

Board of Trustees
MINUTES
3pm 28th January 2020
Room 1, The Union Building

ACTIONS

Action	Who	Update	Status
Share actions to UMT	LJ		Complete
Complete attendance monitoring form	LJ		Complete

CONFIDENTIAL ITEMS

7.2 Business Development Update	Confidential Item
7.3 Organisational Structure Review	Confidential Item

Present:

Helena Schofield (HS - Chair), Tom Plant (TP), Ian Robinson (IR), Vicky Turner (VT), Baldev Gill (BG), Jason Oakley (JO), Mohammad Karmol (MK)

In Attendance:

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

1. Apologies for Absence

Rama Hilouneh (RH), Hayley Turner-McIntyre (HTM), Gerard Matthews (GM), Carole Myall (CM), Zach Messer (ZM)

2. Declaration of Interests

HS declared an interest for item 10.4 - Sabbatical Officer Review

3. Minutes of Previous Meeting

Minutes from 22nd October 2019 agreed.

4. Matters Arising and Action Points From Those Minutes

4.1 Add Audit Actions and Discussion on Nominated Trustee to be part of the Audit Process on the next Finance & Risk agenda (LJ) **Complete**

4.2 Add UPSU Loan Repayment to Board of Directors agenda (LJ) **Complete**

4.3 Add organisational health, staff and democracy to the strategic success measures document (AC)
Complete in item 8.2

5. Finance Matters

5.1 Q1 Management Accounts – (for note – full discussions at Finance & Risk Committee for UPSU and Board of Directors for PSUT) (AC)

- Figures are out of date as currently at the end of quarter 2
- Surplus that was forecasted at the time has increased.
- PSUT is tracking around the same, perhaps a little less due to staffing issues, and there is an underspend. This will go to Finance & Risk and it will be decided on behalf of the charity how to spend the money

BOARD OF TRUSTEES NOTED THE MANAGEMENT ACCOUNTS

6. HR Matters

6.1 People Strategy (AC)

- This was a rolled action from last year to update People Strategy
- Staff surveys: trends are picked up, like frustrations around communication and importance of wellbeing and culture, which have informed the People strategy. Talent building came out of development days rather than pulse surveys
- Pulse survey addresses things throughout the year. This People Strategy identified the themes of strength and what we need to do to make it even better and shift it into our agile culture. Agile culture creates lots

of change, with the change of students, Sabb leadership - need to work out how do we manage that change in a positive way

- The last strategy was more about pain points; this one is about protecting and developing culture
- Currently don't have a progression scheme, but aim to look into this. Difficult to compare to other student unions and charity as they are so different. We test against student unions that are similar to UPSU in terms of setting and goals
- Need to address retention as this will make more of a difference to business

BOARD OF TRUSTEES NOTED THE PEOPLE STRATEGY

7. Strategic Matters

7.1 Strategic Plan (AC)

- Second phase consultation review - this will be with mainly students and also stakeholders and staff. When the 5 year financial plan is reviewed against the strategy, Counterculture will be involved. Other expert advice is not included in the strategy consultation.
- This is a review of the existing 18-25 strategy - the vision and strategic intention remains the same. It will encompass the University strategy and as stakeholders because of the emphasis on representation - which will have the main focus, linking with the University, representing students, empowering and enabling a network of student change and leaders in their University environment. There is also a session planned with the Vice Chancellor to talk about the University strategy and how we can influence
- 4 headings that the University are driving and we are working with them directly on 2 of them - already in those conversations to develop what those enabler plans look like
- The University has published all of this and it's explicit what the targets will be until 2025 - don't see anything in the UPSU strategy which isn't the same agenda of the University
- University strategy on University student experience - University KPIs aren't publicly available, but there are some key targets for things like National Student Survey
- 2nd commitment is around engaging students in a life changing experience which is where things like the attainment gap sit, but also around the wider experience
- 3rd commitment is around meeting change and demand of wider participation which is about change in the student body makeup, increase of students, what those students look like, graduate outcome future/employment opportunity gaps in experience
- Campus based students will have minimal changes in the next 5 years but the rest of students are completely different types of students

