

<b>Description:</b>	Trustee Board Meeting		
<b>Date:</b>	Wednesday 19 <sup>th</sup> Sept 2018	<b>Time:</b>	15:30
<b>Chair:</b>	JT	<b>Location:</b>	RHB 220A
<b>Trustees present:</b>	Taylor McGraa Joe Leam Mona Mounir Andy Gilroy Louisa Christofidou Sophie Leighton Hamza Taouzzale		
<b>Staff present:</b>	Dave Lewis (Chief Executive), Ed Nedjari (Director of Commercial & Operations) Lisa Ronson (Finance Manager) & Peter Greaney (Director of Finance) for agenda item 6 Denisa Turturea (minutes)		
<b>Apologies:</b>	Quaid Combstock		

## Minutes

Ref.	Item	Summary Points	Action
1	Welcome and Introductions	Trustees agreed to prioritise papers due to time constraints	
2	Dedarations and to note any possible conflicts of interest	HT confirmed his role as a Councillor for the City of Westminster	
3	Minutes from last meeting <ul style="list-style-type: none"> <li>• Accuracy</li> <li>• Actions update</li> </ul>	HT confirmed the spelling of his surname	DL update previous minutes (AI ref. 1)
<b>Officer Updates</b>			
4	Officer Updates	Agenda item skipped and will be put into a document.	Sabbs will send it out. (AI ref. 2)
<b>Organisational Updates</b>			

Ref.	Item	Summary Points	Action
5	Chief Executive Report	<p>DL introduced his paper.</p> <p>DL sought guidance from Trustees about an issue relating to the organisation's handling of an issue relating to the LGBTQ+ Society.</p> <p>JT detailed the actions that had been taken. A discussion about the role and purpose of a Serious Incident Report took place.</p> <p>Trustees agreed to make a serious incident report to the Charity Commission, in line with previous approaches, to demonstrate the proactive work undertaken to minimise any legal or reputational risk to the Charity.</p> <p>JT confirmed the support in place for LGBTQ+ students, including a stall at freshers fair and new elections as the committee was not in place.</p> <p>LC requested clarity about how similar issues in future would be reported to the Trustee Board as consensus was that external trustees would like to be more readily aware.</p> <p>AG asked about the process for determining which staff roles are recruited. DL confirmed this would be captured in the delegated scheme of authority and reports into the Staffing &amp; Appointments subcommittee would prompt more detailed conversation about this and clarify contract status.</p> <p>EN confirmed the Office coordinator role responsible for issues including HR and organisational admin had been put out for recruitment again following alternations to the job description. EN would bring job description to next Staffing &amp; Appointments subcommittee.</p>	<p>DL: send Louisa what PWP sent you. (AI ref. 3)</p> <p>DL add section to delegated scheme of authority (AI ref. 4)</p> <p>EN HR role for next staffing subcommittee (AI ref. 5)</p>

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		<p>AG asked about the implementation of incorporation and the need for it to be prioritised. DL confirmed it was due to be discussed in the November Trustee Board but would liaise with LC ahead of this. AG asked that the paper included information about what other Unions do.</p>	
6	Finance Update	<p>PG introduced his paper.</p> <p>PG confirmed current set of draft accounts for 2017/18 had a small deficit of £1k but this was still moving.</p> <p>PG detailed reasons for positive and negative variance – key points:</p> <ul style="list-style-type: none"> <li>• Within general union there was an underspend – spent lots of time improving financial systems.</li> <li>• Comms + marketing underspend due to procedures and staffing.</li> <li>• Representation mainly underspent through staffing vacancies.</li> <li>• Sports clubs spent more than previously budgeted – not due to financial mismanagement but lack of clarity</li> </ul> <p>Overall, positions improved greatly and continuing to improve financial strategies.</p> <p>SL asked for clarification on the £157k actual spend on sport and how it was spent. DL confirmed that costs for forthcoming year were £48k activity costs plus staffing costs but detailed breakdown of last year could be discussed at Finance &amp; Commercial subcommittee.</p> <p>Slide 2.2 - in 17/18 main losses were in bar (£30k loss, improved from 60k loss) and café - target next year is to break even.</p> <p>PG confirmed typo on slide 2.2 about underspends.</p>	<p>PG will update typo on slide 2.1 (AI ref. 6)</p>

