

Board of Trustees
MINUTES
3.00pm 10th April 2018
Room 1, The Union Building

ACTIONS

Action	Who	Update	Status
5.3 LJ to invite Trustees to budget refinement days	LJ		Complete
8.2 LJ to update Board Papers with AL's updates	LJ		Complete
8.4 MC to update the Finance and Risk Highlight Report to change the language of 'prudent budgeting' so it's clearer	MC		
9.1 LJ to share the collated skills audit with Trustees	LJ		Complete

CONFIDENTIAL ITEMS

SUSS Legal Matter	Confidential Item
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Present:

James Thompson (JT - Chair), Marcus Campopiano (MC), Angel Layer (AL), Anita Butler (ABu), Amber Mathurin (AM), Rhian Johns (RJ), Thea Noli (TN), Ben Swiergon (BS) Jason Oakley (JO)

In Attendance:

Anna Clodfelter (AC), Tom Worman (TW), Fern Lewis (FL), Laurie Jones – Minutes

1. Apologies for Absence

Adele Benson (Abe)

2. Declaration of Interests

No declarations of interests.

3. Minutes of Previous Meeting

Minutes from 6th February 2018 agreed.

4. Matters Arising and Action Points From Those Minutes

4.1 Point 3.22 of the bye-law amendments will be reviewed (JT/FL) Reviewed and change delayed until governance report completed **Ongoing**

4.2 Have conversation around SLA grant money and bring summary to Finance and Risk (AC/MC) **Ongoing to go to F&R in May 2018 earliest**

4.3 Trigger formal advice from the Charity Commission through an S.110 (regarding the SUSS Pension Deficit) with an option to formally assign the SUSS Pension Deficit to UPSU (AC/MC) **Ongoing will report progress through F&R**

4.4 Make amendments to measure metrics on the Strategic Framework and bring back to Board digitally for approval (AC) **Complete**

4.5 Make amendments to the Leadership and Finance & Risk Terms of Reference as directed by Board (AC) **Complete**

5. Finance Matters

5.1 Management Accounts – (for note – full discussions at Finance & Risk Committee for UPSU and Board of Directors for PSUT) – AC
 Report taken as read.

AC: Nothing to note – we are tracking with forecast and the amendments we made for expenditure to underspend for forecast

RJ: Some of the decisions that have been made since January (e.g. Research and Development/PSUT) are not reported here?

AC: No, but they are noted in Finance and Risk/Board of Directors Highlight report. Our Financial Adviser only comes to Finance and Risk Committee – is Board satisfied with this, or would they prefer him to attend to Board of Trustees to go through the accounts in more detail?

JO: Finance Reporting should be taken care of in Finance and Risk – he should attend only if he is needed to

BS: The overview is sufficient

AC: He will attend Board of budget and final accounts sign off

BOARD OF TRUSTEES NOTED MANAGEMENT ACCOUNTS

5.2 SUSS Legal Matter (AC) *Confidential Item*

5.3 Budget Update (AC) *Verbal update*

AC: We are now in the process of budgeting and it's going as was planned and agreed by Finance and Risk. Budgeting to break even. PSUT as per trading and reduction as agreed and activities and with a transition plan, including Sport (which will come out of reserves as agreed by Finance and Risk) on. Operational Plan is driving budgeting. Will be signed off by Finance and Risk in May and will come here for approval in June. If Trustees would like any involvement, they are welcome to attend the budget refinement days at the end of May.

Action: LJ to invite Trustees to budget refinement days

6. HR Matters

6.1 Future Union Structure update (AC)

AC: This is completed. We have completed all individual consultations and 2 internal round of recruitment where we have recruited into every post bar 1. We are out to the 1st round of external recruitment. Huge piece of work due to the amount of internal staff movement and volume of recruitment. Morale and motivation of staff teams remain high. Office moves are starting. There is nothing major to report, it's working well and need to confirm dates of role starts. To note: Following Board of Directors rejection of the events proposal, there is an amendment of the structure, and this amendment is included in the paper.

BOARD OF TRUSTEES NOTED THE FUTURE UNION STRUCTURE UPDATE

7. Strategic Matters

7.1 P25/Future Union Update (LS)

Paper taken as read

AC: Sport is the major change, and the paper links out to what we have been doing.

JO: How have students received it?

FL: Well – we were waiting for some resistance/in-depth questions and didn't receive it

MC: We delivered the idea at handover conference and then delivered the plan at AU Zone where we had 4 or 5 questions. I don't think the students really know how it will affect them, but we have an in-depth operational plan. The main issue is to ensure we look after the people who won't be going over to the University and we need to explain the benefits to both parties

JT: There will be a referendum on it in Sept/Oct – how will we communicate this to incoming students who won't know how the AU works?