BOARD OF TRUSTEES APPROVED THE STRATEGIC PLAN ACTION PLAN AND TIMELINE AND NOTED FINANCIAL IMPLICATIONS

7.2 Business Development Update (AC) **CONFIDENTIAL DISCUSSION REMOVED**

7.3 Organisational Structure Review (AC) **CONFIDENTIAL DISCUSSION REMOVED**

8. General Reporting

8.1 Chief Executive Report to include Prevent update and Organisational KPI Update - for note, questions only (AC)

- Sport Intern post: from September to May next year, 250 hours in total. Will be reviewed after 1 year
- Union building development: there is a master plan in place and the plan is for this building to be a student hub containing lots of University services plus the Students' Union. Currently starting plans in February with a focus and working group, and looking to decant as Union in 21/22 in order to repurpose building. They are keen to not give us any more space now, and the review on UPSU required space is 3 years old which isn't fit for purpose now as bigger organisation.
 - This is very clearly a student led environment and it can be fluid depending on what's needed/wanted and want to protect what the space is used for. A briefing document was signed off by UEB and that keep referring back to as it's very clear that it's about a student led space, centred around the Students' Union.
 - Potential located services: ASDAC, Wellbeing, Chaplaincy, Student Housing, multi service consulting rooms, Students' Union

- University services are formal/structured etc., which is a different feel to the Union. Currently already fighting hard to retain the ethos of the bar space.
- The risk register has been updated due to this issue

BOARD OF TRUSTEES NOTED THE CHIEF EXECUTIVE REPORT

8.2 Organisational Health and H&S Highlight Report (AC/FL)

- This was a request from trustees. CE agrees this is a helpful format, but noted where information in the paper also exists elsewhere in another paper.
- Trustees agree this is a helpful format, that the structure works well and don't want an overload of information
- The titles/headings are useful for topline information, and further detail could be linked out in case trustees want to find more information.
- Board of Trustees agree to remove the Chief Executive report and replace with Organisational Health and H&S Highlight Report, adding pages on KPIs and CE objectives
- To be reviewed at the next Board meeting for any gaps

BOARD OF TRUSTEES NOTED THE ORGANISATIONAL HEALTH AND H&S HIGHLIGHT REPORT

8.3 Sabbatical Officer Reports (Sabbs)

President:

- Rate You Accommodation website: delayed - HS to submit paper to Leadership with risks
- Addition of a bus going the opposite route: often Have Your Say submitted around extended evening and addition of weekend services. The University do not want to add a route without charging and the priority is to keep it free for students. Fiona Bell will be speaking to Firstbus about extending the hours of the buses on a Wednesday and Friday and this will help combat student safety concerns
- Addition of more veggie/vegan options in University catering: complete
- More water fountains: have created a map of water fountains and will be marketing that to students
- Student safety: will add student representatives on the working group
- Attended a meeting with the Office of Police and Crime Commission for Hampshire with other Student Union leads and hosting the next event in March
- Stanhope House: everyone is in the building, but it is not finished in terms of common rooms and gym. Spoke to Graham Galbraith and he has sent student feedback to Prime. There are still issues with rooms - not cleaned, cracks in windows, bathrooms not sealed properly etc.