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		<p>HT asked for rationale of recruiting people if that service is due to lose money. DL responded about commercial provision more generally, in that café is due to lose money in 2018/19 but this was not a sustainable position. He confirmed previous discussions that all commercial activity needed to at least break even on its own.</p> <p>JT discussed the need for a refurbishment and the inclusion of this progress within DL's objectives for the year. The café's current space is not what we would want.</p> <p>DL: Ed's objective for the year is to bring business plan for commercial work.  EN: SU wasn't going to take on the café last year but we carried on the service because that was what we had to do.</p> <p>EN confirmed there is a lot of change in the budgets and how things are coded from last year to this year, primarily due to changes around staffing needs and allocation. LC asked about staffing budget for 2017/18 with PG confirming staff costs needed to change through year as income expectations were lower.</p> <p>DL commented that one success story was the effort and energy that had gone into making the nursery financially stable. JL confirmed that student's thought £74 a day was too high, with LC asking whether there was a student parent market for the nursery. EN confirmed that majority of users are not students but that a plan would be forthcoming this year about longer-term support for student parents.</p> <p>PG confirmed the low reserves position – with the ongoing need to build these up. College's view was they were not prepared to fund improved</p>	<p>Obtain more info about nursery + client statistics (AI ref. 7)</p>

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		<p>reserves position so this could only be done through commercial contributions.</p> <p>LR explained the decline of aged bad debt alongside the work done to ensure nursery parents had accurate information. LR also detailed the staffing changes within the Finance Team.</p> <p>TM asked about spending during 2017/18 and why it wasn't on budget. DL confirmed that most straightforward answer was that commercial areas had performed worse than expected and the College hadn't agreed in writing costs that we incurred after budget had been agreed.</p> <p>HT asked about the College's financial position. DL confirmed the College's student number recruitment was down, with aim of agreeing longer-term financial settlement between SU and College. LC said that this reinforced need to build up reserves position.</p> <p>Audit update: LR confirmed steps in place to address the audit findings. Asked to formalise regular credit control, introduce regular bank recs, reviewing liability section, revising clubs + societies accounting structure – new procedures in place for viewing + recording budgets, shop stock procedures reviewed.</p> <p>HT asked about historical reserves position. PG confirmed that subsequent years had led to loss so figure was now around £50k.</p>	
7	The Plan / KPIs	<p>DL introduced the Plan and KPIs paper.</p> <p>The themes had been agreed at June's Trustee Board, with work over the summer with managers,</p>	DL: Review plans for Jan/Feb meeting.

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		<p>teams, officers based on feedback from trustees, annual survey and other sources to inform how the themes would be measured over the coming period. Once agreed they will evolve into a traffic light report coming to each Board meeting.</p> <p>AG asked about format of the document seeking to understand how the KPIs would be delivered. DL confirmed these should be read alongside Team Plans rather than adding this detail into this document.</p> <p>Trustees agreed to make one final wording change to the themes – removing “beyond classroom” from the “Creating Opportunities” theme.</p> <p>LC queried whether the KPIs were realistic given the organisational challenges previously detailed. Some of the jumps are so significant that the risk of failure is increased. DL confirmed the financial targets had been previously set by the Trustee Board in June so managers needed to operate within these but all the other KPIs had been set with managers and their teams.</p> <p>LC asked about consequences of missing targets. Could a better model be to underpromise and over-deliver? TM commented that managers and teams had chosen these targets and we should aim to be excellent. DL added that staff and officers had contributed to it directly, and provided team plans to deliver the KPIs. DL confirmed that managers should be supported to deliver the KPIs with areas of risk coming to the Trustees for action or reprioritising. DL confirmed if targets weren’t met and it was reasonable to suggest they should have been that management interventions would take place.</p>	<p>(AI ref. 8)</p> <p>DL: Traffic light report. (AI ref. 9)</p>

