



**UNIVERSITY OF LINCOLN STUDENTS' UNION  
Board of Trustees Meeting**

9:30am, Wednesday 24<sup>th</sup> April 2019  
Boardroom, Wilkin Chapman LLP, The Maltings,  
11-15 Brayford Wharf East, Lincoln, LN5 7AY

**Minutes**

**Present:**

| Name                                      | Job Title                           |
|---|-------------------------------------|
| Kudzai Muzangaza (KM)                     | Sabbatical Trustee (Chair)          |
| James Brooks (JB)                         | Chief Executive (Company Secretary) |
| Tommy George (TG)                         | Sabbatical Trustee                  |
| Sophia Liu (SL)                           | Sabbatical Trustee                  |
| Cassie Coakley (CCo)                      | Sabbatical Trustee                  |
| Grace Corn (GC)                           | Sabbatical Trustee                  |
| Christian Cowdell (CC)                    | Student Trustee (Undergraduate)     |
| Hatem Amlı (HA)                           | Student Trustee (Postgraduate)      |
| Sue Liburd (SLb)                          | External Trustee (Non-Portfolio)    |
| Patricia Rodriguez Lopez-Salvatierra (PR) | Student Trustee (Mature)            |
| James Sewell (JS)                         | External Trustee (Finance)          |

**Also in attendance:**

|                        |  |
|------------------------|--|
| Hannah Coleman (HC)    | Deputy Chief Executive   |
| Danielle Pepper (DP)   | Finance Manager  |
| Lorna Cruickshank (LC) | Activities Manager ( <i>present for Item 1 only</i> )              |
| Emily Stow (ES)        | Insight & Research Coordinator ( <i>present for Item 11 only</i> ) |
| Michael Redpath (MR)   | Head of Events & Marketing ( <i>present for Item 13 only</i> )     |
| Holly Millar (HM)      | Executive Assistant  |

**Apologies:**

|                   |  |
|-------------------|--|
| Vic Langer (VL)   | External Trustee (Governance) (Deputy Chair) |
| Liz Mossop (LM)   | Vice Chancellors Nominee                     |
| James Rayner (JR) | External Trustee (Graduate)                  |

| Item | Action |
|------|--------|
|------|--------|

**PART A**

**Executive Business**

|    |   |  |
|----|---|--|
| 1. | <b>Welcome and Opening Business</b> <ul style="list-style-type: none"> <li>• Apologies for Absence</li> <li>• Declarations of Interest</li> <li>• Health &amp; Safety - Accident Monitoring Report</li> </ul> |  |
|    | <ul style="list-style-type: none"> <li>• Apologies were noted for VL, LM and JR.</li> </ul>   |  |
|    | <ul style="list-style-type: none"> <li>• It was noted that CCo had a conflict in regards to Item 9 which would be mitigated for that discussion.</li> </ul>   |  |
|    | <ul style="list-style-type: none"> <li>• LC updated the group regarding Health &amp; Safety and student engagement with Activities, which constituted to the majority of accidents.</li> </ul>                |  |
|    | LC left the meeting.  |  |