VP Education & Democracy:

- BAME attainment gap: currently setting up BAME ambassadors scheme. They are paid to work with course leaders to make changes around course/teaching/content, and funding secured by University
- Water dispensers: trailing in library with hot water dispensers. A microwave will be going in the hub
- Increasing Feedback: progressing
- University of Sanctuary: making education accessible and attempting to secure scholarships for refugees

VP Sport

- Standardised Kit: PSUT is out to tender the current deal with Nike, will be complete by end year
- Give it a Go: sports clubs didn't get lots of interest, which could be down to marketing and doing it too early in the year
- International Playing Tours: Global keen to get involved. Archery and Cricket are going on tour
- Purple Points: introduced this year - points based system to encourage RAG events and good performance. Sports clubs are really engaged

VP Welfare & Community

- Recycling reward scheme: working with Ian McCormack to roll out scheme via jump. Do One Thing event to promote sustainable living - clothes swap and food bank. Not a great turn out due to planning time, next one is planned in Eldon Foyer and hopefully better turn out
- Landlord Accountability: working with HS on website and sent out digital renters rights packs to students
- Sexual Misconduct: progress on survey which should be out at the end of Jan

VP Activities

- Media Expansion: currently with digital partners. All ideas from the group has been put forward

- Travel Opportunities: Choose a Challenge - lots of student sign ups. Make Your Summer count - working with University and will take place next month
- Winter Welcome Week - everyone welcome but aimed specifically for new students. Had a second Freshers' Fair. The turnout was ok during the week, could have been better but a good starting point. Timing could have been better as it was a bit early in the term
- University Challenge: Interviews and testing last week, waiting for results

BOARD OF TRUSTEES NOTED THE SABBATICAL OFFICER REPORT

- 8.4 Finance & Risk Sub-Committee Highlight Report & Minutes from 26th November 2019 – for note, questions only (TP supported by AC)

BOARD OF TRUSTEES NOTED THE FINANCE AND RISK HIGHLIGHT REPORT AND MINUTES

- 8.5 Board of Directors Highlight Report & Minutes from 26th November 2019 – for note questions only (HS supported by AC)

BOARD OF TRUSTEES NOTED THE BOARD OF DIRECTORS HIGHLIGHT REPORT AND MINUTES

- 8.6 Student Focus & Governance Sub-Committee Highlight Report & Minutes from 3rd December 2019 - for note, questions only (RH supported by FL)

BOARD OF TRUSTEES NOTED THE STUDENT FOCUS AND GOVERNANCE HIGHLIGHT REPORT AND MINUTES

9. Trustee Matters Arising From Democratic Committees

9.1 UAB Highlight Report (FL)

- Strategic Aims: number of HYS ideas appear to have plummeted but these numbers are skewed. This is because the way ideas are looked at has been redefined - some can be dealt through taskforces and work already being done and are therefore not counted. Currently only count the ideas that go to UAB
- Strategic Aims for welfare: there's lots of downward trends - this is skewed due to the year-end result vs half year number. NPS and NSS have dropped. This supports plan to go back to core organisation aims. Seems as though the strategic aims are going in the wrong direction and the operational plan is still behind where expected: some of this is because projects are behind due to a capacity issue. Would be useful to have a quarterly report so can compare to previous years. This will be part of the session on 11th February to look at benchmarking and insights and trends

BOARD OF TRUSTEES NOTED THE UAB HIGHLIGHT REPORT

10. Any Other Business

10.1 Trustee Board Review (AC)

- Currently in the middle of the review. Focus group today with trustees and staff, and there is one next week with students
- Looking at the make-up of the trustee board, the principles the board and how would that would look rather than specific skills
- Have not done a full review of the Board of Trustees for a long time. This is also being done alongside the Memarts Review
- Are other Unions changing their boards? Part of the initial research was done on other student unions and boards. For Students' Unions, there is a vast variety regarding board's makeup.

BOARD OF TRUSTEES NOTED THE TRUSTEE BOARD REVIEW

10.2 Development Function (FL)

- The Student Groups function has been identified as not being very agile - it is valuable but limited. Set up a task force to develop the function
- A strategic intention statement has been created: "Develop a function that enables every student to access training and participation opportunities that complement their academic aims, enhance their potential and raise their aspirations"