Ref.	Item	Summary Points	Action
		<p>LC asked about monitoring of the plan. EN said that financial records would come through every month to trustees and a traffic light report would come to the Trustee Board.</p> <p>Trustees agreed with LC's suggestion that the format of the plan should be revisited after six months to assess its appropriateness.</p>	
8	Team Plans	These were positively received by Trustees. AG asked about accessing all of the detail with JL suggesting that the detailed plans should be printed for the next meeting.	DL: print out detailed team plans. (AI ref. 10)
<b>Governance</b>			
9	Governance Code	JT introduced the paper and confirmed that DL and JT were meeting shortly to discuss prioritisation of actions. JT asked Trustees to send him any feedback. A paper about these would come to the next Trustee Board.	
10	Risk Register	DL introduced risk register and confirmed this would come to the Finance & Commercial subcommittee for detailed work ahead of coming back to the Trustee Board.	
11	<p>Subcommittees of the Trustee Board</p> <ul style="list-style-type: none"> <li>No committees have taken place</li> </ul>	<p>JT led a discussion to confirm who would sit on the two new subcommittees.</p> <p>It was agreed that JT will be joined on the Appointments &amp; Staffing subcommittee by Mona, Andy and Hamza. Sophie would attend meetings of the subcommittee whilst Andy was away December to March.</p> <p>It was agreed that JT will be joined on the Finance &amp; Commercial subcommittee by Joe, Louisa and Quaid.</p> <p>SL asked about the distribution of papers to Trustees. JT confirmed that they would be included in the pack for all Trustee Board meetings and sent around on a regular basis.</p>	

Ref.	Item	Summary Points	Action
12	Recruitment of Trustees	<p>JT confirmed by-election in October would seek to elect two further student trustees.</p> <p>Trustees agreed to prioritise the recruitment of an external trustee with finance background who would ideally define as BME.</p> <p>JT would bring timeline for recruitment to the next subcommittee. He also confirmed they would discuss AG's tenure as a trustee during the next subcommittee.</p>	JT to include in agenda for next A&S subcommittee (AI ref. 11)
13	Cycle of Business	<p>DL introduced the cycle of business.</p> <p>DL commented that as organisation growing, want more structure around our governance – suggested cycle of business for trustee board etc. If people want to move or change things should be fine.</p> <p>LC asked if training was required as time may be better spent to discuss issues or planning. AG confirmed the session in May was useful. JT and DL would work this into the agenda for May.</p> <p>JT would ensure there was time before the meeting in November so people could visit the office and would suggest a time after the meeting to meet for food.</p>	
14	Any other business	No other business.	



## Adion Items

Ref.	Adion Item	Adion / Deasion	Adion By	Due Date
1	Correct HT's name.	HT's name will be corrected in the minutes of the June 2018 Trustee Board meeting.	DL	ASAP
2	Officer updates sent to Trustees.	Sabbatical officers will send out an online version of their updates which were skipped during this meeting.	Sabbs	ASAP
3	DL send Louisa PWP documents.	DL will send LC documents that BWB sent over.	DL	ASAP
4	Add secion to delegated scheme of authority	DL will add a section to the delegated scheme of authority.	DL	Next meeting
5	HR Office Coordinator role clarifications for next staffing subcommittee	EN will bring Office Coordinator job description to next Staffing & Appointments subcommittee.	EN	Next Staffing and Appointments subcommittee
6	Correct typo in finance report	PG will correct typo on Slide 2.1 relating to 17k underspending.	PG	ASAP
7	Find more info about nursery statistics.	Clarify numbers of how many students use nursery facilities to see if price should decrease.	EN	Next meeting
8	Plans for Jan/Feb meeting	DL will review plans for the Jan/Feb meeting.	DL	Next meeting
9	Print detailed team plans	DL will print detailed team plans to distribute to Trustees at the next board meeting.	DL	Next meeting
10	Traffic light report on measurement of Plan and KPIs themes	Traffic light report will be written by DL to inform of how the Plan and KPIs themes will be measured over the coming period.	DL	Next meeting

Ref.	Action Item	Action / Decision	Action By	Due Date
11	Recruitment of more trustees to be included in agenda	JT to include the Recruitment of Trustees in next A&S subcommittee agenda to discuss the timeline for recruitment.	JT	Next A&S subcommittee