Minutes

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| <b>2.</b> | <b>Minutes of the Board of Trustees Meeting, 6<sup>th</sup> February 2019</b>  |  |
|           | <ul style="list-style-type: none"> <li>The minutes were agreed to be an accurate record of the meeting.</li> </ul>   |  |
| <b>3.</b> | <b>Matters Arising</b>   |  |
|           | <ul style="list-style-type: none"> <li>There were no matters raised for discussion.</li> </ul>   |  |
| <b>4.</b> | <b>Meeting Summaries:</b>  |  |
|           | <ul style="list-style-type: none"> <li>Executive Committee Meetings Summary Report</li> <li>Sub-Committees Summary Report</li> </ul>   |  |
|           | <ul style="list-style-type: none"> <li>The reports were taken as read and no queries were raised.</li> </ul>   |  |
| <b>5.</b> | <b>Chief Executive's Report</b>  |  |
|           | <ul style="list-style-type: none"> <li>The report was taken as read.</li> </ul>  |  |
|           | <ul style="list-style-type: none"> <li>JB noted that work on The Barge was ongoing, including the repairs outlined in his report, with an aim of completing the work on [REDACTED] and a VIP opening on [REDACTED].</li> </ul>   |  |
|           | <ul style="list-style-type: none"> <li>JB outlined potential branding and marketing ideas for The Barge.</li> </ul>  |  |
|           | <ul style="list-style-type: none"> <li>KM queried the Staff Survey results, as noted in the report. JB noted that the results were positive as expected. Given that it was conducted prior to the recent restructure there are some training issues and a few concerns in Commercial Services. JB noted that a report would be presented to the People &amp; Culture Sub-Committee in May and then presented to the Board at the next meeting in June 2019.</li> </ul>   |  |
|           | <ul style="list-style-type: none"> <li>JB outlined some of the recent staffing changes, within the staff structure, and the personnel in question.</li> </ul>  |  |
|           | <ul style="list-style-type: none"> <li>No other matters were raised for discussion.</li> </ul>   |  |
| <b>6.</b> | <b>Organisational KPIs Update</b>  |  |
|           | <ul style="list-style-type: none"> <li>The updates were taken as read.</li> </ul>  |  |
|           | <ul style="list-style-type: none"> <li>TG noted that he was particularly pleased with the Student Voice KPIs.</li> </ul>   |  |
|           | <ul style="list-style-type: none"> <li>HA queried whether the KPI relating to Sunday trade under Engine Shed was achievable under the new management structure. JB noted that this was partly dependent on sport but that an increase overall was attainable. JB noted that some of the minor renovations proposed for the summer in Tower Bar would hopefully improve this.</li> </ul>  |  |
|           | <ul style="list-style-type: none"> <li>JB noted that the KPIs were balanced between last year and the overall Strategic targets. KM queried whether percentage based KPIs were appropriate while the number of students at the University was increasing.</li> </ul>   |  |
|           | <ul style="list-style-type: none"> <li>HA queried whether the focus for Activities was on achieving or participating in sports. JB noted that this was a large matter for discussion and outlined the history of Activities funding strategy. JB noted that there needed to be a published, publicly available policy available on Sports Funding as per the requirements of the Education Act. CCo outlined the points system for BUCS. HC noted that the University did offer Scholarship Programmes for elite athletes, but that this was predominantly run by the School within the University and that other some other Universities offered considerably more in terms of financial support. JB noted that DVC Simon Parkes now sat on ULSU's Participation</li> </ul> |  |

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|            | Sub-Committee and that he was very much focussed on ensuring that the School, the Sports Centre are supporting the activities of ULSU.   |    |
| <b>7.</b>  | <b>ULSU 2019/20 Operational Plans Summary</b>  |    |
|            | <ul style="list-style-type: none"> <li>The summary was taken as read.</li> </ul>   |    |
|            | <ul style="list-style-type: none"> <li>JB noted that the Operational Plans themselves had been sent separate from the papers for information.</li> </ul>   |    |
|            | <ul style="list-style-type: none"> <li>KM queried whether the proposed KPIs for Activities were achievable in terms of student numbers; HC noted that she was confident in the target but noted that the Academic Societies numbers could be filtered and shown separately if necessary. This was agreed by the group. CC queried why the number of Academic Societies in next year's KPI was being held at thirty five instead of increasing. JB noted that Academic Societies were expected to be key for Students' Unions (SU's) generally going forwards.</li> </ul> | HC |
|            | <ul style="list-style-type: none"> <li>JB noted that the unspecified budgets figures within the KPIs were due to the pending approval of the budgets at this meeting.</li> </ul>   |    |
|            | <ul style="list-style-type: none"> <li>The group approved these KPIs as presented.</li> </ul>  |    |
| <b>8.</b>  | <b>Group Management Accounts February 2019</b>   |    |
|            | <ul style="list-style-type: none"> <li>The report was taken as read.</li> </ul>  |    |
|            | <ul style="list-style-type: none"> <li>DP outlined the figures as presented and how the figures had been affected by some legislative changes, such as Gift Aid.</li> </ul>  |    |
|            | <ul style="list-style-type: none"> <li>JB noted that the overall aim was to take a longer, more strategic approach to Finances overall.</li> </ul>   |    |
|            | <ul style="list-style-type: none"> <li>No other matters were raised for discussion.</li> </ul>   |    |
| <b>9.</b>  | <b>Trustee Business</b>  |    |
|            | <ul style="list-style-type: none"> <li>Proposed Trustee Appointments</li> <li>Proposed Board Meeting Dates, 2019/20</li> <li>Proposed Sub-Committee Meeting Dates, 2019/20</li> <li>Proposed Lincoln Students' Union Trading (LSUT) Subsidiary Meeting Dates, 2019/20</li> <li>Proposed Students' Union Management System (SUMS) Subsidiary Meeting Dates, 2019/20</li> <li>Proposed Sub-Committee Membership, 2019/20</li> </ul>  |    |
|            | <ul style="list-style-type: none"> <li>CCo's conflict in relation to this item was noted and that she could not vote on this item.</li> </ul>  |    |
|            | <ul style="list-style-type: none"> <li>KM outline the proposed changes to the Trustee Appointments to the Board, as outlined in the papers. TG noted that the proposed LSUT Committee Member has been particularly impressive in terms of his corporate and business knowledge. The group approved these recommendations.</li> </ul>   |    |
|            | <ul style="list-style-type: none"> <li>The proposed meeting dates and all other matters were approved, and no other matters were raised for discussion.</li> </ul>   |    |
| <b>10.</b> | <b>Sabbatical Trustee Reports &amp; Updates:</b>   |    |
|            | <ul style="list-style-type: none"> <li>President</li> </ul>  |    |

