



MINUTES OF A MEETING OF THE BOARD OF TRUSTEES

10.30am Thursday 7th April 2016

Present: Nathaniel Abakah–Phillips (Officer Trustee, Chair), Liz Francis (External Trustee and Deputy Chair), Phill Gray (External Trustee), Victoria Hossack (External Trustee), Simon Turner (External Trustee), Lucinda Izzard (Officer Trustee), Ellen Taylor (Student Trustee) and Luke Hale (Student Trustee).

In Attendance: Chris Bateman (CEO), Louise Aiken (Membership Engagement Manager), Laurie Illingworth (incoming President), Izzy Tooke (incoming VP Education), Katie Irving (incoming VP Welfare & Diversity) and James Brooks (Lincoln CEO, observer).

1. Welcome and Introductions

The board welcomed the incoming Officers.

2. Apologies for absence

Katie Irving (joined the meeting at lunch).

Absent without Apologies

None

3. Declarations of Interest & Review of the Register of Interests

CB presented paper TB/1516/04/02 – Register of Interests which was reviewed and **agreed** and no further declarations added.

4. Annual Operating Plan

CB presented paper TB/1516/04/03 – 2016/17 Annual Operating Plan and asked the board for comments. LF questioned the risk noted on pg. 28 (5 & 6), CB noted that at the time of writing the document the University's planned re-structuring was unknown. This risk had significantly reduced since the confirmation of the new structure.

The Board **approved** the paper.

5. To approve the 2016/2017 Budget

CB presented the current draft 2016/17 budget (version 9) with commentary on the headline figures and noted we would not get confirmation of the final subvention figure from the University until after 23rd May 2016. Discussion was held around the £8,000 deficit, ST commented that as the SU had over performed in the last three years and this was not a concern, ST was confident this can be reduced and a break even achieved.

CB noted that he was hoping for a slight increase in the final subvention figure from the University due to positive recruitment expectations, but if this was not the case he would ask the Trustee Board to give instruction on where the budget should be reduced.

Discussions around the annual target of a £25,000 contribution to reserves, whilst showing an £8,000 deficit led the Trustee board to agree this was an aspirational target but made clear student activity was the first priority and not contribution to reserves.

The Board agreed to no further cuts to the budget but a change to the narrative to make it clear the priority is to delivering the strategic plan not contributing to reserves.

CB will e-mail the final 2016/17 budget to Trustee Board for confirmation once the final subvention figure from the University has been received.

Action: CB

CB to provide updates on trading performance at the October 2016 and January 2017 meetings.

Action: CB

6. To approve the Staffing Succession Plan

CB presented paper TB/1516/04/05 – Staffing Succession & Business Continuity Plan. The plan had already been reviewed at the HR & Remuneration Committee previously on 21st March 2016. Since that meeting direct reports have been included to the document. LF requested an additional column for potential successor roles to the document. It was agreed by the Trustee Board to review the document annually.

The Board **approved** the document.

7. To agree the meeting schedule for the year ahead

CB asked the board to confirm future dates to help plan ahead for the year. The following dates were agreed for Trustee Board meetings:

- July 14th or 21st 2016 (LA to e-mail for best availability)
- October 27th 2016
- January 5th 2017
- April 27th 2017

The Board **agreed** the Finance Committee would meet in August, November, January and April each year.

The Board **agreed** the HR & Remuneration Committee would meet in August and March each year.

The Board **agreed** the Elections Committee would meet in December and January each year.

The Board **agreed** the Appointments Committee would meet in May and November each year.

Action: CB/LA

8. To receive the minutes from the previous meeting (7/1/2016)

The minutes were **approved**.

9. Matters Arising

Item 5: Senate Motion S28 – NAP confirmed the SU had adopted the University Policy

Item 7: Modern Slavery Act – CB updated the Board on the discussion around this that had taken place at the HR & Remuneration Committee on 21st March 2016. CB confirmed that the SU would adopt the University Policy once confirmed and this was anticipated in November 2016.

Item 10: Finance & Resources Manager Recruitment – CB gave a verbal update on the successful recruitment of a new Finance Manager.

Item 22.13 – Appointments Committee – NAP noted the date for the Committee was scheduled as 29th April and would discuss further at item 16.

10. Update on University Activity

NAP gave a verbal presentation and discussed the updates below:

- 11.93% up on UCAS applications compared with the same time last year
- Sector is up by 0.12% and our six key competitors are down by 4.41% on this point last year
- Bucking the national trend this year and halting the decline in demand we have experienced in the last two years
- Without the new programmes that have been introduced for 2016-17, we would be in a position similar to that of our competitor set (-8% on last year)
- Unconditional offer-making strategy, linked to our 175 scholarship awards of £1,750 for the students with the best grades, is working
- A significantly higher number of students have chosen us as their first choice compared to the same point last year
- We have 1,449 firm acceptances currently compared to 939 at the same time last year, an increase of 54.3%

It was discussed that the Officers would need to review the level of support for students with lower entry grades who may need more resources in the future. This should also include identifying and supporting clearing students to help with retention and address any support issues they may need.

Action: Sabbatical Officers

11. Update on University Strategic Projects and Lean Process Review

CB gave an overview of the recent outcomes from the lean process review and the consultations taking place to restructure the four Faculties into nine Schools.

