



TRUSTEE BOARD

The third ordinary meeting of the Trustee Board for the 2016/17 session, was held on Wednesday 24 May 2017 in Meeting Room 3, Beit Quad at 3pm.

Unconfirmed minutes

Present:	Neil Sachdev Jill Finney Jarlath O'Hara Kate Owen Rachel Blythe Oliver Ford Toni Semmence James Cox Nas Andriopoulos Luke McCrone Abi de Bruin Lynn Zheng	Trustee Board Chair External Trustee Managing Director External Trustee Deputy President (Finance and Services) Student Trustee Student Trustee Deputy President (Clubs and Societies) Union President Deputy President (Education) Council Chair Student Trustee
In Attendance:	Muir Sanderson John Dinnewell	Chief Financial Officer, Imperial College London Administration Support Manager
Apologies:	Tim Seers Emily-Jane Cramphorn Dorothy Griffiths	Student Trustee Deputy President (Welfare) External Trustee

<p>Item 1 – Welcome</p> <ol style="list-style-type: none"> The chairperson welcomed the Group. <p>Item 2 – Conflicts</p> <ol style="list-style-type: none"> None declared <p>Item 3 – Apologies</p> <ol style="list-style-type: none"> Emily-Jane Cramphorn, Tim Seers, and Dorothy Griffiths <p>Item 4 – Strategic Horizon-Scanning from College, Muir Sanderson, Chief Financial Officer</p> <ol style="list-style-type: none"> MS joined the meeting to provide an update from College in relation to horizon-scanning and strategic risks. Not all risks for College are financial, (e.g. NSS results and investment in the Education Strategy), with other measures including Research and collaboration with other HEIs (Brexit impact anticipated), and finances to sustain current levels of activity. 	<p>Action</p>
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<ol style="list-style-type: none"> 3. The College has strong short-term reserves but £100million per year is required to maintain current level of activity alone. 4. As HE strategies all involve growth, alternative sources of income are required to fund this. 5. An analysis of student visa status in relation to Brexit has been completed by College, with a total restructure of the College potentially required if visa restrictions fully realised as a result of this. 6. The College's current financial model is highly reliant on uncapped fees from international students, with a current aim to move away from reliance on China to locations such as America, India and Nigeria. 7. Additional funding measures to diversify away from fees include fundraising, growing endowment; along with other areas of income, such as Grad Pad, Think Space, and Twig. 8. The government is slowly privatising the HE sector but is maintaining regulation which adds additional pressures. 9. In terms of student preference for location, research indicates that there is a preference for South Kensington (SK) over White City (WC), and this is preferential over cost of accommodation. 10. The aim is to foster a sense of community at sites further way, with a second site at North Acton approved. 11. There is a concern regarding engagement of international students and College recognises that multiple modes of approach are probably required for different groups of students. 12. The Union is better-placed to address this issue head-on with students and note that new education models (incorporating smaller teaching groups) is helping with this. 13. LZ noted that she felt uneasy contributing to the wider Union community as a volunteer as not sure she could offer as much as other students. 14. The latest NSS score highlights that high levels of assessment and feedback are problematic, and it is clear that these are more symptomatic than root cause. The curriculum review aims to begin to address this, and will require investment in ICT, spaces and this presents further challenges. The speed of implication of the teaching and learning strategy will be a critical factor. 15. Noted that accommodation fees do not affect demand for places, and the balance between cost of fees at SK and WC also impacts the tuition fees as uncapped fees from international students subsidise rent fees. 16. The college recognises the need for improved well-being provision and that this is a joint venture 	
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<p>between the College and the Union, and agrees that the two need to agree the correct pathway forward, with funding allocated accordingly to the channel.</p> <p>17. MS stated that the Union can assist on the master-panning by feeding back to Neil and Graham on the WC project and Michael Lytrides on the SK project.</p> <p>18. MS investigated the original institutional culture issue of sexism in sport and provided feedback at the time. There is further work to do to improve this as there are lots of entrenched issues.</p>	
<p>MS leaves.</p>	
<p>19. JD to schedule annual invite to MS and others key figures from College to attend Board.</p>	<p>Administration Support Manager</p>
<p>Item 5 – Minutes</p>	
<p>1. The minutes of 01 February 2017 were approved.</p>	
<p>Item 6 – Action Tracker</p>	
<p>1. The Council reform plan is yet to be completed and there is a meeting next week to discuss. The report is anticipated in three weeks.</p>	
<p>2. AdB to circulate Council Reform report to the Board ahead of the next meeting in June once completed.</p>	<p>Council Chair</p>
<p>3. The Alumni report will be brought to the next meeting.</p>	<p>Union President</p>
<p>4. JD to schedule meeting with NS, KO and JO to arrange appointment of new Governance Committee chair and also discuss People Management Strategy planning.</p>	<p>Administration Support Manager</p>
<p>5. JO and JD to populate the Annual Board Agenda</p>	<p>Managing Director and Administration Support Manager</p>
<p>6. NA to circulate Democracy Review paper ahead of next meeting.</p>	<p>Union President</p>
<p>7. Noted that all other items are on the agenda.</p>	
<p>Item 7 - Finance & Risk Committee minutes from 17 May 2017</p>	
<p>1. The new EPOS system is working well and the new reporting dashboard for F&R is expected in October due to capacity issues within the Systems team. F&R will be better placed to report on EPOS benefits in October.</p>	
<p>2. March accounts were strong and F&R sought assurance from JO that adequate mechanism are in place.</p>	

