

# Minutes

Subject:	Minutes of the UEASU Trustee Board 19 December 2017
Produced by:	Tony Moore
To:	Board
Action:	To approve
Paper:	TB823
Purpose:	Record of Decision Making

**Present:** M Colledge (Full Time Officer Trustee) (MC), J Robinson (JR) (Full Time Officer Trustee), C Koosyial (CK) (Full Time Officer Trustee), M Leishman (ML) (Full Time Officer Trustee), C Tutty (CT) (External Trustee) *via Skype*, C Ball (CB) (Part-time Officer Trustee), R Chhay (Student Trustee), E Scott (Student Trustee), S Ascania (Student Trustee), B Gibbins (External Trustee), R Flaherty (PG Student Trustee), I Gibson (External Trustee), and M Kabore (Part-time Officer Trustee) *via skype*

**Chair:** I Edwards (IE) (Full Time Officer Trustee)

**In attendance:** J Dickinson (JD) (Chief of Staff), A Moore (AM) (Secretary to the Board), T Cave (Head of Finance) (TCa), Lou Chiu (LC) (Assistant Director for Advocacy), T Cunningham (TCu) (Deputy Chief Executive) and J Joyce (Lead Auditor)

## Key Decisions/deliberations:

- *Received Audit Findings Report*
- *Noted receipt of Annual Report and Accounts; agreed final version to be signed off by Finance Committee*
- *Agreed to recruit a new Student Trustee to replace B Simon Martin ahead of the appointments for 17 to 18*
- *Considered report on Club Nights and diversification of the music programme*
- *Considered Annual Risk Review and student input into strategic planning*
- *Approved Finance Improvement Plan*
- *Approved enabling strategy: People*

## **Action Points**

- *Wording to be changed in Note 23, sign-off on Accounts and Report to made by Finance Committee Tim*
- *ET Skills Audit to be resent India/Tony*
- *Collaboration with other SU Trustee Board on auditing each other's' work: updates to be made Jim*
- *Regular updates on pension liabilities to be brought to Board Jim/Tim*
- *Proposals on SMT capacity to be brought to March Board*
- *Points from strategic thinking session to be collated by Chair India*
- *GDPR compliance to be a standing agenda item for future Board meetings Jim/Toby*
- *Comparative performance with other students' unions as to wellbeing and sickness to be tracked Toby*
- *Update on Exchequer software programme to be made to March Board Tim/Jim*
- *Update on Employment Agency to be made to March Board Toby*
- *Long-term possible alternative uses for the Waterfront to be investigated Toby*
- *Exercise on strategy for Union activities to be circulated to Board Lou*
- *Invite to take part in ITC and Web steering discussion to be circulated Jim*
- *Categories of Risk to be brought to March Board for decisions to be made to feed into strategic planning Toby*

## **795 Annual Accounts 16-17**

### ***Audit Findings Report***

J Joyce presented the Audit Findings Report compiled by Crowe Clark Whitehill.

JJ advised Trustees that the audit was a requirement of charity law.

JJ noted that this was the third year that CCW had been acting as auditors to the Union. JJ advised that an audit involved looking at not only figures but systems and procedures as well and that a key task was to highlight any errors that might lead to significant loss.

JJ noted there had been massive improvements in the Union's financial reporting over the period of CCW's time as auditors.

JJ thanked Tim Cave and the Finance Team for their work and good humour when facilitating the auditors' work.

JJ advised that, although the Report highlighted some areas to be looked at, the Board should have no major concerns as to the overall soundness of the Union's financial reporting.

JJ noted the high priority given in the Report to verification of completeness of income with regard to venue hire as the audit team had failed to find this for some samples. JJ advised that this did represent risk and management would be looking at this area.

JJ noted the audit had found anomalies as to year end liabilities and the Report recommended that these should be reconciled on a quarterly basis.

JJ noted the inclusion in the Report of a review of the Internal Financial Controls for Charities Checklist issued by the Charities Commission and JJ advised Trustees that they should make their own review of the Checklist on a regular basis. JJ advised that the review had highlighted possible risk in regard to: security of unopened mail; authority over payments; PIN number security, and the number of credit cards.

JJ highlighted issues around:

- Accounting for packaging items in the bakery
- Supporting documentation for NUS Extra cards
- VAT exemptions for fundraising events

JJ noted that suspense codes were still being used and that this represented a control weakness.

