



Paper Title:	Minutes to Board of Trustees, 18 June 2019
Autor:	Margreta Simon
Date:	19 October 2019

**Source(s) and Basis of Student Opinion:**

None; this paper presents the recorded discussion of the latest Board of Trustees meeting.

**Equality and Diversity Impact Statement:**

No anticipated impacts on equality and diversity are expected from this paper; the paper is for consideration and discussion only – it records the discussion of the trustees' meeting.



**Confidential**  
**Board of Trustees**  
**18<sup>th</sup> June 2019 - 15.30 to 17.30**  
**Room J113 Luton Campus**

	<p><b>Present:</b>          Kieran Nixon – President          Jamie Nelson          Justin Nwajagu          Daniel Login          Tania Struetzel          Rosaline Lowe          Mark McCormack          Ann Binks          Amy McLaughlin          Lisa Roerig</p> <p>Liam Bloomfield, VP Sport/President elect          Amanda Dimande, VP Union Development elect          Reece Hawkins, VP Equality elect          Daisy Johnson, VP Education elect</p> <p>Margreta Simon</p>	<p>President and Chair          VP Equality          VP Education          External Trustee          External Trustee          UoB Policy Advisor          CEO          Head of Finance and Resources          Head of Membership Services          Head of Marketing, Communications and Business Development          VP Sports          Observer          Observer          Observer</p> <p>Clerk</p>
	<b>Item</b>	
1.	<p><b>Welcome, Introductions and Apologies</b>          The Chair welcomed everyone.</p> <p>Apologies were received from Suman Naz.</p>	
2.	<p><b>Conflicts of interest</b>          There were no conflicts of interest recorded.</p>	
3.	<p><b>Minutes from the previous meeting</b>          The Minutes from the previous meeting were agreed.          Tania Struetzel to be added to the Attendee List.</p>	
4.	<p><b>Matters Arising/Outstanding Actions</b>          It was agreed that the outstanding actions will be actioned after the handover by the Executive Team.</p> <p><i>7.1 – Membership privileges</i>          In April the Trustees queried the membership status of students at different campuses which was dependent on particular arrangements between the University and partner or licensing institutions.</p> <p>The draft document outlined a review of Membership privileges and a template agreement for University partner institutions.</p>	

	<p><i>7.2 – Sample Partnership Agreement</i> A draft relating to a service partnership agreement was presented for comments.</p> <p><i>7.3 – Membership demographics</i> The report provided a detailed overview of the Union’s membership.</p> <p><i>7.4 – Organogram – the Trustees were asked to review the HR Sub-Committee papers due to proposed changes to the current organogram. The trustees <b>approved</b> the plans to revise the organogram.</i></p>
<p><b>5.</b></p>	<p><b>CEO Report (verbal update)</b> MM reported to the Board on a range of matters: Guardian League table and recruitment – the Guardian league table placed Bedfordshire at the bottom of its ranking. The results have brought scrutiny of the University’s growth strategy to the fore, internally, with the University’s score for ‘value added’ dropping significantly. The University is also having a faculty review and restructure, which may be timely. The University recruits from non ACAS routes too. Recruitment not seemingly affected: Student bursary incentives have been introduced and the expectation is that there will be more 18-21 year olds next year.</p> <p>The Auguar Review into Student Funding had published a set of recommendations, which represented some promising yet worrying implications for the institution. The SU was supporting the University with its messaging, however its recruitment strategy needed supporting within the learning experience. The Academic Rep system is to be improved as currently only 30% of courses have a Rep. Proposals were working their way through the University’s committees.</p> <p>NUS – insolvency concerns had been raised with trustees in previous meetings. The NUS’ turnaround proposals were outlined and insolvency now seemed unlikely, with stability expected.</p> <p>Block grant – the block grant proposal was still awaiting final sign-off from the Board of Governors, however had proceeded successfully through the wider committee structure without issue.</p> <p>The current year is forecasting a surplus of 44k. The Finance Committee <b>approved</b> that designated reserves should be set up to a cover additional salary costs due to the Union’s enhanced maternity offer to cover future years depreciation costs.</p>
<p><b>6.</b></p>	<p><b>Exec Update – KPI’s</b> The Executive Updates were taken as read.</p> <p>The Team revisited what they had aimed to do and stated that they had done well.</p> <p>It was suggested that the new Executive Team could build on what they have done.</p>
<p><b>7.</b></p>	<p><b>Union KPIs (Rag Report)</b> AB relayed that the turnover figures were slightly lower than budgeted, but it is anticipated commercial operations will still make a profit.</p> <p>AMc stated that she has already been speaking to students in regards to the Accreditation Scheme and is looking forward to their response.</p>

