

**Lancaster University Students' Union Trustee Board**  
**Minutes of the meeting held Friday 21 June 2019**

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**Members Present:**

All Officer Trustees with the SU President as Chair

Graeme Osborn | External Trustee  
Laura Davies | External Trustee | Vice Chair  
Mark Alexander | External Trustee  
Kathy New | Student Trustee  
Jenna Higham | Student Trustee

**In Attendance:**

Claire Geddes | Chief Executive  
Misbah Ashraf | Head of Marketing & Organisational Development  
Veronica Longmire | Executive Administrator | Minutes  
Richard Walker | Interim Head of Membership

**Apologies:**

Abiola Adelabu | Student Trustee  
Jane Riley | External Trustee  
Jane Morgan Jones | Financial Controller and Company Secretary

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**A1. Declaration of Interest** | None declared.

**A2. Apologies** | noted.

**A3. Minutes of previous meeting**

The minutes of the meeting held 5 April 2019 were accepted as an accurate record.

**A4. Matters arising from the minutes** | Health & Safety policy | noted that the policy would require consultation with the trade unions.

Third party funding for groups | the Union President had not undertaken the action to formulate a response to the University and believed the matter was currently low profile.

**A5. Trustee Board membership / Register of attendance** noted.

**A6. Decisions approved electronically since previous meeting** | None required..

**B. MATTERS FOR DISCUSSION REQUIRING FORMAL APPROVAL/ CONSENT**

**B1. Safeguarding | Policies and Governance arrangements** | Board was invited to review and approve the safeguarding, social media and IT policies, and the safeguarding procedures, with a view to sharing these with staff, informing the University of approval and progress discussions with the University related to the safer recruitment and whistleblowing policies.

The new full-time officer team had been briefed and were up to speed | consultation had occurred with campus trade unions | a meeting with University senior staff arranged | thus far six issues had been reviewed but were not referable.

The organisation was satisfied with the level of input / training provided by Athena and there had been positive response regarding training | Athena wished to remain on board as they had also learned | some edits had been undertaken based on the complexities of the Union | the cost was money well spent.

**Board approved the policies and procedures as presented**

**B2. Budget 2019-20 and Forecasts 2020-22** | Board was invited to discuss and approve the 2019/20 budget and the 2020/22 forecasts, noting that the management challenge position had improved | a marketing deal with an accommodation developer [off-campus] had been secured | the status quo remained in relation to the Sugar House | forecasts were indicative at this point | the assumption that competitive sport would be fully funded [no agreement at this point] | worst case scenario regarding pension result | releasing provisions | fundraising and VAT.

Board noted that the Union was part of a bench-marking group | there was now a project reviewing membership engagement/advice and guidance and Lancaster was to take part | financial regulations were followed for larger purchases | the need to be careful with resources going forward | it was unclear whether the Union would be receiving a letter from HMRC | that should a letter be received it would be forwarded to the VAT adviser at the Union's auditors | designate funding had to be used as directed | JCRs had been given a procurement list to assist with purchases | it was believed that funding from the University would decrease rather than increase | at this stage there were too many variable for a financial strategy to be drawn up.

Other matters to note included that: the particular efforts regarding the work undertaken on the block grant/designate funding etc should be recognised | the forecasts required a significant variance especially in light of discussion | as forecasts were based on certain assumptions at this point they were potentially not true and could change | that dynamic conversations should continue | the downward trend of Retail [thin bottom line concerning as the build of additional residences had been set back / effect of Brexit / conversations with the Union's main supplier / potential longer term re-considerations and Housing [first

time income windfall / future impact of purpose-built accommodation / landlords moving away from letting properties via Housing]. **Board approved the Budget and Forecasts [with caveat]. Action identified**

- B3. Risk Policy Annual review** | Board was invited to discuss and approve the amended risk policy. The key proposed adjustments included reducing the frequency of submission of risk registers to FRSC and Trustee Board, the rationale being that timings of reviews and submissions were not working in practice and were onerous. **Board approved the amended risk policy**
- B4. Risk Registers** | Board was asked to discuss and approve the adequacy and effectiveness of the Union's risk management process with a view to updating the risk registers. Each register was discussed separately and Board noted that the Finance & Risk Sub-Committee was satisfied with the risk management process. Proposed changes were agreed and actions noted.
- B5. Funding Proposal | 'All In' Recreation** | Trustees were invited to discuss and approve the funding proposal for 2019/20 [£45,473] to extend the current grade 5 contract for one year noting that attempts would be made to secure external funding [via UPP Foundation], and that the proposal had come forward as a response to an emergent position on the sports review and where officers had been able to progress the 'All In' sports inclusivity project to date.

Board was informed that it was believed the proposal could make a significant contribution to progressing four strategic aims | in discussion with the University it was made clear the Union did not wish to be in the Sport England funding position again | it was important there was agreement in the short / medium term for recreational sport to make it fairer and more inclusive | future sustainability would be limited and all that could be achieved had been | the project would be delivered on the basis that if agreed outcomes were achieved there would be commitment from the University to support a post in the longer term | that 'All In' was an intersectional sports inclusivity initiative created by two of the retiring officers with a view to reducing barriers to participation.

Board noted the headline objectives and discussion included: whether one year was sufficient time to build a business case for longer term funding | that there was strong evidence around recreational sport | judgement could only be made against the paper submitted | what impact would the proposal have for recreational funding | no commitment to longer than one year.

Board agreed in principle but had reservations regarding the risk of setting high levels of reserves | money could not contribute to building the project | it was time limited | that most of the cost was to fund a staff post | it was not an acceptable position to hold the amount stated in designate funds in reserves for volunteering activity [this was historic from 2011] | was this the best use of money to address two aims [felt the answer was Yes as there were clear synergies between the two projects.