- Want to widen the scope of what is offered - aim is to still do the student groups, but inspire and empower students to run their groups and the outcome is good student leaders. We will offer training and other things that complement Students' academic development
 - Aims:
 - Change management: Moving away from traditional structure, so that students change their mind set and develop their skills so the student groups' activity is a by-product of the development function and not the main purpose
 - Partnerships and Communities - looking at opportunities within the communities, not just for student groups - local volunteering opportunities, schemes, insights we can partner on
 - Insights: working with Insights to access the rights, wants and needs of students
 - Student leaders: this should be a priority - if you are supporting those running student groups to become better leaders, then we can drive student engagement through the student leaders.
 - Aim to deliver this with existing services (e.g. Careers and Employability) - don't want to duplicate, but need to ensure all gaps are filled
 - If employers market say students need something and the University don't provide this, then we will provide this, or partner with University/community, to deliver to students
 - In the strategic planning: looked at the set of enablers which have historically been: people technology, finance etc. and we have inserted in a student leadership programme to be able to deliver the strategy
 - Will know more in budgeting, but do not see massive financial implications in year 1. Will look to partner deliver things where possible
 - Main risk: drift from charitable aims and disengagement. Very much on track to deliver this as part of Future Union and the risk is staying as we are currently
 - Next steps: develop risk register, quick wins for the year, create action plan, look at years 2+3 and budget requirements
 - This is possible within resource envelope or there are plenty of grant opportunities if needed in the future
- BOARD OF TRUSTEES APPROVED THE DEVELOPMENT FUNCTION STRATEGIC INTENTION STATEMENT / THEMES AND AIMS AND NOTED THE FINANCIAL IMPLICATIONS, RISK AND NEXT STEPS**

10.3 NUS Disaffiliation (FL)

- There is not a significant risk, have done all due diligence needed
 - There was disappointment from lack of contact from the link representative. NUS officers continued to offer support to Sabbs and still have TOTUM card
 - Networking and training for Sabbs: Sabbs on Tour, induction still continues over the summer, instead of Lead and Change, there will be some joint training with other disaffiliated Unions (E.g. Southampton, Surrey etc.) Networking is the most important. There is also WonkHE and Stand Up and Be Counted.
- BOARD OF TRUSTEES NOTED THE NUS DISAFFILIATION UPDATE**

10.4 Sabbatical Officer Review (FL)

- This is complete and nominations are now open with 26 nominations
 - 5 positions: Welfare Officer, Development Officer, Learning Experience Officer and Democracy and Campaigns Officer
 - Sport Partnership Intern role - currently working with Sport and Rec to ensure the role is what is needed
 - Plans are underway for the training once they take office
 - University were worried about the lack of president, but they are more on board now. Working with Adrian Parry to work on the governance for Boards in the University
- BOARD OF TRUSTEES NOTED THE SABBATICAL OFFICER REVIEW**

10.5 AMR Update (FL)

- Changed from Annual Members Meeting to Annual Members Review to AMR and trustees agreed to deliver AMR in a different way
- Officer reports, policy lapse, policy review and financial statements were moved online with questions submitted digitally. There were no affiliations

- 156 unique reviews to the webpage. 72 questions in total - 58 were holding Sabbs to account and 13 related to the finance reports
- Seems like low numbers, but compared to what used to do, it's impactful
- The wash-up will be taking place soon
- This has had a significant impact and needed to have courage to step away from AMM. Struggled so hard to get people in the room in the past. This is also 156 students choosing to be engaged with us rather than using incentives. Commend Student Focus Manager for all his hard work

BOARD OF TRUSTEES NOTED THE AMR UPDATE

10.6 Proposal to move trustee meetings and sub-committees to a 2pm start on Tuesday/Wednesday (AC)

- Review of Board meeting times/days send to trustees due to one of the Student Trustees not being able to attend

BOARD OF TRUSTEES APPROVED TO AN EARLIER START OF 2PM ON A TUESDAY OR WEDNESDAY FOR ALL TRUSTEE MEETINGS AND SUB-COMMITTEES

11. Date and Time of Next Meeting

TBC

Room 1, The Union Building

Minutes Approved: _____

Date: _____