JJ advised that there had been an unnecessary provisioning for aged creditors and this had led to balances being provided for that should have been written off.

JJ stressed the importance of a monthly or a year end sign off of journal files as this represented a significant area of risk if good controls were not in place.

TCa advised that currently Finance relied on other controls around review and payments but that control of journal files would be addressed as a specific project to be taken forward.

JJ noted the findings as to Z Reports and Till Sales Variance.

On the recommendation for the introduction of a Financial Procedures Manual, JJ stressed the importance of having this in place and noted that work had been done on this and would be ongoing.

JJ noted that sampling of supplier statement reconciliations had revealed errors and that management would continue to focus on this area, in particular, the review and reconciling of the statements from the top ten suppliers.

JJ noted some issues over stock booking in the Shop and that this would be an area for review and development.

JJ concluded the analysis of finance issues that Trustees should be aware of, by noting the difference between the net results per day one of the audit which were £327K and those in the financial statement in the account which were £438K.

JJ noted that the Report should provide, notwithstanding the issues identified, assurance to the Board.

On non –financial issues, JJ drew attention to the following:

- The Charity Governance Code which had been published in July 2017 and had since been made relevant to students' unions; JJ noted the Code was not yet mandatory but could well be made so in future and it would be advisable for the Union to be ready for this eventuality
- The replacement of the Data Protection Act by the General Data Protection Regulation (GDPR) scheduled for 25 May 2018 and the importance of the Union being GDPR compliant; JJ recommended that the Union undertake a compliance audit and clearly delineate areas of responsibility between the Union and the University.

TCa advised that the Finance Committee would be looking in detail at the financial issues raised in the Audit Findings Report and the practicalities of implementation of its recommendations.

JD provided the Board with the following updates to management's response to the Report's recommendations:

- On journal capacity, there had been setbacks due to problems with the IT software programme, Exchequer, and these had caused significant issues for the Finance Department; management had set a deadline for resolution of the problems of the end of January; if the issue was not resolved by then, it was anticipated that the Union would switch to another programme; further updates would be made to the March Board with interim updates to Finance Committee
- On stock booking in the Shop, the changeover to Spar would bring greater support on management of stock and staff training
- On handling of cash, there had been some delays but management anticipated improvements would be effected in the new year
- On the Charity Governance Code, staff were working on a trial audit and this would meet any enquiries that the Charity Commission might make of the Union as to governance requirements whilst ensuring the Union kept up with best practice

- On the GDPR and data sharing with the University, the University, with its recent and historic issues over data breaches, was acutely aware of the issues involved and was, for this reason, ahead of many other institutions but that in managing the data sharing relationship there had been some delays over questions of ownership of CCTV footage which were due to be resolved at a meeting in January

### ***Draft Annual Report and year end accounts***

TCa advised that the Finance Committee had looked at the draft accounts; there were some minor changes to be made and these would be vetted and signed off by the Committee.

TCa noted the £14K variance between the totals in the statutory accounts and those in the management accounts and advised that this figure was not of great significance.

TCa advised that the net deficit had been, and would be in the future, driven by the historic pension liabilities as, because the period of prepayment had ended, £12K per month would need to be paid out.

TCa noted that the cash situation was relatively healthy.

T Ca reminded the Board of the Reserves Policy where the rule of thumb was to keep reserves adequate to cover staff salaries for a three month period; TCa advised that in the previous year, by this measure, the Union had been £50K below target but the gap had been pared down to £23K.

JR wondered when the gap in the reserves would be closed.

TCa advised that this was projected for 2017-18.

CT asked, as to Note 23 to the Accounts on Capital Commitments, whether the £145K unspent on Union House should be defined as a commitment.

TCa advised that the figure did not refer to a specific plan so there was, as yet, no actual commitment. TCa advised that, on reflection, the wording to this section would be revised. **AP**

*The Board noted receipt of the Audit Findings Report.*

*The Board noted receipt of the draft Annual Report and Accounts for 2016-17. The Board asked for a change to the wording of Note 23; with the change, the Report and Accounts to be signed off by Finance Committee. **AP***

### **Administration**

#### **TB796 Membership and Development**

ML, as Chair of the Appointments and HR Committee, reported on External Trustee recruitment to replace L Hagen.