	<p>Lisa informed that she is looking at Data Protection and how we can improve communication and also stated that the number of students looking at the website has increased by 10%.</p> <p>Academic Reps that have been trained has shown an increase of 75% and Student engagement with the Student Voice has shown an increase of 50%.</p> <p>Work is also underway to ensure the Digital Rep System is up to standard and fit for purpose. It is anticipated that this will be completed by July along with a communication plan for the start of the new academic year.</p> <p>There has also been a steady increase in society events and student sign ups plus website activations has exceeded its original target.</p> <p>Freshers is also on track.</p>																												
8.	<p><b>Strategic Plan Update (verbal)</b> This was deferred to the next meeting.</p>																												
9.	<p><b>Risk Register</b> Discussion was held around the High and Moderate Risk Areas.</p> <p>The key High Risk areas are: Government policy reforms to the HE and the Augar Report The SUSS Pension deficit Commercial operations not reaching the targeted income The University unable to recruit student numbers NSS scores decline Management of image and possible negative publicity</p> <p>The key Moderate Possible areas are: The NSS scores drop due to study centres responding for the first time causing the Universities reputation to decline and a reduction in student numbers Finance – theft or fraud Extremism on campus leading to a loss of reputation and possible decline in student numbers</p>																												
10.	<p><b>Finance Sub-Committee Meeting</b> - A verbal update was given by AB</p> <table border="0" data-bbox="316 1496 1469 2018"> <tr> <td colspan="2"><b>Present</b></td> </tr> <tr> <td>Kieran Nixon</td> <td>Sabbatical Place and Vice Chair</td> </tr> <tr> <td>Marcus Woolley</td> <td>University Place</td> </tr> <tr> <td>Rhoda Le-Tallec</td> <td>University Place</td> </tr> <tr> <td>Daniel Login</td> <td>External Trustee</td> </tr> <tr> <td>Mark McCormack</td> <td>CEO</td> </tr> <tr> <td>Ann Binks</td> <td>Head of Finance and Resources</td> </tr> <tr> <td>Amy McLaughlan</td> <td>Head of Membership Services</td> </tr> <tr> <td>Lisa Roerig</td> <td>Head of Marketing, Communications and</td> </tr> <tr> <td>Liam Bloomfield, VP Sport/President-elect</td> <td>Business Development</td> </tr> <tr> <td>Amanda Dimande, VP Union Development-elect</td> <td>Officer Trustee</td> </tr> <tr> <td>Reece Hawkins – VP Equality-elect</td> <td>Observer</td> </tr> <tr> <td>Daise Johnson, VP Education-elect</td> <td>Observer</td> </tr> <tr> <td>Margreta Simon</td> <td>Observer</td> </tr> </table>	<b>Present</b>		Kieran Nixon	Sabbatical Place and Vice Chair	Marcus Woolley	University Place	Rhoda Le-Tallec	University Place	Daniel Login	External Trustee	Mark McCormack	CEO	Ann Binks	Head of Finance and Resources	Amy McLaughlan	Head of Membership Services	Lisa Roerig	Head of Marketing, Communications and	Liam Bloomfield, VP Sport/President-elect	Business Development	Amanda Dimande, VP Union Development-elect	Officer Trustee	Reece Hawkins – VP Equality-elect	Observer	Daise Johnson, VP Education-elect	Observer	Margreta Simon	Observer
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**1. Welcome, Introductions and Apologies**

The Chair welcomed everyone and introductions were made round the table.