FL: This work will start soon. Need information back from consultation, and we will work to start at Freshers' and put a plan in place. The referendum is more about what happens to the Athletic Union as it is student run and led. The referendum isn't about whether Sport goes to the University or not

MC: Sport in general will go over, but the Athletic Union may change

FL: Governance is all to do with student led stuff

AC: To note: sport risk register just for sport as there is so much to consider. Worth noting that since the paper has been written we are out of the meeting with Sport and Recreation had with the University with concerns about sustainability of funding to fund this cost neutral. The University are questioning this – but this is an issue between Sport and Recreation and the University, not us. We double checked with UEB that it's not cost dependant and will still go over. We need to be careful to manage to make sure that Sport and Recreation do all of the things they have said they offer. This also about helping them understand what directly impacts on Student Experience – which is an ongoing matter.

BOARD OF TRUSTEES NOTED THE P25/FUTURE UNION UPDATE

7.2 Strategic Plan - High Level Objectives Overview (AC)

AC: At the last Board you signed off the strategic framework and Board of Directors signed of the trading strategy. We have created operational objectives for the organisation and as requested, these are the set of strategic aims for one year. We have function level operational objectives, and we are now starting to set individual objectives. In the paper is the 14 high level 3 year objectives and a link to the bits of the strategy that the objectives refer to

RJ: Structure/Listen/Act/Sustain. Under sustain you have membership relations, technology, people, finance, spaces and business development programmes – could you explain this?

AC: They are like sub strategies/functional strategies for each of the arms that enable us to deliver the operational plan. Used to be called enablers in the old strategy. People/Finance is our HR and Finance strategy.

TW: Membership relations programme was originally called the communications programme, but we want to help students realise they are a member/part of something – brands/customer service/communications. Technology is self-explanatory and relates to our programmes/platforms/roadmap. Spaces programme: we're looking at spaces wider than this building like building pods around campus.

RJ: E.g. other buildings over the city?

TW: That would fall under business development

RJ: and these are PSUT and the Charity joint guiding principles

TW: Yes – all have cross over. Trading strategy includes is income targets, people, finances, spaces etc.

AC: Does Board want to see these sub strategies? They are operational. Rather than bring them here, they should probably be launched to Leadership at the beginning of year so Leadership have an overview/understanding and we could make them publicly available? They are operational – does Board want overview?

RJ: Only relevant things need to come to Board – the things that need decisions made

BOARD OF TRUSTEES NOTED THE STRATEGIC PLAN - HIGH LEVEL OBJECTIVES OVERVIEW UPDATE

8. General Reporting

8.1 Chief Executive Report to include Prevent update - for note, questions only

Report taken as read.

AC: Matters of note:

- Rolling action to update of the governance documentation - will endeavour to have done by end of June
- Strategic oversight: funding group was an outcome of the unease of the VC, but actually will help with strategic partnership with Union and University
- Drugs in halls is a really positive campaign by AM:
 - AM: We had a focus group in the year with sports members with some really good feedback - got perspective on their drug views and whether their perspective had changed since starting university. We wanted to work out if there was an issue in halls. We've got 300 responses from a survey in two weeks – really surprised and happy as it's such a taboo topic. Insights Coordinator is putting together the results. We hopefully be introducing drug kits

into the Union and will be taking the information and evidence to back this up to the Safeguarding Committee

- AC: Additionally, there will be an action plan will be based on the research
 - AC: Student charter: we had the initial workshop. First taskforce group has met and agreed in principle 5 new themes for the student charter: education; community; respect; support; opportunities. Currently being tested on various groups of students and some underpinning statements about what they mean will take place. Huge change to the student charter and explains what to expect. More of an in-depth paper to go to Student Focus & Governance to discuss whether it works for us as a Union
 - Southern Unions Network Event tomorrow: 42 delegates are coming, and the topics of conversation are: housing; freedom of speech; elections; drug harm reduction; cost of living; democratic reviews; funding of student groups. Other unions are presenting these workshops, and in the afternoon is based on problem solving and we've created a grump room where people can moan
 - The big concerns around alcohol and Varsity seem to be isolated incidents and came from a lack of robust staffing. The isolated incidents relating to our students have been dealt with. There is meeting with Southampton next week for a wash-up meeting
- RJ: You've rolled out strategic framework to University – how was that received?
 AC: They are supportive, but they would like us to map what we are doing against what they are doing and see where the gaps/crossovers. Really supportive of the Future Union change of focus to representation and education. There is limited concern on the impact of sport groups to maintain the experience of the students we've been looking after at the same time as doing the new Sport

BOARD OF TRUSTEES NOTED THE CHIEF EXECUTIVE REPORT

8.2 Sabbatical Officer Reports – Sabbs

Report taken as read.