<ol style="list-style-type: none"> 3. JO stated that Leadership team reviews accounts on a monthly basis and any issues are then escalated to F&R/Board as required. 4. Income is up in Social enterprise areas (particularly Catering) And JF commended the work of all involved in these areas. 5. Retail performance remains good despite cigarette sales now being absent. 6. Staff vacancy savings may be masking other issues, highlighting the need for the new People Management Strategy. Other areas of ongoing concern are CX bar and Marketing sales. 7. JD to append management accounts in Board papers 8. MM to circulate a monthly flash report to Board going forward. 9. A paper detailing key learnings from the Foundry management is expected from JO for the next F&R meeting. 10. RB updated that there was one major event in the last period, with controls put in place to assure income. 11. RB and JC were commended by the Board for their successful efforts to reduce risk in this area. 12. MM is expected to deliver a paper detailing next steps in relation to Health & Safety at the Union at the next F&R meeting. 13. JO updated that SMG held an away day to review Health & Safety on Friday 12 May and JO is drafting a brief to commission a piece of consultancy on this. 14. Noted that there are approx. 25 high risk activities throughout the year but that these are usually well-controlled and the main risk comes from less-experienced, mid-level risk club activities. 15. Noted that MM is the responsible person for the Union. 16. JO to look into an additional role for management of Health & Safety at the Union 17. JD to make Health and Safety update (Managing Director's Report) item 2 on Board agenda going forward. 18. JD to circulate latest version of the Strategic Risk Register to Board. 19. Agreed that all major financial papers should be sent to F&R and Board for approval before being submitted elsewhere. 20. F&R identified the need for a capital investment plan to address the purpose of the 1.2 million reserves target and plan for large scale capital investment expenditure. 21. JO highlighted that current operating plans do link into capital expenditure on an annual basis. 22. MM to devise new capital investment plan 	<p>Administration Support Manager Head of Finance & Resources</p> <p>Managing Director</p> <p>Administration Support Manager</p> <p>Administration Support Manager</p> <p>Head of Finance & Resources</p>
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<p>23. Noted that minibus performance has improved and a paper to the next F&R is expected to further address possible solutions to hires during summer months.</p> <p>24. NA updated that a working group has been set up to address sponsorship ongoing in the Union, with the aim of collating historical data from CSPs, as well as current practice within the Marketing team and look at ways of providing a more joined-up, centralised approach to this income generation strand.</p> <p>25. The current budgeting round includes a business case for the creation of a new Marketing Sales Manager to coordinate this work.</p> <p>26. NA spoke to his second paper on Union investment policy and divestment from fossil fuels (agenda item 17.), which has come out of a Council agreement to pursue an ethical investment approach once ratified (previous meeting not quorate).</p> <p>27. Noted that the Union does not have a Corporate Social Responsibility policy.</p> <p>28. JO to investigate College CSR policy and draft one for the Union.</p> <p>29. Agreed that the Union should moved to a more ethical investment fund.</p> <p>30. Noted that there is a high volume of cash held in CSPs and that this could be better utilised to generate further income. College treasury function will be well-placed to advise.</p> <p>31. JO to investigate and provide a response to Board within next four weeks.</p>	<p>Managing Director</p> <p>Managing Director</p>
<p>Item 8 – Communications Committee update from 17 May 2017</p> <p>1. JF tabled an updated terms of reference for the Communications committee, including a more strategic oversight.</p> <p>2. Board agreed new terms of reference subject to removal of empty 9th point.</p> <p>3. JF had attended a meeting with AK and the Editor ahead of the Board meeting and updated that the Editor agreed all but one of the terms of reference for the proposed Felix review and requested that it be noted at Board that he did not agree with, and objected to, the review of the paid position of Editor.</p> <p>4. NS update that he, NA and JO had met with Luke Blair, Vice President (Communications and Public Affairs), Imperial College, and he can suggest three possible independent journalists to select to conduct the review.</p> <p>5. NA to contact LB to arrange review.</p>	<p>Administration Support Manager</p> <p>Union President</p>

