

**Board of Trustees
MINUTES
5.00pm 25th August 2015
Room 1, The Union Building**

Present:

Nick Johnson (NJ - Chair), Elisa Kanagarajah (EK), Carla Watton (CW), Rhian Johns (RJ), Ian Watson (IW), Ian Lockwood (IL), Orion Brooks (OB – via Skype), David Ayton (DA – via Skype), Jamie Mitchell (JM), David Franklin (DF) – late arrival, Joanna Miguens (JM).

In Attendance:

Anna Clodfelter (AC), Tom Worman (TW), Fern Lewis (FL), Rebecca Beard (RB), Lucy Simpson - Minutes

1. Apologies for Absence

Apologies received from HM. Chair welcomed new Sabbatical Officers OB/CW/EK/JM to BoT and new Student Trustees JMg/DA.

2. Declaration of Interests

For note - Student Trustees are invited to partake in discussions but are unable to vote until they have been ratified by the first UAB which is on 5th October 2015.
No declarations of interests.

3. Minutes of Previous Meeting

Minutes from 26th May 2015 agreed.

4. Matters Arising and Action Points From Those Minutes

- 4.1** AU Strategy (RB - item moved from BoD) - **to be updated at November meeting**
- 4.2** Circulate email update on Prevent to Board - **complete**
- 4.3** Communicate intentions regarding student trustee for next year - **complete**
- 4.4** Meet to discuss student trustee appointment and training - **complete** with FL/KS
- 4.5** Take the recommendation for sub-committees format forward and draft TOR for end of June email approval, coming back to BoT at August meeting - **agenda item**
- 4.6** Draft KPIs for Board expectations of Union delivery of Year 2 of the strategy and circulate for comment - **agenda item**
- 4.7** implement a new student group funding allocation consultation process - **underway in agenda item 8.3**
- 4.8** Contact Fiona Bell to discuss items sold in the Shop – GC. **NJ to Action.**
- 4.9** Confirm via email which officer trustees will sit on which Board/Committee next year - **complete**

5. Finance Matters – Item Moved to Bottom of Agenda

- 5.1 Pensions section 75 update - paper from CB for note**
SUS PENSION MATTER – CONFIDENTIAL DETAIL
BOARD OF TRUSTEES NOTED PENSIONS SECTION 75 UPDATE
- 5.2 Quarterly Management Accounts – (for note – full discussions at Finance & Audit Committee for UPSU and Board of Directors for PSUT)**
BOARD OF TRUSTEES NOTED FINAL QUARTER MANAGEMENT ACCOUNTS

6. HR Matters

6.1 Staff Appraisal (Individual Annual Plan - IAP) Report (AC)

Report taken as read.

BOARD OF TRUSTEES NOTED STAFF APPRAISAL REPORT

6.2 Staff Survey Report (AC)

Report taken as read.

RJ – questions relating to 6.2 & 6.4 in that internal comms / training & development come up quite a bit so could AC expand around those areas?

AC – the feedback from people is that they see that training & development is there but we are 'too busy' to do it so we have changed from the SMT perspective in that training & development is no longer an added extra that's nice to do, it is now a requirement for everybody to do this as part of their role. It is important to enable the Union to move forward, so where it sat outside the appraisal scheme last year, the fact that personal development has taken place is now part of it. It also sits in every line manager's appraisal to make sure their team are undertaking training & development. We have also implemented (as well as formal training), the softer opportunities like shadowing and opportunities outside the Union which will help make better employees. SMT were just as bad as everyone else as the culture had it as a nice to do so this has changed and it is already having an impact and people are excited about the fact it's an expectation.

TW – from an internal comms perspective, we get this message every year and we have gone back to the staff and asked how we solve it and no one has the answer. Everyone seems to think it's someone else's problem. Marketing are going to take the lead to try and find some solutions like developing a staff hub which will act as an intranet of resources and information. We will continuously work on trying new things and targeting specific areas.

AC – alongside this we are also starting a 'communicating wins' section in everyone's appraisal asking what have people done to be a brilliant communicator.