Apologies were received from Jamie Nelson.

**2. Minutes of the Previous Meeting**

The minutes of the previous meeting held on 29<sup>th</sup> April were agreed.

**3. Conflicts of interest**

There were no conflicts of interest recorded.

**4. Matters Arising/Outstanding Actions**

None.

**5. Management Accounts**

***Current Year Forecast***

AB relayed that the Management Accounts forecasting the Union's position at the end of July 2019 showed a year-end positive forecast against budget. This has been a result of staff leaving and not being replaced. However, there will be a new staff structure in place by August/September.

**6. Finance Report**

***Current Year Surplus***

AB reported that to protect the financial stability of the organisation it was suggested that the current year surplus is transferred to designated reserves.

This means that the retention of charity funds can be used as a contingency or for a specific organisational concern the Union wishes to be prepared for or invest in.

As the Board have approved an enhanced Maternity and Paternity policy a designated reserve to the equivalent of six months was proposed.

The Finance Committee were asked to consider the amount of £20,000. **This was agreed.**

It was also requested that a designated reserve is set up to offset depreciation costs on Fixed Assets.

The Charity Commission recommends charities are transparent on how they report free and restricted reserves. Free reserves are the resources the charity has or can make available to spend for the charity's purposes once it has met its commitments and other planned expenditure.

The ear-marking of funds will ensure that the accounts are easier to read as restricted and unrestricted funds for the purchase of fixed assets.

***Commercial Review***

For the first time both the Metro and The Hub are expected to report a surplus with a combined turnover of £258k.

Marketing and media sales are forecasted to come in £8k under budget. This is mainly due to the University of Kent not obtaining correct paperwork due to staff leaving. A refund of their fees will be obtained to reflect this and this will be approximately £1k.

Engagement with UoK will continue as the sales agreement provides a profit margin above 60%.

#### **7. Union Budget 2019/20**

MM stated that the University's expectation is that they will be presented with a break even budget. The key focus being on how we communicate with students, the proposed changes to the staffing structure and the pay ranges for staff.

This includes:

- the removal of one full-time Officer role facilitated the increase of pay to non-manager roles which applies to over half of the roles in the current staffing structure of permanent staff.
- £36k of additional expenditure for a one year Campus development role to lead the Unions outreach of non-Luton and non-Bedford sites.

The 2019-2020 budget for the Union was presented for consideration and approval by the Finance Sub-Committee.

The Finance Sub-Committee **approved** the Union Budget.

If there are any changes to be made it was agreed that the Budget would be sent out electronically.

#### **8. Financial Matters requiring ratification (verbal)**

AB requested that the Budget for 2019/20 be taken to the Board for approval and the movement of the surplus for 2018/19.

#### **9. Commercial Operations KPI Report (verbal)**

AB informed that a new set of realistic KPI's are being developed and are on target.

The Metro's private hire operation is doing well and has consistent bookings, however the Hub has only had one booking so far this year. The Venue Hire strategy Action Plan was presented to the Committee.

It was suggested that Clubs and Societies are also encouraged to use our venues-  
**Action-AB**

#### **10. Finance Sub-Committee Terms of Reference**

The Finance Sub-Committee Terms of Reference were read through. There was one change, approval of Capital Expenditure to now read as over £5,000. This will give SLT the authority to approve capital expenditure up to £5K

#### **11. AOB**

One question was asked regarding NUS finances from MW. MM responded that NUS had agreed turnaround plan.

As most of the major risks are associated with financial matters it was agreed that the Risk Register should go to the Finance Committee for discussion.

#### **12. Board Approval**

The Board approved the Budget for 2019/20.

