



**TRUSTEE BOARD MEETING | 5pm 1<sup>st</sup> November 2017  
SAW 3<sup>rd</sup> Floor Meeting Room | MINUTES**

**ANNOUNCEMENTS & MEMBERSHIP**

**Present:** Mahatir Pasha (**Chair**), Eshoe Uwadiae (**Education Officer**), Daniel Cayford (**Community & Welfare Officer**), Rohan Sankhla (**Student Trustee**), Anjali Srinivas (**Student Trustee**), Kadija Ahmed (**Post Graduate Officer**), Philip Ershov (**Student Trustee**), Zulum Elumogo (**Student Trustee**) Megan Beddoe (**Activities Development Officer**), Peter Elliott (**External Trustee**)

**Apologies:** None

**In attendance:** Josephine Okai (**Secretary**) Yemi Gbajobi (**Chief Executive**), Emilie Tapping (**Director of Membership**), Jaine Fitzpatrick (**Chief Operating Officer**), Peter Greaney (**Finance Consultant**), Pavinder Mehet (**Head of Finance**) Shernyse Lee (**Engagement Manager**)

There were no declarations of Interests announced.

**1. ANNOUNCEMENTS & MEMBERSHIP**

- Trustees introduced themselves and the new members were welcomed onto the Board.

In order to formally approve the appointment of the new External Trustee, Post Graduate Trustee and the Student Trustee, the three incoming Trustees were asked to leave the room so the remaining Board members can reach a unanimous consensus.

- The Director of Membership tabled a paper on the Trustees election. It was said that the opening of a Post Graduate Research student position was up for election however the student elected is on a master's programme and does not self-define as a research student. The paper tabled showed the evolution of the reserved PGR space on the Board and explained that it was not a constitutionally reserved space, but instead a discretionarily reserved space.

- Trustees were further informed that there are six student Trustee positions available on the Board where in which two are presently filled. If approval is granted, the new Postgraduate Officer will take one of these posts and a further election would

take place in February to fill any further spaces. This will leave two student Trustee positions needed to go up for election.

- Trustees advised that robust and improved controls are put in place in future Trustee Board elections.
- Board members formally approved appointing the new Post Graduate Officer onto the Board and the new External Trustee.
- The Trustee Board Chair proposed that the Student Trustee elected onto the Board, is appointed as the new student Trustee as this was a democratically elected appointment chosen by the student body. This proposal was unanimously approved.
- It was said that the Board Chair and the Director of Membership will meet with the newly appointed Student Trustee to discuss the process of election for the position and the rationale behind the role title change.

**Action:** Trustee Board Chair and Director of Membership to meet with Student Trustee, Anjali Srinivas, to discuss the election process rationale for the Student Trustee role.

- The new Trustees were welcomed back into the Board meeting and were formally welcomed by the Chair as approved members of the Board.
- The Board Chair informed members that it has been reported that the Trustee Board papers have been leaked to the Student newspaper team, the Beaver. Members were informed that such behaviour is unacceptable and such actions will result in the immediate removal from the Board of those Trustees.

## **2. MINUTES OF LAST MEETING & SUB-COMMITTEES**

- The minutes from the meetings that took place in June and July 2017, were confirmed as read and approved.

## **3. MATTERS ARISING**

- The Chief Executive presented the actions noted from the previous meetings.
- Trustees were informed that a breakdown of the annual fund costs and a shop sales report will be brought to the December Board meeting.  
**Action:** Chief Executive to bring annual fund cost breakdown and shop sales report to December Board meeting.

## **4. CHAIRS ACTIONS**

- There were no recorded actions for the Chair.

## 5. CEO REPORT

- The CEO presented an organisational overview and update on the most current significant issues.
- Members were presented with a staffing update and the new starters and leavers since the summer term meeting were confirmed.

