



A MEETING OF THE BOARD OF TRUSTEES 2017-18 WAS HELD
AT 5PM ON 30 JANUARY 2018 IN THE BOARD ROOM

01 FEBRUARY 2018

BT-182-M1

MINUTES

Present: John Palmer, Samuel Hanys, George Etherington, Leo Yang, , Elliya Gemili, Joseph Scarf, Rahul Mathasing, Ashlea Prescott, Andy Doyle, Doug Livingston (dial-in).

In attendance: Paul Barlow, Andy Meakin. Sue Lucas (Secretary),

1. Apologies: Oliver Norman, Richard Taylor, Dickens Ngoma, Edward Radford.
2. Register of interests.
Any updates please notify SL(S).
Members should note that items discussed at this meeting are commercially sensitive and confidential.
3. **To approve the minutes of the previous meeting and to deal with matters arising not elsewhere on the agenda – BT-181-M2**
Minutes available for download on the papers website.
The minutes were approved.
4. **To note the minutes of Sub-committees.**
 - a) FMSC – FM-182-M1
Noted
 - b) PMSC – Postponed
5. **To receive a Finance Report**
 - a) **November management accounts.**

SH presented the commentary for the November management accounts.

Following an in-depth review of the set budgets and current trading accounts we had highlighted a large deficit due to various exceptional payments, most notably costs associated with the UD's retirement package and recruitment costs. The University have today confirmed that they will contribute towards these and other associated costs, an AU uplift and £6k toward LSU Award evenings.

SH noted that AM attended the VAT Tribunal with AP w/c 15th January, stating that we will continue to run the 15 approved VAT exempt events until we receive the initial judgement. JP added that it could be many months before the initial judgement is received and that at this stage there is no indication of when that will be. A full report of the preceding's will be circulated to the Board shortly.

Commercial performance

Venue and Entertainments continue to trade below set budgets but are on a par with last year's figures. Catering are on the whole trading to budget, although there are a few discrepancies in the management accounts due to JC's wet sales. These will be addressed in the December accounts. Shops - UB and PO – are trading slightly below budget, but increased margins of c£10k have boosted profits. Both the College and Art shop have been greatly affected by long term staff sickness and the collapse of major supplier Palmer and Harvey. RM questioned what contingency had been put in place following their collapse. AM advised that we are transferring stock between shops but the Co-op isn't competitively priced on snacks, pop and crisps. We are currently looking at new suppliers.

DL commented that we are continually putting unrealistic pressures on our commercial operation to help meet challenging budgets and was mindful that at some point we will reach saturation point – even suggesting that commercial may have already reached that point.



Nov 17
Management Accou



Nov 17 Finance
Commentary.docx

6. To discuss the budget bid to the University – PB

PB outlined elements of the funding submission to the University for discussion. With the London Campus set to reach 1000 students before the 2020 target we have highlighted this as an area for special funding - the focus being on additional staffing levels to support student numbers. Three further areas proposed for special funding consideration are Peer support which is coming to the end of its initial three-year model, Student Enterprise Hub and BUCS participation costs. PB added that over the last five years BUCS participation costs have increased on average by 11% annually. With regards to core activity funding, we are awaiting notification from the University and considering recent announcements on student fees it is difficult to predict. The Board discussed at length tougher commercial challenges, increased costs and under funding compared to other Union's. It was agreed that we should be preparing a more strategic bid with focus on a 3-5-year plan as opposed to an annual funding cycle. The Board also acknowledge that changes to the Union's financial profile would likely happen with a new building.

[PB to report back to the Board](#)



FeeBid
2018-19.docx

7. To receive and update on the Strategic Plan progress – GE

a) Mid-term review and project teams.