JT: Update to AL's paper:

- AL has been doing work on the BME attainment gap, and working on a paper to go to the Student Experience Committee – looking for the University to come up with a strategy to reduce gap in 5 years
- Sabb study aid: AL working with DSA to work out ways to best support students during exam periods. Results will be given to Paul Tilley and Harriet Dunbar Morris to consider
- Curriculum framework is launched and students will be consulted during semester 3
- AL has been asked to present at the Change Agent Network Conference – for the work done with the framework and how she has resented students and their views
- AL/AM working on the HFSCE Changing Mindset Project and will be hosting a panel with students from our partner institutions to discuss the attainment gap for BME and WP students.

Action: LJ to update Sabbatical Officer Update with AL's updates

MC: Tea with MP – the MP is labour, is this okay we have an event with him and not Conservative?

JT: Because he is there as his capacity as an MP, so we are talking to him as a member of the parliament for Portsmouth South rather than as a member of a party. There was concern with University about the date being set pre-elections, but now scheduled to be post elections. Won't be advertising until after the elections results. This will leave around three weeks, but should still get engagement. What could change with these elections is the leader of the City Council, so important to maintain good relations. VC has expressed a desire to host a hustings at the Union before the local election, but the time scale we have, the capacity we have is not possible – but I will pick this up with him on Friday. Sabb study aid is making good progress

MC: Trying to help students to study, using our own areas of expertise to destress, provide exam tips/revision tips. My activity is physical activity – education around why exercise is really important around exam periods and the opportunity to take part in activities

JT: I'm doing revision tip video content – avenue of answering issues in a fun way

ABu: I'm organising pop up advice stands across all social study spaces – time of year where students need ECFs or academic support so it will help to get the Advice Service out there/more visible

AM: Mine are based on volunteering opportunities to get outside and away from the university environment to feel good and give back to the community

AL: I'm working on make study spaces more visible – like 3rd space, northern quarter of the University that gets neglected and also working within faculties that offer study support sessions. There is a survey going out which will be used in the future so the University will do other things in the future around exams

MC: We'll have insights and prizes too and we want to release a 6 page impact report on conversations we've had with students about our study aid.

RJ: Is this the kind of thing you're hoping to carry on next year?

AL: Absolutely – Once the new Sabbs get elected, we feel we lose momentum as there is not a project continuing when this is a chance to have a project that will make a real impact and the new Sabbs can continue/develop our work

ABu: We can reach more students collectively as a team – we can reach out to different groups of students

RJ: Please keep up updated

ABu: Secured a grant for £9k to train 6 staff members on Suicide Prevention called Mind Your Mate – it's a train the trainer session so staff will be given the tools to be able to train our students and staff

JT: AM has been doing lots of work with Drug Harm Reduction Campaign and has changed up the Union Activities Awards to Showcase Awards

AL: NUS conference had a good first day - Shakira Martin/Ali Milani/Amatey Doku were re-elected. The 2nd day involved an occupation on stage because they didn't have enough time to discuss the policies (abortions/sex workers rights) they wanted to which meant we lost about 3 hours on stage and took time away from other policies. These policies were going to be discussed, but at the National Executive Council.

MC: Has anything come back from NUS about this?

AL: No – we voted in the rest of the elections, but they haven't released the results yet because there are now complaints. JT/AL will be talking to some Unions tomorrow about writing a joint statement about how it was handled, specifically the lack of communication.

JT: A lot of the motions Unions worked hard on did not get presented - one particularly within education zone was pay equality in staff which didn't get heard. Some are taken to National Executive Council but some were dropped. Concerning that it was mandated to finish at a certain time which meant parts of the AGM were missed/incomplete, e.g. financial accounts

MC: Will there be an AGM?

JT: Don't know – the election results have been delayed

JO: Difficult as you have some people exercising their right to democratically protest, but affecting other people's right to democratically vote

FL: This is not unexpected – why haven't they had a contingency plan?

AC: The lack of communication since is not acceptable – the summary didn't mention that there was no AGM/financial oversight. We need clear communication and what happened and what they will do about it.

AL: Lots of Unions were concerned about what will happen – there needs to be an outcome

THE BOARD OF TRUSTEES NOTED THE SABBATICAL OFFICER REPORTS

8.3 Elections Compliance/Governance report - full report on elections will go to SF&G (FL)

FL: We have 5 new officer elects. Focus was on quality votes/nominations. Lots of focus on women and BAME – AL helped with this. 50% of candidates for president were women and 45% across all other positions were also women. There was at least 1 person in each position running who were BAME. 4552 votes, and 25 candidates.