## 6. FINANCE

### 6.1 MANAGEMENT ACCOUNTS AND BALANCE SHEET

- Trustees were presented with an update on the Union's finances by the Finance Consultant which provided a summary of the Union's financial position to July.
- Members were informed that the Union's current surplus of £161k has helped to strengthen the Union's financial position as this has exceeded the original £97k budget initially approved by Trustees.
- It was said that as a result of the increase in surplus, there has effectively been an increase in the Union's unrestricted reserves which leaves a £52.5k for a new designated reserve development fund.
- Trustees were asked to approve the creation of the new designated reserve.
- Approval was said to be subject to a written provision being circulated to Trustees confirming how the funds will be used and designated.  
**Action:** Chief Executive to circulate to Trustees in writing, reasons for the creation of a new designated reserves development fund for Trustees approval.
- Members were informed that there is a £1.6 million pensions deficit in which there is a current plan to reduce this over 17 years with annual contributions forming part of the Union's annual budget.
- Trustees were directed to section 4 of the paper which presents a breakdown of the increased surplus and the positive variance between the year-end surplus and budget of £64k.
- The Finance consultant presented a breakdown report of the Union's debtors. It was said that progress on an agreement with the University debtors ~~are in place~~ is being made and there is no immediate concern.
- Trustees highlighted the increase in surplus in Events & Conferences as seen in Appendix D of the report. Trustees advised that student use of the SU spaces is prioritised.
- It was said that the increase was mainly due to the regularity of use and the increase in pricing.

## **6.2 BUDGET 17/18**

- Trustees were informed that the management accounts and schedule will be available in week commencing 6<sup>th</sup> November.

## **6.3 AGED DEBT POLICY**

- The Union's Finance consultant presented a proposed Aged Debt Policy which was said to set out the process for the recovery of aged debt.
- The stages of recovery were presented to members and it was said that the process is set up to also include individual managers.
- Trustees were informed that the process improves the dialogue between the finance team, SU team managers and the debtors. The process also provides an awareness of regular aged debtors.
- Trustees advised that budget holder's involvement in the process should be imperative and the onus of responsibility should lie on the budget holder. It was recommended that budget holders should require permission for continuing to work with customers with long outstanding debt.
- The Chief Executive explained to Trustees the Clubs and Societies expenditure process which was said to aid the increase in aged debtors as funding is usually processed by sponsors, after the event has occurred.
- Trustees advised that the reviewed process is as fluid and consistent as possible.
- The Board concluded by approving the proposed aged debt policy incorporating the suggested clarification that budget holders should require permission for continuing to work with customers with long outstanding debt.
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## **6.4 PART TIME OFFICERS**

- The Engagement Manager was in attendance at the meeting. Trustees were provided with a brief background of the basis for the report. It was said that bursaries for part time officers were introduced and agreed by the previous Trustees of June 2016.
- As part of the review of the paid process to part time officers, Trustees were asked to approve to fund honorarium payments to part time officers this academic year from the Union's unrestricted reserves.
- Trustees were presented with honorarium options that can be considered for the part time officers. These were said to be a benefits package, a one off honorarium payment and a voluntary role with a bursary scheme for financial support.

- It was said that references to receiving a bursary had been communicated to students during the elections of this academic year as with last year, therefore there is a possibility that candidates are expecting payment for undertaking the role.
- Trustees therefore advised that the part time officers are paid the bursary as initially advertised.
- The Chair confirmed that a final decision on how to proceed with a payment and benefit process for part time officers, is required by January 2018.
- Trustees concluded by agreeing to discuss the matter further in the December Board meeting.  
**Action:** Trustee Board Secretary to add Part Time Officers pay to the December Board meeting.
- The majority of the Trustees, agreed and approved that the bursary initially advertised during the elections is given to the Part Time Officers.
- Trustees advised that consideration is placed on the possibility of extending the benefits review to other elected students in the Athletics Union, Clubs and Societies and RAG.
- Trustees were asked to put forward via email, concerns and comments with regards to the part time officers pay report.