ML noted that the advertisements in the national press had attracted two candidates one of whom had subsequently withdrawn due to issues around travelling to Norwich. ML noted that another, local candidate had applied and interviews would be held on 9 January.

ML noted there had been no responses to the External Trustee Skills Audit; ML noted they would be resending the audit and asked ETs to complete these so that skills gaps might be identified and fed into the recruitment process. **AP**  
ML noted that ETs were very welcome to join the interview panel for 9 January.

ML noted that the Committee would make a recommendation to Board for the appointment with induction training being arranged for the appointee; ML noted that other ETs were welcome to attend the training.

ML wondered as to the agenda item on external audit of the Board's work.  
JD advised that this was one of the key recommendations in the Charity Governance Code that the Board had approved. JD noted that there was an initiative underway for fellow SU boards to audit the work of their colleagues at other SUs and share best practice; JD noted they would be liaising with other SUs on this and would keep the Board updated as to developments. **AP**

ML reported the resignation of B Martin Simon as Student Trustee.  
Chair wondered what Trustees thoughts were as to recruiting a replacement at the current stage in the Board cycle.  
SA thought the advertising for Student Trustees had only reached a small section of the membership.  
ML raised the possibility of advertising to MBA students.  
RF and MC agreed and thought there was a great opportunity to change the methods of recruitment and diversify the Board's membership by targeting students whose study cycle was not that of the standard late September intake.

*The Board agreed to recruit a new Student Trustee ahead of the appointments for 17 to 18. **AP***

*The Board adjourned for a strategic thinking exercise, the results to be collated by the Chair. **AP***

### **TB797 Declarations of Interest**

There were no new declarations.

### **TB798 Minutes of the Meetings of 18 September 2017**

The minutes were agreed.

### **TB799 Action Log and Matters Arising**

There were no comments or matters arising.

### **Performance**

#### **TB800 Chief of Staff Report**

JD drew attention to the written report.

JD provided the following updates:

- On relationship with Estates, there had been a one term agreement after the refurbishment of Union House for University teaching in the bookable rooms but that Estates had made an assumption that this would be a permanent arrangement; JD noted that the misperception had caused some problems but that these were to be resolved by changes to the Memorandum of Understanding to be discussed at a meeting in January
- On Teaching Excellence Framework (TEF), the head of the Office for Students (OfS) had approached both themselves and the CEO of Middlesex SU about possibly leading work on student perception of 'value for money'; JD advised that this represented an exciting possible opportunity and that updates would be made to Management Committee
- On trading with NUSSL, the wisdom of the decision to change to Spar had been underlined by the fact that Palmer and Harvey, NUSSL's main supplier, had gone into administration, a situation brought about by its inability to address the deficit on its final salary pension scheme; JD reported that this had caused turmoil across SU retail arms; JD advised that this highlighted that pension deficits would be a major ongoing issue for the UK economy and noted that changes were planned for universities' pension provision which might lead to industrial action by the UCU; JD advised that regular updates on pension liabilities would be made to Board in future **AP**
- On SMT capacity, November had been a punishing month and SMT had been faced, due to staff illness and departures, with a heavy burden being placed on individual SMT members as they tried to provide support for the Officers; JD advised that the situation would be reviewed and questions asked as to whether the Union had adequate capacity with any resultant proposals being brought to March board. **AP**

CT asked for an update as to the data breach reported to the June Board.

JD advised that, although this was a University matter, it impacted on the Union. JD noted that the University had commissioned a report from PWC, an external consultancy; JD noted that the PWC report could be made available to Trustees. JD advised that there appeared to be an issue with the University's induction process in not only data protection but in other areas such as mental health training.

CT requested that GDPR compliance be a standing agenda item for future Board meetings. **AP**

IG wondered, as to the review of SMT capacity, whether the situation that pertained to the NHS would provide an object lesson as many people argued that the current mess that the NHS was in was due to there being too many managers and not enough frontline staff.

JD advised that when designing the Union's current staff structure, SMT had taken this point on board and had been very sparing as to management capacity. JD advised that, with the significant increase in the range of activities undertaken, it had become apparent that the Union had been possibly too sparing and the organisation was currently stretched in this area. JD assured IG that the Union's desire would be to spend money on frontline staff and this would be borne in mind when making a thorough analysis of management capacity at SMT level. JD noted that a report based on the analysis would be brought to the March Board.