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|---|--|--|
|   | <ul style="list-style-type: none"> <li>• Vice President Education</li> <li>• Vice President Activities</li> <li>• Vice President International</li> <li>• Vice President Welfare &amp; Community</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• The reports were taken as read.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• CC commended the Academic Reception, which he had attended and enjoyed.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• JB noted that the Vice President Activities last year had included, within their manifesto, the availability of Kit Purchases and that this stood against ULSU's Strategy but this may be raised next year, the Board gave its consent to proceeding with the 3 year contract.</li> </ul> |  |
|   | <ul style="list-style-type: none"> <li>• GC outlined the Gender Based Violence Taskforce and that once the policy was updated and in place the service provided should be much improved.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• GC noted that the matter of the Blood Donation was progressing well but that it would probably not complete before the end of her tenure.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• TG noted that Module Evaluations was now live and that this had been a key area for ULSU over the years, and that an increase was hoped for this time around.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• SLi commended GC's work with the Campaigns Network.</li> </ul>  |  |
| <b>Strategic and Thematic Discussions</b> |  |  |
|   |  |  |
| 11.                                       | <b>Insight Strategy</b> <ul style="list-style-type: none"> <li>• Strategy</li> <li>• Presentation</li> <li>• Student Life Pulse Summary Report</li> </ul>  |  |
|   | <i>ES joined the meeting.</i>  |  |
|   | <ul style="list-style-type: none"> <li>• JB outlined the reasoning for the creation of ES's role within Insight and the Strategy.</li> </ul>   |  |
|   | <ul style="list-style-type: none"> <li>• ES outlined her presentation and the proposed Strategy.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• HA asked whether the proposed conference would be occurring in Lincoln; ES noted that it was hoped that it could be held in Engine Shed.</li> </ul>   |  |
|   | <ul style="list-style-type: none"> <li>• JB demonstrated the data held within SUMS on CC's profile, with his permission, including his Societies memberships etc, in addition to the information that he has logged within his Skills Log.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• JB noted that part of ES's role was to inform him of what the SU did not know about the students and how the information held could be used to improve ULSU's service to students.</li> </ul>   |  |
|   | <ul style="list-style-type: none"> <li>• ES noted that she would be examining the latest Student Life Pulse results in depth.</li> </ul>   |  |
|   | <ul style="list-style-type: none"> <li>• No other matters were raised for discussion.</li> </ul>   |  |
|   | <i>ES left the meeting.</i>  |  |
|   |  |  |
| 12.                                       | <b>NUS Affiliation Update</b> <ul style="list-style-type: none"> <li>• KM updated the group on the latest information following the NUS Conference in Glasgow on the week commencing 8<sup>th</sup> April 2019, including the roles of the Officers and general trust in process of NUS's financial management.</li> </ul>         |  |

