



03Board of Trustees

07.03.19 – Tindal Boardroom, Chelmsford

Action

- 11 **ATTENDANCE**
- 11.1 **Present**
 Amanda Campbell-White (Officer trustee), Mary Copsey (Officer trustee), Tanya Curry (Lay trustee), Laura Douds (Officer trustee), Matt Hayes (Officer trustee), Teresa Jordan (Lay trustee), Fraser Luther-Yarwood (Officer trustee), Jason Snowdon (Lay trustee), Nick Worrall (Lay trustee)
- In Attendance**
 Linda Collett (Minute taker), Bethan Dudas (Advocacy & Engagement Director – A&ED)
- 11.2 **Apologies**
 Jo Harbrow-Harris (Activities and Operations Director – A&OD), Richard Halderthay (Lay trustee)
- 11.3 **Absent**
 None
- 11.4 **Declaration of interest**
 None
- 12 **ACCEPTANCE OF PREVIOUS MINUTES**
- 12.1 **Accuracy**
 The previous Minutes were accepted as a true record.
- 12.2 **Matters Arising**
- It was agreed that an action grid would be produced for future Board meetings. LC
- 3.4 – Amendments to bye laws - Societies' handbook – This item was carried forward.
- 4.2 – Financial report – Ongoing meetings were being held with University Finance department and contractual gaps had been discussed by the Finance and Risk (F&R) committee.
- 8.1 – Developing our strategy – A presentation would be made at the September 2019 Board meeting. BD
- 8.2 – The Reserves Policy would be sourced and circulated to the Board. BD
- 8.3 – Trading company – A new account had been set up and the Charity Commission had been provided with a list of directors.
- 9.1 – SMT update – The Board was informed that, as a result of incorrect figures on the block grant being submitted to NUS, the Students' Union had been overpaying its subscription. The deadline for abatement had already passed but the CEO of NUS was currently taking part in discussions about the figure for the following year. BD
- 9.2 – Financial report – Management accounts were now available in Dropbox.

An exceptional item had been dealt with by F&R and following meetings with the University Finance department, progress was being made on the production of accurate cash flow reports.

9.4.1 – Appointments and Governance (A&G) – The risk register was now a standing item on the F&R agenda.

The Scheme of Delegated Authority had been signed off by F&R and would be circulated and then taken to the next A&G meeting.

BD

13

ITEMS FOR APPROVAL/DISCUSSION

13.1 Agree signing of audited accounts for charity and dormant trading company

The final version of the audited accounts was presented to the Board. Thanks were extended to the Chair of F&R for her assistance and to the Finance Manager for her contribution.

Both sets of audited accounts and management letters for the year 2017-18 were APPROVED unanimously and were signed by the President and A&ED.

14

STANDING ITEMS

14.1 SMT update

Progress against the strategic plan goals were presented to the Board.

It was noted that the KPI for the Executive elections had fallen for the second time to 13.4%. This was a sector-wide challenge but the Engagement team would be looking at the benchmark and would be asked to make fundamental changes. On a positive note, the KPI for the London campus had been exceeded and there were opportunities for expansion going forward.

BD

Other positive results included:

- All managers and officers had received the two day Mental Health First Aid training and several co-ordinators had received the one day training.
- Officers' 360 appraisals had taken place in January and officers were already making use of the feedback provided.
- Two societies had been short-listed for national awards.
- Student Voice work was becoming embedded within the University, which had put officers in a very powerful position. The external consultants from TEF had been impressed with the level of student engagement.

Challenges included:

- SMT capacity
- Cambridge commercial offering
- Elections' turnout

Work going forward included:

- The budget development phase – the budget would be taken to the next F&R meeting

BD

for consideration, then to the June Board meeting for approval.

- Block grant freeze – new income streams to be identified and developed.
- SU and MAD awards – invitations were extended to the Board.

BD

The Board offered their support to the A&ED whilst the A&OD was on long-term sick leave.

14.2 Financial report

It was noted that there was serious under-performance in Commercial Services, particularly in Cambridge Ents and Bar. The projected loss had been discussed at the F&R committee and also by a sub-committee set up specifically to concentrate on the commercial offering. The committee had highlighted areas of high risk to our commercial operation which had not been included in our current risk register. The committee requested that a full review of risk areas in our commercial operation be undertaken.

Concern was expressed over the governance of decision making in the absence of a CEO, but the Board was assured that the F&R sub committee had given sufficient scrutiny to ensure that the right decisions were made. Further concern was expressed over the risk of reputational damage, but it was confirmed that a robust communications and HR plan was in place for the closure of the bar. . It was also noted that management time would be diverted to build revenue streams from these opportunities. Officer trustees also expressed their faith in the Commercial Services Manager.

14.3 To receive minutes and headlines from the sub committees

- **Appointments and Governance**

The main point of discussion had been the CEO recruitment – process and panels had been agreed and implemented and candidates had been short-listed for the first round of interviews on 15 March.

- **Finance and Risk**

The University Director of Finance had provided a useful insight into the University's financial position.

The Risk Register was currently the main area which needed work. Some sections would need to be taken to sub-committees before coming to the Board, and a risk appetite statement needed to be established in order to guide the budget process.

- **HR and Employee Engagement**

No meeting had taken place since the last Board.

14.4 To consider updates on campaigns from officers

VP HEMS

- Peer mentoring – Welcome Buddy system to be in place for September 2019 starters. Recruitment had commenced in Student Volunteering week.
- Public transport consultation promotion.
- Work on Young Street and Peterborough had resulted in hot food provision, a microwave and hot water available, which had been very well received by students. The current arrangements would be in place for a trial period on the first instance.

VP AHSS

- Working on getting course reps added to Canvas.
- Working on removing the £100 cap for art students to spend with the SU on their Books Plus cards.
- Body positivity week.
- DeStress Fest

VP S&E

- Drug harm reduction – awaiting a new Wellbeing forum to agree the proposal. The Executive Committee had agreed the budget to spend once written assurance from the University has been received. The Board noted that it wanted to receive this assurance from the University before any drug harm reduction activity happened.
- Conducted a survey of students to ask what they would like to see in the drug harm reduction policy and received over 100 responses.
- Taken the final evaluation of access to Compass House to FPTs who were broadly happy with the proposals but had asked for specific dates of extended opening.

VP B&L

- Working on International students' support – evidence building, report writing and event planning.
- Working with the faculty on their feedback policy to ensure language is appropriate and that it takes into account disability and culture.
- Sent a proposal for personal tutoring tile to IT for development.
- Working on ensuring that Student Voice is embedded in University academic planning, including study skills plus.
- Writing a Brexit policy.
- Hosted dementia training sessions – this would be developed to involve societies.
- Find a flatmate event.

President

- Rent campaign received 496 responses. Currently analysing free text comments with the intention of writing a report before the end of term of office.
- Recruitment of new Vice Chancellor.
- Kept open student space in Cambridge on Christmas day and hosted event for 7 students.
- Submitted four motions and amendments to the NUS National Conference which was due to take place in April.
- Recruitment of CEO.

15 ITEMS FOR DISCUSSION OR TO NOTE

15.1 To note report from interim Executive meetings

- Executive committee 28-11-18
- Executive committee 30-1-19

The reports from interim Executive Committee meetings were noted.

ANY OTHER BUSINESS

DATE AND TIME OF NEXT MEETING

**Thursday 6 June – 2.00-5.00 pm – Tindal Boardroom 3rd floor Tindal building,
Chelmsford**

JA
6/6/19

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