GE briefed the Board on discussion areas covered at mid-term review, stating that the time away gave the Executive time for reflection and rejuvenation. We discussed Executive workload over the Freshers period and the culture of overworking in the Union and agreed this should be addressed immediately. Jo Gregory-Brough, Head of Marketing opened discussions around the use of the LSU brand and image. She suggested that we extend the use of pink and purple and include an additional five colours - approved by the Executive in principle. The discussion around the Executive code of conduct and team management provoked vigorous debate and it was agreed that during February there would be clear proposals agreed with details for their implementation. JS questioned whether Executive candidates were made aware of the code of conduct. AP noted that historically this was left until July during handover. The Board agreed that this should be brought forward and there should be a stronger handover with Governance to empower the President of the Union. Other sessions included listening to students and Officer exit planning. It was agreed that the Executive would get out and talk to students in their place of study. RH acknowledged that this would benefit everyone concerned but queried how this would be managed. GE suggest that Marketing would put together a plan for 'Goating' which is likely to be 1hr per month per Executive.



Mid term
Review.docx

8. To receive a report on the AU's procedures relating to behaviour issues and the duty of care of athletes – AP

AP presented the report on the AU's procedures aimed at reducing the risk of behavioural issues, focusing particularly on the role of the welfare reps who are trained to sign post areas of concern to both the Union and University, and the Red Card campaign which encourages AU members to challenge unacceptable behaviour. RM questioned risk management for social events to which AP responded by saying that there is a good rapport between the welfare reps, AU and organisers of social events and they do contact us if they need any help in assessing the risk. DL queried whether there was risk management in place for the potential abuse of power by selection bodies. His example being individuals being pressured to act in a manner they wouldn't normally be comfortable with. AP assured the Board that there is a reporting mechanism in place through the welfare system and anti doping. DL suggested that we should look

to install a whistle-blowing helpline and will send details to AP before the next meeting. JP added that we should look to review our complaints procedure and confidential reporting.



Report on work
done to address poi

9. To receive a report from the Executive.

Received – JP requested that the monthly progression on the strategic plan be made clearer.

a) Executive structure review

GE presented the proposed timeline and consultation process for the review. DL raised concerns over the ever-changing structure of the executive, stating that there should be no increase in the number of executive because of the cost implications. JP read a statement from RT who also voiced concerns over our financial stability.



B.O.T. Plan
30.01.18.docx



Executive_Structure
_Review.docx

10. To receive and approve a report from the Interim Union Directors'.

AM reported on the planned capital spend on Piazza stating that initial consultations are being undertaken. The seating area in Piazza is at times like sitting in a wind tunnel. We are inviting quotes for a porch to be added to the front entrance to the building which will improve the environment. JS requested a survey of footfall during the day be completed and presented at the next Board.

PB presented the report on the repairs to the roof, stating that Chris Spencer, LSU Facilities manager recommended that the Board approve the 3-5-year recommendation of continued maintenance and patching the roof at c£10k

[Approved](#)



Interim Directors'
Report Jan 2018.doc



Roof Report.docx

11. Items referred from Union Affairs

EG presented a verbal update of the progress of the LSU Constitutional review. We have had our initial meeting with the University panel agreeing action plans for our next meeting towards the end of March.

12. Institutions.

a) University.

b) College.

13. Any other business

- JP updated the Board on the recruitment of the new UD – applications are now closed and we had a promising number of good applicants. A longlist of applicants will be invited to interview with our consultants who will produce a portfolio for each candidate. From these candidates, a short list will be invited to interview on 7th – 8th March. JS enquired about the interview panel asking whether it should include a student member. JP replied stating that it was a large panel which including Student Board members.
- AP asked the Board to consider approving the use of flights from EMA to Scotland. This would reduce travel costs but, it was observed, we have a policy regarding our impact on the environment. AD suggested that we should look at the cost of carbon offset now offered by most airlines. [AP to report back at the next meeting of the Board.](#)
- JP informed the Board that DL was due to step down as Trustee and that he had been in contact with the Alumni Office for assistance in recruiting a replacement.
- JP closed the meeting by thanking PB and AM for the excellent work they have done whilst acting as interim Directors'

14. Date of the next meeting: 27 Feb 2018, 17 Apr 2018, 12 Jun 2018