MC noted that a large proportion of the recent burden placed on SMT had been due to covering gaps caused by illness and this should make the Board look at the wider aspects of HR and wellbeing throughout the organisation. MC believed the Union should be monitoring staff sickness and stress levels as well as the number of staff leaving

the organisation. MC believed that all these factors impacted on SMT's ability to fulfil the terms of their job descriptions.

JD noted that some of MC's points has been discussed at the all staff day, in particular that of staff resilience, mental health and stress leave. JD noted that the discussions had also addressed the special factors involved with a staff group predominantly in the 20 to 30 age group. JD noted that SMT had discussed the work of the wellbeing group and had identified a current lack of leadership and this would be looked at in January. JD noted that the work in January would look at the Union's relative performance against other students' union in these areas and this would begin to be tracked. MC asked that tracking of the figures be a matter of priority for the Board. **AP**

LC advised as to staff development that in the recent departmental restructure there had been an emphasis on provision for training of student staff.

IG noted that often when staff had been doing the same job for many years it was beneficial to help them in fresh thinking and questioning what the purpose and aims of their work should be.

There were no further comments.

### **TB801 Key Performance Indicators and Strategic Operating Plan**

JD apologised for some gaps due to data being collected on an annual basis.

JD highlighted the red rating around the Exchequer software programme. JD advised that if Exchequer failed to make the software improvements that were needed for the Finance Department to deliver the required level of business intelligence then this could set the planned improvement to financial reporting back by anything up to six months. JD note staff had had conversations with other students' unions that were using Sage or Exchequer and this would help in any decisions that would be needed to be taken. JD noted an update would be made to March Board. **AP**

JR noted that, for Opportunities, the diversity participation was well below target and wondered if the reasons for this had been identified and, if so, whether any action would be taken to address them.

JD advised that there was a data gap as only 30% of the membership had filled in the diversity form and this, inevitably drastically skewed the data for participation in, for example, Societies. JD noted there had been positive developments in that the Union was receiving more accurate and more detailed data from the University for international students whilst for gender self-identification, improvements from MSL and to the registration process for the coming year, would provide a vast improvement to the data.

CT noted that in the previous iteration of the KPIs with regard to Student Experience a mental health strategy had been referenced and this was not in the current version; CT wondered as to the reason for the omission.

JD apologised for a compilation error where the line containing the strategy had been accidentally omitted. JD updated the Board as to the current situation with the mental health strategy. JD noted that the University had finally agreed a mental health strategy. JD noted that the Union had, through FOI requests, looked at other universities' strategies and that these had revealed that UEA was generally ahead of the sector. JD advised there was a big difference between an institution having a strategy and its actual implementation and that the Chair had been asking the University hard questions about its implementation. JD noted that a key concern had



been over waiting times for STS services which, though improving, were still not acceptable and that the Union would continue to bring pressure to bear on the University. JD advised that another concern was that the wider University community outside of STS play its part in ensuring mental wellbeing across the campus. On the University's wider strategy, JD noted a further concern that referrals from the University Medical Centre to the local NHS Mental Health Trust had risen 300% over five years yet there had been no meeting at a strategic level between the University and the Trust to address the rise. JD noted the report from the Parliamentary Ombudsman that had looked into the case of the death of a UEA student and which had concluded that there was only a patchwork of services available with no joined up provision. JD noted that the Union would continue to ask searching questions of the University and press for immediate improvements.

IG believed that suicides generally revealed a wider problem.

JD advised that the University had in place a tracking of suicide data and there was a draft suicide prevention policy ready for approval. JD advised that the key question would be whether the University had the capacity and will to implement the policy which might be doubted as it had failed to track whether its staff had completed mental health awareness training. JD noted that the Union would continue to push on implementation.

IG believed it scandalous that the University had no system within Schools for signposting of students with mental health issues to the Medical Centre.

JR noted that this contrasted with the situation at Birmingham where each School had its own Welfare Officer with mental health training.

There were no further comments.