The Board approved the transfer of surplus unrestricted reserves for 2018/19 to designated Funds.

**11. Health & Safety Sub- Committee meeting – A verbal update was given by AMc**

**Present:**

Kieran Nixon, President  
Mark McCormack  
Ann Binks  
Amy McLaughlan  
Lisa Roerig

Daniel Login  
Michael Alawaye  
Jamie Nelson  
Liam Bloomfield, VP Sport/President-elect  
Amanda Dimande, VP Union Development-elect  
Reece Hawkins – VP Equality-elect  
Daise Johnson, VP Education-elect  
Margreta Simon

**Present:**

Sabbatical Place and Vice Chair  
CEO  
Head of Finance and Resources  
Head of Membership Services  
Head of Marketing, Communications  
and  
Business Development  
External Trustee  
Officer Trustee  
Officer Trustee  
Observer  
Observer  
Observer  
Observer  
Clerk

**Item**

**1. Welcome, Introductions and Apologies**

The Chair welcomed everyone and introductions were made around the table.

Apologies were received from Gary Smith University Place and Suman Naz – Student Trustee .

**2. Minutes of the Previous Meeting**

The minutes of the previous meeting held on 29<sup>th</sup> April were agreed with two amendments to be made on the list of attendees.

**3. Conflicts of interest**

There were no conflicts of interest recorded.

**4. Matters Arising/Outstanding Actions**

It was agreed that the Actions would be carried forward to the next meeting.

**5. Health & Safety Report June 2019**

AMc relayed that there was nothing unexpected in regards to:

*Accidents*

there was only one off site accident reported between 11<sup>th</sup> April to 14 June 2019. This was a member of staff being involved in a multi vehicle road traffic accident and without any apparent injuries.

Previously such accidents have only been reported to the Committee if it involved multiple staff moving between campuses in the middle of a shift rather than on the way to work.

The Committee was asked whether it would be useful to encourage employees to report such instances due to the potential knock on effect to employee health or leaving them in a state of shock that may lead to an accident on site. **The first option was agreed.**

#### *Incidents*

During 11<sup>th</sup> April to 14<sup>th</sup> June there was just one incident involving a staff member with a condition which leaves them with compromised immunity.

The employee was exposed to a student with scarlet fever and was advised to avoid human contact to restrict the spread of infection and a deep clean took place in the relevant areas.

#### *Hazards*

Between 11<sup>th</sup> April and 14<sup>th</sup> June 2019 there were zero hazards logged.

Of the four that were reported to the previous meeting there were two that were resolved internally and two that are still pending actions from the UoB Facilities and Estates.

The requests will be escalated to the CEO if they are not actioned.

## **6. Student Groups Health and Safety Management June 2019**

### **1** Further discussion was held around the following:

#### *Accidents/Incidents*

Student group accidents/incidents which remain at zero.

Health & Safety training is to be revisited so that student leaders realise that accidents and incidents do happen and to ensure that the correct measures and controls are in place.

Student leaders will also be reminded that insurance is in place for students who are members of societies should they have an accident while participating in society activities.

#### *Training Update*

Student groups are now attending training annually to ensure they are updated on our policies and procedures. The list will now also include data protection.

The Union has also invested in an additional set of online training licenses for Food Hygiene - Level 2.

### **6.**

### **2. Employee Health and Safety Management**

Luton venue

The recording of student data has been improved by implementing barcode scanners for ID cards which would identify repeat offenders on campus. As a result known offenders are no longer entering the venue now they can be identified as scanners are in operation.

#### *Declarations*

The Union reviews and updates risk assessments and policies for general office working each year and staff sign a declaration to state that they have read, understood and shall abide by it.

All staff have been requested to revisit their induction checklist to make sure they are familiar with the new and changed documents.

The Risk Assessment Declarations and Health and Safety Induction Checklist were completed by 87% of contracted staff and 100% by the Executive Officers.

