



04Board of the Trustees

06.06.19

Action

16 ATTENDANCE

16.1 Present

Amanda Campbell-White (Officer trustee), Mary Copsey (Officer 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)), Jo Harbrow-Harris (Activities & Operations Director (A&OD))

16.2 Apologies

Tanya Curry (Lay trustee), Richard Halderthay (Lay trustee)

16.3 Absent

None

16.4 Declaration of interest

None

17 ACCEPTANCE OF PREVIOUS MINUTES

17.1 Accuracy

14.1 – SMT update – “four day Mental Health First Aid training” should read “two day Mental Health First Aid training”

14.4 – VP S&E update – “FTP’s” should read “FPT’s”

The previous Minutes were accepted as a true record.

17.2 Matters Arising

8.2 - Reserves policy – The current version, which had been agreed by the Board in December 2015 was now available on Dropbox. It was agreed that, as this had been based on the Charity Commission’s guidelines, and that as these had not changed, the current version of the policy would be updated to state that the Board had AGREED the policy at this meeting.

BD

9.1 – NUS affiliation fee – NUS had passed a revised affiliation fee model at the AGM. This would take effect from the start of the next financial year and would result in a much reduced fee for ARU Students’ Union. The current year’s invoice was under dispute as this had been sent with an incorrect figure.

BD

14.1 – Changes to elections process – The engagement team had been given targets for increased engagement in the elections and would be working over the summer on plans to achieve these.

14.1 – New revenue streams – The commercial team were looking at the potential for another

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shop and a bar in Cambridge, but these were dependant on the University agreeing use of space.

JHH

## 18 ITEMS FOR APPROVAL/DISCUSSION

### 18.1 Budget 2019-20

The A&ED explained the process involved in setting the budget and that it had been a “bottom up exercise” with staff being fully involved in setting the figures. Some additional budget lines had been created including online booking software for the Advice Service, trustee training and increased insurance cover. To balance the budget, savings had been made including a reduction in the CEO contingency fund, the budget for the SU Awards event, student-led activities and the travel budget. Further savings had been made through negotiation of a free-for-life subscription to the HR software and the decision to conduct the staff engagement survey once every two years rather than annually.

Objectives had been set and most departments had been budgeted to break even, with the commercial areas budgeted to make a small surplus of £1,515 and the whole Union a surplus of £2,145.

The Board asked what plans had been made to ensure that Freshers’ was more successful next year and it was confirmed that up to date sales figures had been requested to be provided for each planning meeting.

It was noted that 2019-20 would be a transitional year and that the Finance and Risk (F&R) committee were comfortable with the level of scrutiny given to the budget.

The budget for 2019-20 was unanimously AGREED.

### 18.2 Deputy Chair succession planning

It was noted that the current Deputy Chair would be standing down from September. The role was discussed and expressions of interest were requested to be sent to the current Deputy Chair by the end of June. It was agreed that this was a catalyst for change and an opportunity to tighten up the role of the Deputy Chair.

BD

## 19 STANDING ITEMS

### 19.1 SMT update

The current update had been made following the latest snapshot survey in March. The annual survey had closed at the end of May and results from this would be brought to the Board meeting on 5 September.

Figures for the strategic goals were disappointing but the operational KPIs were more optimistic.

It was agreed that, in order to improve the percentage of students who were proud to be part of the ARU community, it was vital to continue to work with the University on the

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employability strategy and to support them in positively promoting the University, particularly on social media.

BD/JHH

It was agreed that the Activities KPI for students to feel a personal connection with the SU was ambiguous and that a KPI showing the percentage of students involved in societies would be more useful.

JHH

In summary the highlights of the year included the SU Awards event, the staff engagement survey results and the appointment of a new CEO. Challenges included the closure of the Cambridge bar and more staff turnover. Next steps included the induction of the new officers and CEO.

It was recommended that the current list of KPIs should be reduced to a maximum of ten. This would be discussed with the new CEO when he took up his role.

JHH/BD

The directors thanked the Board for its support during the year.

The Board extended its thanks to the Senior Management team for their commitment and hard work throughout the period without a CEO.

## 19.2 Financial report

The financial report had been discussed by the F&R committee who had noted that a lot had been learned and improved upon in the current year, and that 2019-20 would be a transitional year where further progress needed to be made, especially in respect of the working relationship with the University Finance department. The Union was currently projecting to have a deficit at year end, but work was being done to reduce this as far as possible.