CB furthermore explained that this impacts on the SU governance and a review of the constitution and bylaws is planned for the next couple of months to address these changes.

CB noted to the Board that this was a significant piece of work for the team.

12. Update on Students Union Relocation

CB gave an update on relocation and noted that the build for the admin block is three weeks behind schedule. It is anticipated that we will continue to stay in the Cordukes building until completion, however this has not been confirmed by Estates. CB will update with any further information as required.

Action: CB

13. To discuss VP Education early departure

CB presented paper TB/1516/04/06 – VP Education early departure. CB talked through the recommendations going forward to mitigate this risk in the future.

VH noted that this was not unusual and recommending a course for second year Officers that gives them support for future career development.

The Board actioned CB to investigate the possibility of the University offering a graduate intern role at the end of the Sabbatical term of office.

Action: CB

14. To discuss Strategic Plan KPI Progress Report

CB presented paper TB/1516/04/07 – Strategic Plan KPI Progress Report. VH questioned the voter election turnout figure. NAP noted the issues with students logging into vote which would be resolved with single point log on capability across the University.

It was also noted the lack of candidates for officer roles had also heavily impacted on the voter numbers.

CB confirmed that case studies had been started and been used in the 2014/15 impact report and would continue to be built.

15. To review the Risk Register

CB presented paper TB/1516/04/08 – Risk Register and noted the changes including an additional line to include governance and poor Trustee succession planning. LF commented that it was more a word change requirement in the constitution than poor succession planning.

Action: CB

16. To discuss the Trustee Board Skills Audit

CB presented the results from the skills audit with scoring to identify what person specification would be preferred to fill the vacant Trustee position(s). Highlighted by the Board as preferred skill sets for incoming External Trustees were:

- Locality
- HE knowledge
- Legal and statutory background

The Board discussed the needs of the Board requiring some continuity and agreed that new Trustee Board members would hold a 3 year term and re-appointments would have a 2 year option and a 3 year option.

The board agreed to keep the current level of a maximum of 4 External Trustees at any one time.

NAP gave an overview of the applications received to date for External Trustee roles. NAP to take this feedback from the Board to the Appointments Committee on 29th April.

Action: NAP

17. To review the Delegation of Authority

CB presented paper TB/1516/04/10 – Delegation of Authority. CB noted re-formatting and minor updates of the document.

The document was approved.

18. To review the Sub-Committee Terms of Reference

CB presented paper TB/1516/04/11 – Sub-Committee Terms of Reference. The Board noted that Byelaw 6 with reference to Sustainable Community Committee would form part of the constitutional review.

19. To review the Schedule of Business

CB presented paper TB/1516/04/12 – Schedule of Business. The Board discussed the current Schedule of Business and agreed the following updates:

- Include Health & Safety, Appointments and Elections Committee within ‘Updates from Sub-Committees’
- To receive ‘Officer Trustee Updates’ in January, April and October
- Remove ‘Activity Reports from Senior Managers’
- Remove ‘Annual General Meeting Report’
- Add ‘Annual Report on Legal Compliance’ at the July meeting
- Add ‘Horizon Scanning’ to the July meeting

20. To note Finance Committee

CB presented paper TB/1516/04/13 – Finance Committee Update. ST requested that CB confirms the discount rate with respect to the pensions deficit with the Students’ Union auditors.

Action: CB

This paper was noted.

21. To note HR & Remuneration Committee

CB presented paper TB/1516/04/14 – HR & Remuneration Committee Update.

This paper was noted.

22. To note the Presidents Activity Report

NAP presented paper TB/1516/04/15 – President Activity & Campaign Report. NAP noted that Question Time date has moved to 18th April.

This paper was noted.

23. To note the VP Welfare & Diversity Report

LI presented paper TB/1516/04/16 – VPWD Activity & Campaign Report. LI noted the great attendance results at the housing fair and the success of the river safety campaign.

This paper was noted.

24. To note the Elections Report

LA presented paper TB/1516/04/17 – Elections Report. It was again noted that the lack of candidates for officer roles had impacted on the voter numbers.

This paper was noted.

25. Any Other Business and Board Reflection time

25.1 Trustee Attendance – NAP and LF noted the non-attendance at meetings and highlighted that the schedule is in place months prior and communication of non-attendance is expected.

25.2 Investors in People 18 month intervention – CB presented the options alongside the costs for the IIP 18 month intervention. The Board agreed that the best option would be option 2, a half day training intervention around coaching or another specific topic.

Action: CB

25.3 Staff attendance at Trustee Meetings – CB asked the board if staff could attend/observe as part of staff development. LF raised concerns about confidentiality, but that there were positives for development for staff. It was agreed that CB would be permitted to invite staff if appropriate.

Action: CB

25.4 Feedback from Trustee Board Observer – JB gave brief feedback on initial thoughts on potential lack at the meeting of statutory oversight; however a more in-depth report with recommendations would follow.

NAP thanked Phill Gray for his term as External Trustee over the last 5 years. CB confirmed PG’s status as a Trustee and Director would be terminated with Companies House and the Charity Commission as at 30th April 2016.

NAP thanked James Brooks for attending as an observer.

Meeting closed at 3:15pm

Signed _____ (Chair)

Date _____