The forms have been revised so that new starters will only have one checklist to complete.

Annual Health and Safety Audit (external)

The visit by Peninsula was rescheduled and will now take place on 2<sup>nd</sup> July in Bedford and 4<sup>th</sup> July in Luton.

Housekeeping Audits

Quarterly housekeeping audits resulted in a clean audit awarded by Peninsula during their annual visit last year.

Since the last audit:

- MM met with University staff regarding storage
- Outstanding actions resolved or escalated via MM
- Fire doors will no longer propped open unless a cleaner is present
- PAT testing dates will be given in advance
- Regular checking and restocking of first aid kits introduced

June Audit notes:

- Copies of H&S regulation notices and employer liability certificates have been placed in all working areas.  
**The Committee was asked to agree the policy on Signage. This was agreed.**
- The current audit requires fully stocked first aid kits in all working areas.  
**The Committee was asked to agree the policy re First Aid Kits. This was agreed.**

The Bedford and Luton Campus Action Plans were taken as read.

AMc stated that there is a First Aid Kit on each floor in Luton and a separate one for the venue. Bedford has one first aid kit for the three offices and more first aiders need to be trained.

**7. Risk Assessment Log**

There are no risk assessments due for review or ratification and there will be a new update in July.

**8.** The Board discussed if there was enough business for a H&S Committee and agreed that they would take the matter to the Trustee training away day.

**9.** There were no actions recorded.

**12. Human Resources Committee – A verbal update was given by AB**

**Present:**

Kieran Nixon – President  
Daniel Login  
Tania Struetzel  
Cathy Abu  
Mark McCormack  
Ann Binks  
Amy McLaughlan  
Lisa Roerig

Chair  
External Trustee  
External Trustee  
University Place  
CEO  
Head of Finance and Resources  
Head of Membership Services  
Head of Marketing, Communications and  
Business Development  
VP Equality  
VP Education  
Observer  
Observer  
Observer  
Observer

Jamie Nelson

VP Equality

Justine Nwajagu

VP Education

Liam Bloomfield, VP Sport/President elect

Observer

Amanda Dimande, VP Union Development elect

Observer

Reece Hawkins, VP Equality elect

Observer

Daisie Johnson, VP Education elect

Observer

Margreta Simon

Clerk

**1. Welcome, Introductions and Apologies**

The Chair welcomed everyone.

**2. Minutes of the Previous Meeting**

The minutes of the previous meeting held on 29<sup>th</sup> April were agreed.

**3. Conflicts of interest**

There were no conflicts of interest recorded.

**4. Matters Arising/Outstanding Actions**

It was agreed that the outstanding actions would be actioned after the handover.

**5. Human Resources Report (verbal)**

AB stated that the shortlisting has taken place for the position of Finance Assistant.

The Investors in Diversity Awarded was not given due to a few negative comments. It was felt that the questions may not have been clear to everyone and not understood.

Discussion was held about some staff members feeling that they are being treated differently.

The actions points are to be found in the People Plan.

**6 Human Resources matters requiring ratification**

None.

**7. Staff Experience Report**

MM went through the key findings obtained via the staff survey, diversity survey and exit interviews. Few questions were the same or similar.

Six areas of development were recommended:-

- 1) Organisational planning
- 2) Performance monitoring and target/goal setting
- 3) Internal communication and organisation wide awareness
- 4) Turnover and retention
- 5) Inclusivity
- 6) Student staff training/induction day

The SU's strengths were highlighted as being their values and ethos along with flexibility and employee development.