TJ

## 19.3 To receive minutes of the sub committees

- **Appointments and Governance**

The last meeting had mainly discussed the CEO recruitment process, the CEO and officer inductions and the Deputy Chair succession planning. Members of the recruitment panel agreed to send their feedback on the process to the Chair and Deputy Chair.

RH/JS/NW

- **Finance and Risk**

It was noted that minutes from the sub-committees should not be brought to the Board before they had been seen by the Chair of the committee.

The last meeting had held much discussion on insurance, particularly Public Liability and Cyber Security. It had also given good scrutiny to the budget. Thanks were extended to the Commercial team for their reporting to the committee. Some amendments and additions had been agreed for the method of reporting for next year.

- **HR and Employee Engagement**

The last meeting had undertaken several policy reviews and had discussed the staff engagement survey and the excellent results. It was noted that, in the main, they were way ahead of the sector benchmark and that this was due to the monumental effort of

  
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the SMT to achieve such good results. The Board expressed its pleasure in the results of the change in management style which had proved very effective. It was, however, noted that there was no room for complacency and that the level of communication with staff that had produced these results should not be reduced.

#### 19.4 Update on campaigns from officers

##### VP S&E

- Undertaken communication with the Cambridge Police and Crime Committee and Cambridge Constabulary, resulting in their general support for the Drug Harm Reduction campaign.
- Received helpful guidance from the F&R committee risk expert and other committee members. It was agreed that the VP S&E would look at the recommendations and form an operational plan for the distribution of the testing kits which would be circulated to the F&R committee. The Board agreed to endorse the campaign provided it adhered to the guidelines and issues raised by the insurance company and the police. It was requested that a press release be circulated to the Board when the campaign went live. MH
- Achieved 24/7 access to Compass House from Monday to Friday and from 10.00-6.00 pm at weekends. This had also resulted in the University committing to a University-wide discussion on student access next year. MH

The Board extended congratulations to the VP S&E for the progress he had made on his challenging campaigns during his term of office.

##### VP HEMS

- Achieved an agreement from the Library to trial food on the ground floor of each Library.
- Successfully negotiated the installation of a kitchenette for student use in Young Street.
- Trialled opportunities for students to engage online with Student Staff Liaison committees.
- Took part in International Nurses day.
- Chaired the Environment panel.

##### VP AHSS

- Worked with VP B&L on community project, supporting Jimmy's in Cambridge and Dementia Adventure in Chelmsford, which was due to end next week.
- Met with the candidates for the new Dean.
- Worked on course design intensives and subject level TEF at which there was a high level of student engagement.
- Worked with the University on the Consent Collective which would be a mandatory part of each new student's timetable and on the Good Lad initiative.
- Worked on extending this year's campaigns into next year.

##### VP B&L

- Continued to work on International support including two games nights.

  
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- Worked with the faculty on language reviews and communications materials.
- Filmed an International support video showing what the Union does in respect of inclusivity and accessibility.
- Worked with the University on accessibility on campuses.
- Written a Brexit policy which was passed at the last Group Chat meeting.
- Started to build relationships with the new Deputy Dean and Engagement manager.
- Worked with the faculty on their feedback policy.
- Attended National conference and the Disabled Students conference.
- Worked on the Parents and Carers Journey following feedback from students.

President

- Worked on the Rent survey free text comments analysis which would be circulated to the University and local MPs.
- Attended high level TEF meetings.
- Worked on the Widening Access policy including the attainment gap.
- Submitted four motions to National conference, three of which were heard and passed.

LD

The Board commended the officers for what they had achieved in making a difference to students. It was noted that officers needed to receive help in translating their skills and experience into employability skills.

BD/JHH

20 ITEMS FOR DISCUSSION OR TO NOTE

20.1 To note report from interim Executive meetings

The reports from the interim Executive meetings were noted.

ANY OTHER BUSINESS

None

DATE AND TIME OF NEXT MEETING

Thursday 5 September - 10.00-2.00 - Trustee away day – Chelmsford room to be advised.

2.00-5.00 – Board meeting – Tindal boardroom, 3<sup>rd</sup> floor Tindal building, Chelmsford



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