will continue to monitor the environmental issues,

**AHW** stated that Race, Equity and Culture should be reported together, and would welcome a greater breakdown and scope for the Equality, Diversity and Inclusion objective.

**Resolved:** Board agreed to replace the Ethics KPI with the Equality, Diversity and Inclusion objectives.

**BH** enquired what the environmental performance reviews included other than waste to Landfill, **JC** explained although we don't formally report on a high number of varying issues, we do monitor and actively work on environmental issues

**AHW** offered to share NUS Data, with breakdown on environmental categories and issues.

## 1.10.&1.11 OSTRATEGIC REVIEW ROADMAP (Paper) Jacqui Clements

**JC** produced a paper proposing the approach to the strategic review and initial roadmap, including the composition of the steering group and the terms of reference.

The timeline is as discussed,

The board were asked to;

- Note the proposed Roadmap and Approach detailed in the report
- Approve the composition of the terms of reference of the Strategic Review Steering Group
- Approve the initial timeline

**JC** requires volunteers to join the steering Group, as well as a number of other committees.

**Resolved - Strategic Review Steering Group** - Nyasha Pitt, Andy Ward, Ellie King, Ben Hayday, Beth Kynman  
**Board Effectiveness Group** - Brendan Tan -  
**Communications & Insight Working Group** - Balraj Dhingra  
**Post Graduate Working Group** – Angella Hill Wilson  
**Academic Representation Steering Group** – Andy Ward

Full list of Committees and members attached

## Matters for information

### 1.12. O BUDGETS 2018/2019 (Paper)

**Mark Crook**

At the Board of Trustees meeting on 20<sup>th</sup> June 2018, the Board were presented with the budgets and the five year forecast of income and expenditure plans for the SU, including bids for additional resources, **MC** has come back to the board with a paper giving the consolidated budget including all bids.

**JF** commented that the commercial outlet budgets don't have any stretch included. **MC** explained this is due to improved budgeting, the Dirty Duck had a one off event with an income of £35,000 in 2017 which won't be repeated this year, and also across the commercial sector we are seeing an increase in staffing and also in product costs which impacts on profitability which provides stretch.

### 1.14 COMMITTEE CHAIRS FEEDBACK – OPEN (Verbal)

- **Audit & Risk**

- GDPR review - requirements under data protection law. Credit to **MC** and team for the work.
- We discussed our current Banking provider, decision taken to remain with Natwest, this will remain as an agenda point to be reviewed periodically
- Received an update from our Audit partner. **MC** discussed the forthcoming Auditor tender process.

### 1.15 O ANY OTHER BUSINESS – OPEN

The Board will be updated on Search and Nominations committee at the next Board Meeting

**LJ** informed the board that Julie King will be leaving on 31<sup>st</sup> October, and asked that it be formally noted that the board thanked Julie for all her hard work and support.

**JC** invited the board to attend Julie and Lesley Shortland's farewell meeting on 31<sup>st</sup> October at 09.30.

## Trustees Strategy Day 2018– Current Working/Steering Groups

Doc 1.12 O App 1

### Income

### Generation

Ben Newsham (Chair)	Liam Jackson
Jill Finney	Graham Parker
Alice Dermody Palmer	Steve Russell
Becci Burrows Watson	<i>Amy Barrett (Director Support to take notes)</i>

### Communications and Insight Working Group

Jane Batchelor	Ben Newsham
Mel Lawrence	Balraj Dhingra
Jill Finney	Vacancy - PTO
Nyasha Pitt - Chair	Ben Hayday
	<i>Amy Barrett (Director Support to take notes)</i>

### PG Working Group

Jane Batchelor	Max Renna
Ellie King (Chair)	Angella Hill Wilson
Becci Burrows Watson	Vacancy - PTO
Lindsey Kettle	<i>Lisa Dove (Officer Support &amp; Admin Sup to take notes)</i>

### Board Effectiveness Working Group

Nyasha Pitt	Jacqui Clements (when required)
Liam Jackson	Brendan Tan
Fay Shorter (Governance and Assurance Manager)	
<i>Marie Claire Churchill (to take notes)</i>	Need to decide on Chair

### Membership Services Strategic Framework Task and Finish Group

Graham Parker	Beth Kynman
Liam Jackson - Chair	Nirmla Devi
Jill Finney	Management team as required
Ben Hayday	Larissa Kennedy
Kier Lawson Ball	<i>Amy Barrett (Director Support to take notes)</i>

### Strategic Review Steering Group

Liam Jackson (chair)	<i>Louise Marjoram (Exec Support to take notes)</i>
Jacqui Clements	Andy Ward
Jane Batchelor	Ellie King
Nyasha Pitt	Ben Hayday
	Brendan Tan

### Academic Representation Steering Group (Joint Uni/University) For Information

Nirmla Devi	Ellie King
Larissa Kennedy (Chair)	Beth Kynman
University Staff (including Prof Gwen Van Der Velden, Dan Derricott)	Andy Ward

SU Staff	
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