BOARD OF TRUSTEES NOTED STAFF SURVEY REPORT

6.3 Amendment to SMT Roles (AC)

Report taken as read.

BOARD OF TRUSTEES NOTED AMENDMENT TO SMT ROLES

6.4 HR Strategy (AC)

Report taken as read.

BOARD OF TRUSTEES APPROVED HR STRATEGY (8 for / 0 against / 0 abstain).

7. Strategic Matters

7.1 End of Year 14/15 Operational Plan Report (AC)

Report taken as read.

BOARD OF TRUSTEES NOTED END OF YEAR 14/15 OPERATIONAL PLAN REPORT

7.2 15/16 Operational Plan (including Operational KPIs)– AC

Report taken as read.

RJ – this is very numeric and measurable which is great but are they telling us what we need to know?

AC – this has been discussed a lot. We are not sure what to put without being numeric. We all know what students will say what it feels like and we can tell you that in a report but how can

we say, 'this is what we want to achieve' and know that we have achieved it other than we just know? Reporting to a board has to be measurable.

RJ – agrees with this and having the strategic plan we therefore know where we want to get to but how do we know that these numerical guides are taking us to where we want to be strategically? Some that are a little less quantitative, telling us a little bit more about how we are doing around some of those other things.

AC – can we have an example?

RJ – what is the student experience and can we say it's improving in the 3 years by what we have done?

AC – does understand but thinks that what our teams were missing was this concrete evidence that we will know the student experience is better because every year those little pieces will become better. This will give us an overall picture that the student experience is better because they are satisfied with this event or they're engaging with the new governance structure or we have more course reps trained. All of those things add up to the student experience being better and all of these minute KPIs are how we will know we are doing the right things. At the moment we don't know we are doing the right things which is why we've created KPIs as we don't know that e.g. Freshers Fair has an impact on the student experience? The numbers are coming from a constant conversation with our students.

RJ – numbers are helpful but figures need to be interpreted and investigated. E.g. if we have a massive down turn in numbers using the advice service, this should be investigated but similarly if we have a huge increase in numbers using the advice service, this would also need investigating. Is it because we've done a really great job at advertising our services or have we done a really bad job at working with the University on our policies. This is what the figures don't reveal and as a Board, if we're trying to get to the level of impact that we are having, it's the detail beneath the figures we require.

IL – it's a real tricky balance. Some of the top level metrics are very useful and the metrics here are pretty good but trying to get other values on top of these is tricky to do.

IW – thinks there are too many things being measured and is unsure of what movement will be seen to enable anything to be done. Believes that what is there should be measured but also SMT should trust themselves a little and say good/bad/room for improvement (some kind of traffic light system) that you make a judgement call on and tell Board why the student experience has been better this year. Doesn't want to lose the narrative and have it replaced by numbers going up or down which could be influenced by different phrasing on a survey question. Metrics are required and useful (maybe too many) but keep the narrative as well.

AC – there are a lot this year but many are picked up by staff as part of their job. We might not do this in as much detail again but at the moment we are trying to capture all data to help give staff insight. This won't be the sole way of driving actions.

JM – why are there areas which don't have a score from last year?

AC – these are new KPIs which we think might be interesting to monitor.

IL – a lot of work has gone into this and a lot needs to be weeded out but really likes it.

RJ – looking at diversity of candidates in elections. Is there a KPI around this? Also, looking at Have Your Say. The KPIs for this look low. What are the expectations?

FL – with this being a pilot year, the focus is on getting it embedded but there is the intention to add more.

RJ – as this is a pilot year, if we meet these targets is it deemed to be a success?

AC – for year 1, the answer is yes.

OB – there is a typo in the KPI for Have Your Say. Should be 20 people in the room not 2.

RJ – that explains the low KPI!

AC – 15 is quorum but what we are looking for is for those 15 not to be the same 15 people each time as this would not be success. The KPIs are starting at a point of zero knowledge.

RJ – what could be deemed to be a success would be to have better engagement than it has been previously, as this is why we did the Governance Review?

AC – significant increase in students engaged / policies or ideas passed / quality of ideas would be deemed as success.