## **Commercial and Trading**

### **TB802 Development and Oversight Boards**

JR noted that all three DOBs had met

### **TB803 Social Enterprise Report**

TCu advised trading in the first quarter had been good with performance above budget but that within the overall figures there were some variations. Comments by area on:

- *Catering* – overall performing well and up on the previous year. On Unio, there had been an issue with the budget phasing which had been frontloaded somewhat for the first quarter but there would be a budget reforecasting in February and there was confidence that the figures would even out over the year. Very positive customer feedback. The pizza operation with its scaled down menu was performing well as were the new initiatives: the Costa Coffee and the Fries Van.
- *Retail* – sales by volume were up but, due to the introduction of the value range, profits were down however there was a membership benefit as their shopping costs were reduced. An anomaly noted: spirits sales had declined drastically after they were put behind the counter because of losses from theft and these had been moved back out. Clothing sales were up with the new improved range and display. Positive customer feedback.

- *Bars* – good performance helped by the successful Wednesday Sports Night and the improved international programme
- *Events* – some issues as to budget phasing and there were few higher priced gigs in the first term due to the availability of bands so less revenue had been generated. Cautioned that November had seen some disappointing shows and there would be a significant dent in profits due to the cancellation of the New Year's Eve show with an associated loss of revenue and probable compensation due to the promoter. Waterfront performing well in all areas.

There were no comments.

### **TB804 Commercial Supply, Venues Partnership, and Waterfront Update**

*Commercial Supply.* TCu advised that planning meetings had been held with Spar as to the changeover and an agreement reached that the branding would be Shop SU in partnership with Spar with the Spar logo smaller than the Union's.

*Venues Partnership.* TCu advised that a new deal had been agreed with VMS, the external partner, but with one area, working with external clubs, still to be finalised. TCu noted that the agreement would include a list of VMS's reporting commitments and would require their attendance at the relevant DOBs.

MC wondered as to the timeline for the new deal with VMS.

TCu advised that the deal was signed on 30 September and would run for twenty-six months to conclude in December 2019 with a twelve month notice period. TCu advised that there were ongoing discussions with other students' unions scheduled on the development of live music promotion and a Union staff member was being upskilled in this area.

*Waterfront.* TCu advised that agreement as to the heads of terms had been reached with Norwich City Council but with some further discussions to be had over the dilapidations clause.

JR noted their understanding that the Union had been delaying work to make the Waterfront more accessible until the signing of the new lease; JR wondered what the position was with regard to accessibility improvements in the light of the strong possibility that in ten or fifteen years the Council would be looking to change the land use to residential.

TCu advised that the investment in accessibility would not come from the City Council; it would need to come from the Union. TCu noted that, once the lease had been signed, the Board would be presented with a series of options based on forecasted revenue.

IG wondered whether there was any possibility of buying the property from the Council at a reduced price for social enterprise purposes as had been done by several community groups across the City; IG noted that the Council had a socialist majority and might look favourably on a sale to benefit the local community.

TCu advised that as the area became more residentially focused, even if the property had been purchased, the Waterfront's future as a music venue would probably become untenable as complaints over noise, which were already an issue, would increase exponentially.

IG noted that a community campaign had succeeded in preserving the nearby Wensum Lodge as a community asset and a similar initiative might succeed at the Waterfront;

IG argued that the use might change but the property would remain as a community asset.

SA argued, on alternative use, that the Waterfront would represent an ideal clubhouse for Union water sports Clubs; SA noted the high demand for space at the existing Whitlingham Boathouse and believed any new facility in the City could generate significant revenues.

TCu advised that the Union had put a significant investment into the Whitlingham Boathouse and agreed that there was a very high demand for storage space for boats. TCu noted that management would investigate possible long-term alternative uses for the Waterfront. **AP**

There were no further comments.

### **TB805 Agency Services**

TCu advised that a business plan had not yet been formulated. TCu noted that at other students' unions the success of the service had been dependent on backing from their universities as they were able to steer business to schemes and shelter them under their VAT coverage. TCu advised that the Union's proposal would need strategic support from the University and a series of meetings had been scheduled for January to discuss the proposal. TCu noted that an update would be made to the March Board.

**AP**

### **Extraordinary Item: Club Nights**

TCu drew Trustees' attention to the written paper on Rebalancing Club Nights and Events' Diversity.