Item 9 – Appointment & Remuneration Committee – verbal update	
<ol style="list-style-type: none"> 1. NS welcomed LZ and DG to the Board 2. Noted previous action (item 6.4) to convene a meeting of the A&R panel to discuss Management Strategy. 	
Item 10 – Managing Director's Report	Managing Director
<ol style="list-style-type: none"> 1. JO spoke to his Board report on: 2. Union elections, noting lower engagement and the need to address this, temporary Governance Chair to help address issue. 3. JO to approach DG and offer position to her. 4. Staffing and turnover, detailing that individual reasons were mixed, with the majority moving on for positive reasons. JO updated the Board on the timeline for February 2018 re-evaluation for Investors in People and the aim to be the first student union to achieve Platinum status. 5. NS stated that all reports are more forward-thinking and this is very positive. 	
Item 11 – Union President Report	
<ol style="list-style-type: none"> 1. NA presented his report, including the HERB becoming law involving the Teaching Excellence Framework (TEF) being used as a mechanism to set fees in 2020, noting that the Union will need to formulate a response to this closer to the time. 2. Block grant renegotiations, NA updated that he, JO and MM met with Muir Sanderson yesterday and the result of the renegotiation is pending. 3. Noted that report should have gone to F&R and Board ahead of submission. 4. NS commended NA for a very good submission paper. 5. Noted that the submission was owned and written by NA but with significant support and input from SMG. 6. Agreed that this process issue should be noted on the annual Board agenda. 7. NA met with Citizen's UK yesterday and updated that they are willing to help deliver liberation rep training and would consider offering a rebate if desirable dates cannot be agreed. 8. NA noted that Union suggestions on priorities for the General Election were not adopted. 9. NA to send a paper detailing next year's Citizen's UK deal to Council for a free vote. 10. JF suggested that it would be useful to provide training for OTs on good consultation. 11. JF to provide suggestions for a suitable individual to provide consultation training for OTs. 	Union President
Item 12 – Deputy President, Education Report	Jill Finney

<p>1. LM updated positive news that his newly drafted Academic Feedback to Undergraduate and Postgraduate Taught Students policy has been reviewed by College and approved at the most recent QAEC.</p> <p>2. Whilst this is good news, LM highlighted that it presents a risk of the policy needing to remain updated, and the communications around it will need to be managed.</p> <p>3. Agreed that the handover process to incoming DPE will be critical to this ongoing work.</p> <p>4. Board commended LM on a very strong piece of work.</p> <p>Item 13 – Deputy President, Welfare Report</p> <p>1. In EC's absence NA updated that a Well-being Rep network has been set up and is looking at rolling out the network for the start of the new academic year, with a role description agreed and training needs identified already.</p> <p>2. The Union has received a £50k Catalyst fund to go towards training volunteer sexual assault liaison officers. The Education & Welfare and Development teams are currently planning the implementation of this training.</p> <p>Item 14 – Deputy President, Clubs, Societies & Projects</p> <p>1. JC updated on progress so far with his work with Sport Imperial on the review of club sport.</p> <p>2. JO to liaise with Jane Neary with regard to pace of change</p> <p>3. JC also updated on work to provide greater oversight of expenditure by CSPs.</p> <p>4. Noted that there is not currently a Union procurement policy</p> <p>5. JC to send JF draft policy for CSP expenditure for review.</p> <p>Item 15 – Deputy President, Finance & Services Report</p> <p>1. RB updated on progress from the current on-going budgeting round and suggested a CSPB Finance Board to review club finances and act as an additional check and balance, suggesting 3 per year.</p> <p>2. RB also updated on work on the College's sustainability, including the appointment of a PhD student to investigate this, and who has set in place plans for student consultation.</p> <p>3. RB proposed a Sustainability Committee in the Union to address Union approach to sustainability.</p> <p>4. KO suggested that this would sit best within the new CSR policy and report to Board.</p>	<p>Managing Director</p> <p>Deputy President, Clubs & Societies</p>
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