MC: Really good system, with candidate manifestos on hand and no incentives

FL: We did hot chocolates because it was so cold and made sure the candidates were well fed and watered. There was more informed voting and reading the manifestos to make an informed choice.

AC: We reduced the number of votes we were aiming for because of the lack of incentives, and there were concerns at the beginning because it was a slow start, but actually people took the newspapers away and voting later. What was the most notable was the way we used insights throughout this process to get quality candidates in; we used insights and data through boot camp to help inform candidate manifestos; we used voter demographics to drive votes in demographics that haven't engaged; we used data to go back to people who had already voted. Strongly used our insights to make a strongly democratic outcome.

MC: We did only have one candidate for VP Activities

FL: 8/9 candidates dropped out – so there is some work to do on educating international students on elections because 8 people dropping out proves that they don't fully understand the role.

AC: Top three votes in president position were all women

MC: I think the handover for Sport will be really important moving forward with this transition – making sure everything we have worked on is understandable rather than an overview

BOARD OF TRUSTEES NOTED THE ELECTIONS COMPLIANCE/GOVERNANCE REPORT

8.4 Finance & Risk Sub-Committee Highlight Report & Minutes from 6th March 2018 – for note, questions only (MC supported by AC)

Paper taken as read

MC: The GDPR document is fantastic – huge praise to TW and his team

AC: We're going to give it away to other Unions and encouraging other documents to use our template because it's sector leading work

MC: Approved some of the reserves to go to the development of PSUT; looking at our business development consultants to audit our business at the moment to see how we can improve; went through the Financial Reports.

RJ: Can you explain the new budgeting system – is that just the bit relating to activities?

AC: It's in the main student facing area but we do tend to assign across the organisation line by line budgeting. Our financial adviser has recommended to bunch our expenditure together to give us more agility. There still will be behind it line by line, but from a reporting and budget control point of view there will be larger pots of money assigned to larger group of things to stop us having to regularly reforecast and allocate lines out in different ways. This is a budgeting process across the whole organisation. Somethings will stay the same – e.g. salaries.

RJ: Think you need to make it clear what budgets are staying the same? Not about being less prudent, but being more agile?

AC: It's the language that the financial adviser has been using – maybe we need to change our language. This way of budgeting is reducing our risk appetite

Action: MC to update the Finance and Risk Highlight Report to change the language of 'prudent budgeting' so it's clearer

BOARD OF TRUSTEES NOTED THE FINANCE AND RISK HIGHLIGHT REPORT

8.5 Board of Directors Highlight Report & Minutes from 6th March 2018 – for note questions only (Chair, supported by TW)

Paper taken as read

ABu: We have chosen to postpone the events proposal due to the risk of Ravelin Park closing and we have also agreed the first draft of the retail plan which is really exciting

BOARD OF TRUSTEES NOTED THE BOARD OF DIRECTORS HIGHLIGHT REPORT

9. Trustee Matters Arising From Democratic Committees

None

10. Any Other Business

10.1 Trustee recruitment update (AC)

AC: Agenda point 8.1

RJ: How did the skills audit go?

AC: Complete and we've used it in the advert. Finance; business development; local/regional knowledge. We've made it clear that we welcome all, but particularly welcome BAME and disabled candidates

Action: LJ to share the collated skills audit with Trustees

10.2 April Board (AC)

AC: Is this April Board meeting useful? It feels lighter and is it beneficial to have it as it feels like a reporting exercise. In the order of business it's about reporting the operational plan. What should the April Board be focussed on? It doesn't feel like there hasn't been any useful in depth discussion?

AL: Can we get rid of it – can it be taken away and only take place if we need it?

JT: It would mean 5-6 months with no Board?

ABu: Can it be a digital meeting? And then have a physical meeting if needed?

AL: Or can we remove this one and change the timings of the other ones?

TW: Perhaps it feels lighter because there are less external trustees?

JO: P25 and Finance has been lighter. Concerned to have a bigger gap, especially with Sport and the SUSS legal matter.

RJ: One of the reasons to have this meeting was after democratic stuff before next phase?

BS: Can't make it any later than October from a student perspective.

The Board thanked student trustee, Thea Noli for all the support given to the Board through a challenging time - her input has been really useful

11. Date and Time of Next Meeting

Tuesday 26th June 2018 at 3.00pm

Room 1, The Union Building

Minutes Approved: _____

Date: _____