BOARD OF TRUSTEES APPROVED 15/16 OPERATIONAL PLAN & OPERATIONAL KPIs (8 for / 0 against / 0 abstain) with caveats and correction of typo as discussed.

8. General Reporting

8.1 Chief Executive Report - AC - for note, questions only

Report taken as read.

CW – when AC was doing the operational stuff before it was moved to TW, does AC feel she had been delegating operational correctly before and if not would more be delegated in future to prevent overwork?

AC – delegated as well as could at the time, given the roles of the teams as they were. Now can delegate far more and it has made a massive difference and has enabled more head space to create HR strategies and financial plans. A lot was delegated to TW before but now it's formally part of TW's role.

CW – now there is less on AC plate, how does AC make sure she doesn't over delegate?

AC – has an open, honest and transparent relationship with the team who will let her know.

IW – has it been a better year?

AC – it has ended up a better year but it has been a more challenging year.

CW – is there anything in place to provide extra support for the Governance Structure in the coming year with it being the pilot year and FL being on maternity leave (in addition to RB being in place)?

AC – for the Governance Review we have got an additional Student Voice Coordinator and also budget to provide whatever support is required for implementation

PAPER NOTED BY THE BOARD

8.2 Operations Report - TW - for note, questions only

Report taken as read.

JM – really likes the style of the report.

EK – regarding the overhaul and growth of the website, how much growth has there been over the last year and how much progress has been made in the development as there still appears to be a lot to do before Freshers?

TW – we only recruited the Digital Coordinator in August.

EK – how much has the slow recruitment process slowed down development?

TW – realistically the plan is to get through Freshers and then there will be a plan put in place to complete everything. This will go to Leadership so they can see where the key development areas are. The first step has been for Tom Hills (Digital Services Coordinator) to get to grips with the systems and review them. When this has been done and training identified, we can roll out further development. Compared to where we were last year we are in a much better place and compared to some other Unions we are seen as innovative.

CW – are we using staff to the best of their ability as we have student marketing assistants who are employed to be student marketing assistants but have been utilised cleaning windows?

TW – the student staff in question were also employed to carry out some of the building works.

DF – students rate their ground breaking technology as 6/10. Why is this?

TW – part of the bench marking activities in our annual survey. No open comments were applied to the bench marking.

DF – the criminal convictions relating to the Terrace. What does this refer to?

TW – this came to Board in May. The contract was terminated before it went to court.

PAPER NOTED BY THE BOARD

8.3 Student Opportunities Report (to include updates on Governance Review and fair Funding) - FL

- for note, questions only

Report taken as read.

RJ – can the Skills Badging be linked to HEAR (Higher Education Achievement Record)?

FL – it could be but it's not at the moment. Skills Badging is about providing extra skills for students.

AC – Skills Badging is wider than the HEAR as everything has to be accredited within the HEAR and this limits adhoc and lighter touch opportunities that do develop skills that the HEAR wouldn't take on board because they're not accredited. So this system (the initial stages) can help students' identify skills they gain in much lighter touch things not recognised by the HEAR, so the 2 things will complement each other.

IW – would like to agree a timetable for the media editorial policy.

RJ – has done a lot of work in this area and would be happy to share information.

Action – RB to share Media Editorial Policy at November Board.

Action – RJ to share Media Editorial Policy process with RB.

RJ – As mentioned before, a KPI for diversity on election candidates would be good. Have mental health buddies been considered for election candidates as it has been trialled and candidates' feedback has been very positive? Simple things like every candidate being linked with a trained member of staff who kept in touch with daily texts. Also candidate breakfasts for chats. This was just an opportunity to check the candidates were ok from a health prospective.

FL – we do candidates breakfasts every morning but we could look into a mental health buddy. Impartially might be an issue but RJ could advise on how they do it and provide some best practice.

Action – FL/RB/RJ to meet to discuss candidate mental health support.

DF – what is the view on the BUCs position being down?