## 6.5 ADDITIONAL EXPENDITURE

- The Chief Executive presented a paper that was said to seek the approval of the Board in spending from the Union's undesignated reserves which would promote the development of the organisation and in line with current regulations.
- The first proposal sought Trustee approval for the allocation of £5k for the funding of an External Company Secretary who would support the development of good governance of the Board and its sub-committees.
- The second proposal sought Trustee approval for the allocation of up to £20k for the investment in a fixed term Data and Systems Project Coordinator who will support the Union's compliance with the new GDPR legislation.
- The Chief Executive informed Trustees that the Union is four years ahead of its reserves so are in a good place financially.
- Trustees concluded by approving the proposals accordingly.

## 7 STRATEGIC IMPLEMENTATION

- The Chief Executive presented an update on the Union's Strategy. The Board Chair requested that the new Trustees are provided with copies of the previous meeting minutes.  
**Action:** Trustee Board Secretary to circulate previous Board minutes to new Trustees of the Board.

## **8 OPERATIONAL PLANS**

- The Chief Executive presented updates from the various departmental operational plans.

## **9 DIRECTORATE ROAD MAP**

- The Director of Membership presented the directorate road map which was said to highlight the team's key objectives for the 2017/2018 period.

## **10 COMPETENCY FRAMEWORK**

- The Chief Executive presented a proposed competency framework plan which required Board approval.
- The rationale for having a competency framework and its benefit to the individual and organisation, was explained to Board members.
- Trustees asked if framework applies to sabbatical officers. It was advised that the plan can serve to provide an idea of expected behaviour however, thoughts are needed on how best to appraise sabbatical officers.
- The Chief Executive confirmed that the framework will aid the organisation's learning and development objectives with a strategic driver. Trustees were further advised that the framework will also provide progression routes.
- Trustees advised that standards derived from the framework are consistent across the organisation with consideration placed on staff rewards.
- The paper was concluded by Trustees approving the proposed competency framework.

## **11 ORGANISATIONAL RESTRUCTURE**

- The Chief Executive presented updates from the organisational restructure.
- Trustees were informed that there has been no fundamental change.
- It was said that a pay review matrix is expected to take place in April 2018.

## **12 TRUSTE BOARD SUB-COMMITTEE**

- Trustees were presented with updates and plans for the Board sub-committees.

## **13 RISK REGISTER**

- Trustees were presented with updates from the Union's Risk Register.

#### **14 PEOPLE STRATEGY**

- The Chief Executive presented an update on the Union's People Strategy. Trustees were informed that a working group session has been scheduled to take place with staff on the 30<sup>th</sup> November.
- Updates from this session and a proposal will be brought to the first Board meeting in 2018.  
**Action:** Chief Executive to present report from the staff working group on the People Strategy.

#### **15 STAFF TURNOVER**

- The Chief Executive informed Trustees of the Union's staff turnover. It was said that this is currently at 35%, however, there is no target setting in place as a benchmark for the Union.
- Trustees were informed that plans and objectives for staff turnover are currently being reviewed.

#### **16 TRUSTEE RECRUITMENT**

- Members discussed updates regarding the recruitment of the External Trustee post. Appointment was confirmed as successful.

#### **17 ISLAMIC SOCIETY DINNER (MARCH 2016)**

- The Chief Executive informed Trustees of a recent update regarding the March 2016 Islamic Society dinner. Members were informed of the recent matter concerning a dispute between the School and a secular society. It was said that the SU are currently in compliance with the recommendations made by the Charity Commission.

#### **18 HEALTH AND SAFETY**

- The Chief Operating Officer presented updates from the Union's Health and Safety committee. Members were informed that there has been good engagement from the School in supporting the Union's health and safety objectives.
- Members were informed that the key objectives for the 2017/2018 period are the creation of a safe guarding policy and mental health.

- Trustees advised that Health and Safety updates are brought and discussed in the audit and risk sub-committee.

#### **19 TRAVEL AND EXPENSES POLICY**

- The Chief Executive presented plans regarding the Union's travel and expenses policy. It was said that there are currently no formal limits in place.
- It was advised that notification of budget use is put forward to budget holder.
- A different policy is in place for part time officers.

#### **DATE OF NEXT MEETING:**

5pm Wednesday 6<sup>th</sup> December 2017

Signed by Trustee Board Chair



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