TCu advised that, currently, the Union put on a wide range of events that included External Club Nights. TCu noted that these events although not well attended by students raised a disproportionate amount of money: TCu estimated the profits for these events to be around £70K to £80K from around a dozen events. TCu noted that the events were high risk: the clientele they attracted appeared to often use psychotropic drugs and this had caused concerns to both the police and the University which had been raised with management. TCu noted that, in response, management had cancelled the New Year's Eve event and had indicated to local promoters involved that the Union would not be working with them in future. TCu noted that there were two such events still scheduled and these would go ahead; however management had asked an external consultant to come in and work on the management of risk for these and future events so as to ensure that the Union's procedures were fit for purpose and answer the concerns of external stakeholders.

TCu noted that the police position with regard to music events was that they did not differentiate between genres of music: their concern was that when events were held, sometimes crimes were committed by the public on campus; therefore their reasoning was that the public should not be allowed to attend music events on campus.

TCu noted that the public generated a large amount of revenue by their attendance at music events and this allowed the Union to offer a wide and diverse range of music to students. TCu advised the way forward would be to look at the programme of music the Union offered and maybe sacrifice some elements of it or change the way some events were run.

IG wondered what evidence the police had for drug use at events as IG noted many local residents believed drug use to be more prevalent amongst students. TCu advised that, at the last such event, the police had swabbed 80 attendees and of these 40 had tested positive for drug traces but that the police had made no arrests as it was hard to prosecute on swab evidence. TCu noted the importance of the positive tests as they represented a reputational risk to the Union.

JR noted there had been significant pressure from the University on this issue and who the Union was allowing in to its events.

JD advised that the paper had been circulated to senior University staff and been well received: **Redacted due to commercial sensitivity.** There were no further comments.

*MK left the meeting.*

## **Finance & Legal**

### **TB806 Finance Committee**

Noted minutes.

There were no comments.

### **TB807 Management Accounts**

There were no comments.

### **TB808 Finance Improvement Plan 17-18**

The Board noted the update on the plan without comment.

*The Board approved the Financial Improvement Plan without comment.*

## **Strategy**

### **TB809 AHRC Sub-Committee Minutes**

Noted minutes.

CK wondered whether the meetings were fixed as a minimum or maximum. TCu advised that meetings were fixed at a minimum and there was the scope to have further meetings if the Board or AHRC members wished.

### **TB810 Enabling Strategy (Approval): People**

*The Board approved the People Strategy without comment.*

*The Chair noted that at this point the meeting would move to closed session. Chair noted they would minute this section and circulate to Trustees.*

*Staff left the meeting.*

*Staff re-joined the meeting.*

### **TB811 Enabling Strategy (Steering): Social Enterprise**

TCu noted Trustees would have viewed the presentation prior to the meeting and wondered whether they had any questions.

KC wondered whether there would be any events to replace the riskier events that TCu had described under the Extraordinary Item.

TCu advised that other students' unions, notably Sheffield and Loughborough, had made similar events work and had raised the proportion of students attending to around 80%. TCu noted if the Union could build the events to large attendances made up with a high proportion of students then these could be profitable; however, if they were restricted to students and they had the current number of students attending, around 250, they would not be profitable. TCu advised that other options would be to add acts to some of the Saturday night offers with an associated rise in the ticket price or to try and build up student focused diverse music events in the Blue Bar.

KC noted concern about becoming dependent on the University if they made up the loss for cancelling higher risk events and that the Union should be looking to develop an alternative viable music programme.

TCu advised that the aim would be to develop a viable programme whilst retaining musical diversity.

IG wondered if there was any evidence that the music programme played any part in students' decisions to opt for UEA.

TCu advised that they did not think any specific figures were available but that, because ARM gave music events such a high profile in their marketing material, the University must believe it to be a significant factor in students' decision making as to which university to choose.

TCu noted that the diversity of the programme formed a key part of the programme and that with a diverse programme that attracted over 100,000 people there were bound to be some incidents and part of the task for the Union would be to work with the police on how these could be minimised.

ES wondered what would happen if the Union managed to get the proportion of students up to 80% at higher risk events but the drug problem were still to persist.

TCu advised that the plan would be to establish greater control and knowledge of who was in the building which would minimise the risk of incidents and this would give comfort to the police that the problematic behaviour had been reduced to an acceptable level.

IG suggested that, on police perceptions, it would be worthwhile to meet with the Chief Constable to discuss the importance of musical diversity and police perceptions and reactions to the audience for less mainstream events.