FL – as soon as this information was received, we went through the whole of the BUCs scores for the past 5 years and did some analysis on any clubs who have double dipped (4 clubs). These are now the focus of our development pilot in the AU for this year. We could do a lot more and we recognise this in the way we did our sports/opportunities strategy.

RJ –with the new scoring system and things like facilities playing such an important role in BUCs sports, is it Union facilities or University facilities which count?

FL – understands it to be University facilities. Master planning is underway led by Paul Tilley who has hired consultants to do planning and consulting with various stake holders within the University including us, getting what we need in terms of facilities.

AC – this won't help immediately with the BUCs scores.

DF – what about talk of the Union buying HMS Temeraire?

FL – there are also plans to look at the fields behind Clarence Pier as a more instant solution.

AC – conversations are still happening.

PAPER NOTED BY THE BOARD

8.4 Sabbatical Officer Reports – Sabbs

Report taken as read. EK report circulated.

RJ – really helpful.

AC – the amount achieved is very significant in such a short space of time.

IL – are the roles as expected?

JM – much better. Actually being in the role and seeing the changes and having people being receptive to ideas is fantastic.

PAPER NOTED BY THE BOARD

9. Trustee Matters Arising From Democratic Committees

RJ – how's the new Governance going to be reported?

AC – historically, all policies that are passed will be in Student Opportunities Report and any that need to, will be brought to Board. We can continue this process. We also have a 'Have Your Say Report' for the pilot year to see how it's going.

RJ – would like to see what kinds of ideas are coming through to give an idea of the qualitative part of students' opinions (as mentioned previously under KPIs).

Action – RB to report Have Your Say Ideas to Board for pilot year.

10. Any Other Business

10.1 Student Opportunities Strategy 2015-2018 (FL)

Report taken as read.

DA – could FL clarify what student consultation has taken place?

FL – 2 years' worth of annual survey data plus a student opportunities survey of 300 people which was sent out to all our engaged members asking questions like, why they got engaged, why they joined a club, what motivated them, what they liked about it, what they didn't like about it and what they would change. We then went through the data and picked out all the key themes that were coming through. What was interesting was when we did some future gazing with the staff teams and without them seeing any of this data, they said the same things which validated what was coming through.

DA – so it was consulted with students that were already engaged with the Union? Would it have been useful to ask the non-engaged students for their reasons why?

FL – it was sent out to wider people as well and we did look at the wider view through the 2 years' worth of data.

BOARD OF TRUSTEES APPROVED STUDENT OPPORTUNITIES STRATEGY (8 for / 0 against / 0 abstain).

10.2 Technology Roadmap (TW)

Report taken as read.

JMg – with sorting out the membership online, will this resolve the issue of duplicate student accounts?

TW – yes as this is done on student numbers now.

IW – is it fit for scale and is this about making dull stuff easier so we have more time for our students?

TW – this is exactly what year 1 is about. Efficiencies were the driving factor.

IL - so we aren't building a massive resource to maintain and we are keeping it simple.

TW – thanked IL for his help in this piece of work.

BOARD OF TRUSTEES APPROVED TECHNOLOGY ROADMAP (8 for / 0 against / 0 abstain).

10.3 Board Sub Committees (AC)

Report taken as read.

AC – this is an action from the last Board meeting for the proposed sub-committees which will sit under Board but stand-alone (meeting on different days) and report into Board. These are the draft terms of reference for each committee.

NJ – question for external trustees, do they have time for the sub-committees?

IL – fine as lives fairly local.

IW – it would be difficult to come down but could use Skype.

AC – to clarify, it would be a minimum of 2 meetings each year for Ops & Student Focus. Finance would remain as 4 as it feeds Board. Not everyone would be on every committee and Skype would work in smaller meetings.

IL – would we want an external trustee chairing Finance Committee?

IW – would we want the external trustee to drive it?

NJ – is this just for the Finance Committee?

RJ – it is the model we use quite well as it enables all the student trustees to fully participate.

NJ – is the Board comfortable with the external trustee being chair of the meetings?

RJ/IL/IW/DF – yes.

RJ – the Student Focus and Governance is new as is the Operations Committee. Where does HR sit?