The areas that staff disagreed with are:-

- poor performance not being dealt with
- being stressed at work
- communication between different teams and departments is effective
- working for this charity contributes to my health and well-being
- pay is handled fairly
- I rarely work more than my contracted hours in a week

The areas that staff felt were the best thing about the working for the SU are:-

- flexible working hours
- an understanding employer promoting health and well-being
- a dynamic, fast paced and changing workplace
- a good place to work
- colleagues hard working and dedicated
- staff given autonomy and trusted

The areas that staff felt that could be changed are:

- improvements in student staff hours or the way they are paid
- cross-department communication
- attitudes at work plus the way we work
- greater diversity in staff team
- higher remuneration
- independence from or better University relationship
- trust and ability to raise concerns
- fewer meetings
- the office/union space as non-conducive to positive working relationships
- more efficient approach to spending and budgeting

The way forward included ideas to combat stress, communications, improve organisational planning, performance monitoring, internal communications, turnover and retention, inclusivity and training for student staff.

It was questioned whether the frequency of one year is long enough for the action plan to be completed. It was **agreed** that this would be taken to the Staff Forum.

## **8. People Plan**

MM relayed that the People Plan will now replace the People Strategy and it is a living document which will be reviewed annually. It addresses structural and cultural skills with work plans being shared.

Fruity Loop weekly is an opportunity for staff to come together and share their work.

The People Plan consists of the following goals:

- 1) Be Better
- 2) Be Engaging
- 3) Be Diverse
- 4) Be Supportive

There are also 10 other commitments to staff, plus other work supporting the staff experience and monitoring of the People Plan.

The Committee requested that the PP is put into objective and monitored as a RAG report.

#### **9. Proposals to revise the staffing structure**

A review of the existing staffing arrangements took place following a significant turnover in staff. The areas looked at were:

- staffing gaps, concerns and vulnerabilities and low moral
- wider observations included a unified Membership and Marketing as
- communications is under resourced and this needs to be better across teams

The main aim is the engagement of students and data shows that more students are considering themselves as Beds SU members. This will be achieved with diversified communications, students progressing into leadership from a range of different pathways and hard-working elected officers.

The restructure will:-

- improve balance and fairness in the salary banding
- allow SLT to dedicate more time to department strategy and planning
- support Marketing and Communications
- enhance the work of elected officers
- recognise the SU's commitment to Liberation Awareness Events

Discussion was held around the following:-

- pay bands as some overlap
- current roles and if any roles had been completely changed
- if staff would have to reapply for their own position
- that salaries were based on other Unions pay and not London pay bands
- the current vacant Campus Development role

#### **10. Terms of Reference**

The HR Sub-Committee was invited to note any comments or suggestions on improvements to the Terms Of Reference prior to approval by the Board of Trustees.

#### **11. AOB**

Under the heading Main Areas of Business the first statement :  
'To develop, approve and monitor the organisation's People Plan' – this is for information only.

#### **12. Action**

The People Plan put into objectives and monitored as a RAG Report.

13.	<p><b>Governance</b></p> <p>The Corporate Decision Making Bodies and their Scheme of Delegation were looked at. These included the Terms of Reference for the following meetings:-</p> <ul style="list-style-type: none"> <li>Board of Trustees</li> <li>Finance Sub-Committee</li> <li>Health and Safety Sub-Committee</li> <li>Human Resources Sub-Committee</li> <li>Executive Committee</li> <li>Senior Leadership Team Committee</li> </ul> <p>The Board approved the Scheme of Delegation.</p>
14.	<p><b>Policy Log</b></p> <p>The Trustee Confidentiality Policy was presented and <b>APPROVED</b>.</p>
15.	<p><b>Trustee Recruitment</b></p> <p>Recruitment for the vacant student and external trustee had been extended for one month.</p> <p>Discussion was held in regards to the channels currently being used for recruitment.</p>
16.	<p><b>AOB</b></p> <p>MM requested that an external trustee and the President do his appraisals and recruit the external Trustees.</p> <p>Farewell comments from the Executive Team included:</p> <ul style="list-style-type: none"> <li>Enjoyed my time as a Trustee</li> <li>Thanks to everyone for the experience</li> <li>Had a blast</li> <li>Fun year, sad yet happy to leave</li> </ul>
	<p><b>Date of next meeting</b></p> <p>28/10/19</p>