In response to the reservations mooted, it was stated that the 'All In' project was something the organisation wished to do without passing the onus onto officers | interaction with students was important and the idea of 'All In' was to encompass everyone | to spread the projects out would dilute the impact | there would connection to safeguarding and a positive way to tackle issues.

Trustees expressed concerns around spending the sum of money highlighted in the proposal | the project should have more capital | sustainability | what could be demonstrated within one year | increased reference to 'recreational activity' rather than 'sport' as this would not include all students | a more tangible outcome | dealing with issues around engagement of postgraduate students | production of a sustainable funding strategy for 'All In'.

It was agreed that there had been sufficient discussion to revise and re-word the proposal with a view to this being discussed via [email] correspondence | that further options should be considered and a prompt list, as a starting point, be submitted to either the October or January Board meeting. **Actions identified**

- B6. Future Facilities update** | commercial in confidence.
- B7. Bailrigg FM Proposal** | Board was asked to consider whether the Students' Union should continue to hold an FM licence on behalf of Bailrigg FM radio station and whether funding was proportionate based on behaviour and compliance issues noting that that upheld complaints against the radio station were reportable to the Charity Commission | that there had been breaches of the licence recently.
- Discussion included that: the radio station executive committee believed training would be advantageous | the licence meant 24/7 broadcasting | continuing failure to meet standard | the risk as an organisation for breaching regulations of Ofcom | vast use of staff resources holding meetings / discussing Do's and Don't's / drawing up an action plan | that no Ofcom licence would mean no regulatory risk | that potentially the station could broadcast via the Web | that issues would remain whether the licence remained or was removed | it would be difficult to obtain another licence | the station's 50<sup>th</sup> anniversary was upcoming | the licence should be retained with the caveat that high level of training and development be undertaken | the resource implications of training using an external company | replacement of equipment at a substantial cost.

It was agreed that a final opportunity would be granted to the station | the radio station executive would be informed of Board's decision | consideration would be given to a future funding model taking into account parity across other media channels. **Actions identified**

Graeme Osborn, external trustee, left the meeting passing thanks to the Chair for chairing Trustee Board meetings.

- B8. Strategy Progress** | Trustees were invited to discuss and comment on progress against the year's strategy implementation plan and approve the key organisational objectives for 2019/20. It was requested that this should be read in conjunction with the latest version of the key KPI dashboard | key projects and lead persons for 2019/20 identified. **Actions identified**

Mark Alexander, external trustee, left the meeting thanking outgoing officers and stating it had been a pleasure to work with them.

- B9. Chief Executive PDR Objectives** | matter discussed in confidence by trustees | Board approved the CEO annual objectives and performance development review.

- B10. Delegations of Authority matrix** | Version 2 of the Scheme of Delegation of Board Authority was submitted and **approved** by Board.

- B11. Subsidiaries | Articles of Association and Deeds of Covenant** | Following Board's request for the management team to review the Articles of Association and Deeds of Covenant it was stated that all anomalies from incorporation had been resolved and a proposal was now being put forward for Board to pass a special resolution to adopt a completely new version of the 'Services' articles, bringing them in line with the 'Housing' articles, and thereby creating a consistent legal framework for the trading subsidiaries.

**Board agreed to adopt the new Articles of Association and Deeds of Covenant for the trading subsidiaries | Documents were signed by external trustees, witnessed by the Executive Administrator and subsequently returned to the solicitors for safe-keeping**

- B12. Appointment of External Trustee and Student Trustees** | Trustees were asked to approve the Appointments Panel recommendation that Professor Amanda Chetwynd be appointed as an external trustee for a period of four years [term to commence September 2019] and to approve Abiola Adelabu and Kathy New to both serve a second, one year term as student trustees from 1 July 2019 to 30 June 2020. **Appointments approved by the Board**

- B13. Minutes for approval** | Minutes were **approved** by the Board.

#### **C. MATTERS FOR DISCUSSION**

- C1. Chair's report** | full-time officer each gave a round-up of their achievements for the year.
- C2. Chief Executive's report** | Trustees were **approved** the revised Delegations of Authority matrix and noted the changes in staff designated roles.
- C3. Management accounts** | April and May 2019 | Board noted the management accounts for April 2019 together and the summary document.
- C4. Role of Students' Union in Access and Participation** | presentation from Nik Marsdin re the Schools Outreach programme and the role of the Union noting that a plan had been submitted for consideration which outlined that the Lancaster project would focus on primary school years 5 and 6 to provide them with better knowledge of higher education | the programme had 120 student volunteers on placement for 10 weeks | work with High Schools to apprise students of options | bringing schools onto campus to show some of the more interesting areas of the University.  
Nik was thanked for his hard / impressive work and his inspiration for the project.
- C5. Discussion points from student trustees** | work to integrate postgraduate students important.

#### **D. MATTERS FOR INFORMATION [not requiring discussion]**

- D1. Trustee Board minutes | Executive summary** | summary unavailable.
- D2. External Speakers report** | noted.
- D3. Complaints report** | no report submitted.
- D4. Health & Safety / Wellbeing Minutes** | the approved minutes of 21 March were noted.
- D5. Commercial Meetings Minutes** | Minutes of recent meetings of the commercial groups were noted.

#### **E. ADDITIONAL AND FUTURE BUSINESS**

- E1. Forward Schedule of Business** | the date for the June 2020 meeting required further discussion. Discussion was also required regarding a potential Away Day in January.
- E2. Date and time of next meeting** | set for Friday 11 October 2019 with a deadline of 12noon on Tuesday 1 October, for papers to be submitted for distribution
- E3. Any other business** | the outgoing officers were thanked for their time spent at Board meetings and were wished goodbye and good luck. Thanks were passed to the Union President for chairing meetings.