AC – under Operations.

IL – chairing via Skype is difficult as is the understanding and engagement (especially the Finance) to be able to drive the meeting. Can an external trustee get that closeness?

RJ – all the external trustees we have are London based so they can attend, but to dig below the detail and have an expertise in the relevant areas is very helpful.

AC – does this raise the question again of the makeup of the Board and the number of external trustees and therefore, numbers of student staff?

IL – adding meetings do make time constraints difficult. We can give it a trial.

DF – sees the external trustees as advisory non-exec role and would rather see students/sabbatical officers chairing as they effectively run the Union.

EK – looking at what the committees are asking, wouldn't feel comfortable chairing as doesn't feel that the expertise required can be learnt in the year.

IL – the expertise would be on the committee. The chair doesn't require the expertise, just chairing skills.

DK – how about having a student as chair and external as vice chair?

AC – from a chief exec point of view, that would be good governance. Would like to propose deputy chair is an external trustee and AC would be there for advice and guidance only and limit input.

IL – should the President be chair of all sub-committees?

NJ – would everyone be comfortable with one person chairing all meetings?

FL – it would be a shame not to vary and give experience to all.

CW – there are 3 sub committees and 4 Sabbs to chair (excluding NJ). So there are enough to cover if EK is not comfortable chairing.

DF – for employability, to vary the chair would be great experience.

EK – is there enough training to chair properly?

DF – the Chair would be well supported.

IW – everything comes to Board anyway so there is a safety net there as well.

NJ – so the consensus is that a Sabbatical Officer (not student trustees due to delay in UAB approval) would chair the committees and the vice would be an external trustee.

DF – maybe trial it with Sabbatical Officers this year and open it up to Student Trustees next year.

Action – AC/LS to amend meeting frequency on TOR for Sub-Committees as agreed at Leadership and circulate proposed time table / dates.

Action – Leadership to approve who is allocated to each Sub-Committee.

BOARD OF TRUSTEES APPROVED BOARD SUB-COMMITTEES TOR WITH SABBATICAL OFFICERS AS CHAIR AND EXTERNAL TRUSTEE AS VICE-CHAIR (6 for / 2 against EK & JM / 0 abstain).

10.4 Appointments and Remuneration Committee Minutes - June 2015 (AC)

Report taken as read.

BOARD OF TRUSTEES NOTED MINUTES

10.5 NSS update

FL - Report taken as read.

IL – interested in the ones that decreased in satisfaction as some have been considerable reductions.

FL – these are headline figures. There is further analysis which BM and new student voice coordinator will undertake to find out why and what we can do about it.

AC – a full report will come to November Board. Because we’ve stayed the same overall we’ve got an NSS task force internally to do a lot more work on analysis.

IL – does the University monitor the Union score?

DF – yes!

RJ – are they pleased?

DF – over all pleased. The question is always that if a score goes up, is it because there has been a push for more respondents (which generally means a better score) or a genuine improvement.

BOARD OF TRUSTEES NOTED NSS UPDATE

Apologies from DF for lateness.

11. Date and Time of Next Meeting

Tuesday 3rd November 2015 at 5.00pm

Room 1, The Union Building

ACTIONS

Action	Who	Update	Status
4.1 - AU Strategy Update	RB	Item moved from BoD	
4.8 - Contact Fiona Bell to discuss items sold in the Shop	NJ		
8.3 - Share Media Editorial Policy at November Board	RB		
8.3 - Share Media Editorial Policy process with RB	RJ		
8.3 - Meet to discuss candidate mental health support	RJ/RB/FL		
9.0 - Report Have Your Say Ideas to Board for pilot year	RB		
10.3 - Amend meeting frequency on TOR for Sub-Committees as agreed at Leadership and circulate proposed time table / dates	AC/LS		Complete
10.3 - Leadership to approve who is allocated to each Sub-Committee	Leadership		

CONFIDENTIAL ITEMS

5.1 - Pensions Section 75 Update	SUSS PENSIONS MATTER - CONFIDENTIAL DETAIL
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Minutes Approved: _____

Date: _____