TCu agreed and noted in every music cycle there were certain types of music which could be problematic to police: in the past this was Ska/Punk and currently it was Grime or Drum And Bass. TCu believed a compelling argument to be made on policing these type of events was that they were better held in licensed premises with proper health and safety than at illegal unregulated raves as in the 90s.

There were no further comments.

*BG left the meeting.*

## **TB812 Enabling Strategy (Steering): Marketing, Communications and Relationships**

LC updated the Board on developments across the Charity departments including the recent business development restructure and the recruitment of a new Head of Education and Engagement.

LC highlighted the continuing development of the Union brand across visual and digital assets along with the strategic packaging of the student story into the overall Students Transforming narrative.

On management of relationships, LC highlighted identification of allies across the University, collaborative work with other students' unions and the widening and deepening of relationships with the local community.

LC noted that they had prepared an exercise for the Board to think about the Union's activities but as time was short LC would circulate this to Trustees for consideration outside of the meeting. **AP**

IG noted that there had been a long history of negative comments by local residents about the continuing growth of student housing in the City and wondered what the Union's approach to the problem was.

LC advised that the Union currently ran several initiatives to address the issue: the Good Neighbour Scheme where students were given a welcome pack containing suggestions on positive engagement with the local community alongside regular meetings between the Full Time Officers and relevant Councillors. LC advised that the work on Article 4 and multiple occupier housing had revealed that the Union had allies within the local community and a future task would be to develop these relationships. IG thought that student involvement in environmental improvement schemes was very popular in the local community.

LC advised that one of the developments from the strong relationship with Careers Central was that they were now able to offer volunteering opportunities such as these to students.

There were no further comments.

## **TB813 Enabling Strategy (Steering): ITC and Web**

JD advised that due to time considerations it would be more productive to consider this item outside the meeting and Trustees with a particular interest in this area could discuss the strategy in depth: JD to circulate a memo to Trustees. **AP**

## **Risk**

### **TB814 Annual Strategic Risk Review**

TCu advised it was up to the Board to decide its appetite for risk and what level was appropriate for the organisation. TCu cited an example based on the discussion on financial compliance earlier in the meeting: the Board could ensure that the Union was totally financially compliant by shifting numbers of staff to the Finance Department but this would have a huge impact on the Union's overall attempt to fulfil its objects. TCu

advised that the solution was to achieve a balance of risks; to strategically identify risks and quantify them in terms of higher or lower.

TCu advised that several items would be brought to the March Board where Trustees would be required to make a judgement based on their appetite for risk. **AP**

IG believed that progress in society came from people experimenting and taking risk but the key thing was that experimentation should be evidence based.

In clarification to CK, JD advised that the categories that would be brought to March Board would allow the Board to make judgements as to risk appetite which would feed into the following year's strategic planning. **AP**

CT believed that often some categories of risk might impact on and underpin others so it was difficult to treat them as separate entities. CT noted that, in their time on the Board, they had seen progress from relative instability and that with greater stability and regular achievement of KPIs the Board might have developed a greater appetite for risk.

MC noted that the Union was hurtling toward writing a strategy for the next year and that it was good that the assessment of risk would be integrated into strategy formulation but believed it to be critical that students would have far greater input into building the strategy. MC thought it key that students had a 'buy-in' to the strategy.

KC asked that it be noted that the Union had taken a risk on a Club Night without consulting students and it failed.

TCu advised that the Union took risks in Events on a weekly basis. TCu advised that the intent of the Review was to get the Board into a position where it understood how different areas of risk fitted together and how they would inform the development of strategy by the establishment of a broad set of principles on how to manage risk.

MC asked for some recognition by the Board of the importance of meaningful input from students into strategy other than that taken from surveys and data.

LC advised there had been some issues with student input into strategy the previous year due to the departmental restructure but that Advice and Housing had had students attending the strategy away day and that other departments would be working to have this as standard practice.

There were no further comments.

## **Closed**

### **TB815 CoS Line Management/Senior Postholder Pay**

Chair noted this had been covered in the closed session.

## **Sundries**

### **TB816 Key Decisions of Union Council**

*The Board noted the Key Decisions of Council without comment.*

### **TB817 Any Other Business**

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There was none.

**TB818 Time, date and place of next meeting**

20 March 2017, venue and time to be confirmed.

**TB 819 Ongoing Cycle of Business**

Noted.

**TB 820 Meeting Self Evaluation**

Noted.