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|     | <ul style="list-style-type: none"> <li>• KM noted that feedback from students was that they did not understand the role of NUS or feel that it had a positive impact on their lives as students. TG echoed KM's views as expressed and noted that there had not been a national view taken at the Conference, but more a factious view on how separate groups could improve their own position.</li> </ul>   |    |
|     | <ul style="list-style-type: none"> <li>• KM proposed that an indicative vote from the student members be taken to gauge their feedback.</li> </ul>   |    |
|     | <ul style="list-style-type: none"> <li>• SLb queried whether there were any reputational risks associated with ULSU leaving NUS, aside from their previously having left and then re-affiliated to NUS.</li> </ul>   |    |
|     | <ul style="list-style-type: none"> <li>• JB noted that he and KM had discussed the matter with VL prior to this meeting and proposed that a six month plan/vision be drafted with key touch points and areas of concerns, which would enable the Board to be kept up to date and could be raised with NUS accordingly. It was agreed that this would be drafted by the Executive Committee and presented back to the next meeting in June 2019.</li> </ul> | KM |
|     | <ul style="list-style-type: none"> <li>• KM noted that the impact on future students was difficult to gauge due to the dilution of NUS's presence and impact over the years and going forwards.</li> </ul>   |    |
|     | <ul style="list-style-type: none"> <li>• KM noted that working regionally with other, local SU's may be a way of working going forwards.</li> </ul>  |    |
|     | <ul style="list-style-type: none"> <li>• The group discussed this matter at length and the potential ramifications of this decision.</li> </ul>  |    |
|     | <ul style="list-style-type: none"> <li>• JB noted that this topic would need to be built into the Sabbatical Handover week in June 2019 for the new Sabbatical Trustees to be informed by the current incumbent Executive officers.</li> </ul>   | HC |
|     |  |    |
| 13. | <b>Marketing Audit Report</b> <ul style="list-style-type: none"> <li>• Report</li> <li>• Review Table</li> </ul>   |    |
|     | <i>MR entered the meeting</i>  |    |
|     | <ul style="list-style-type: none"> <li>• MR outlined the report and the results of the external audit as conducted by Hannah Wallington (HW), who was returning to Lincoln for further training with the Marketing Department next week.</li> </ul>  |    |
|     | <ul style="list-style-type: none"> <li>• JB noted that HW's audit had proved beneficial for the department as a whole and that all of the recommendations from her report had been considered.</li> </ul>  |    |
|     | <ul style="list-style-type: none"> <li>• MR noted that ULSU's marketing going forwards would need to be linked to the Insight Strategy as presented by ES earlier in the meeting.</li> </ul>   |    |
|     | <ul style="list-style-type: none"> <li>• No further matters were raised for discussion.</li> </ul>   |    |
|     | <i>MR left the meeting</i>   |    |
|     |  |    |
| 14. | <b>Accountability Sub-Committee Review</b> <ul style="list-style-type: none"> <li>• Cover Sheet</li> <li>• Terms of Reference</li> </ul>   |    |
|     | <ul style="list-style-type: none"> <li>• The paper was taken as read.</li> </ul>   |    |
|     | <ul style="list-style-type: none"> <li>• JB noted that this had been the first year of this Sub-Committee being in place and it was considered prudent to review at this point.</li> </ul>   |    |



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|---------------|---|-----------|
|               | <ul style="list-style-type: none"> <li>TG noted that there could be improvements regarding continuity, educating the Part-Time Officers who attend and feedback from the Chair.</li> </ul>  |           |
|               | <ul style="list-style-type: none"> <li>SLi noted that it would be beneficial for the Vice President International's feedback if there was an International student present at each meeting. CC echoed this from an Activities perspective.</li> </ul>   |           |
|               | <ul style="list-style-type: none"> <li>It was proposed that the Union Chair might be placed as a permanent member of this Sub-Committee during their tenure to provide this continuity.</li> </ul>  |           |
|               | <ul style="list-style-type: none"> <li>KM noted that VL had proposed that a Student Trustee Co-Chair the Sub-Committee with the Supervising Trustee to provide that student focus.</li> </ul>   |           |
|               | <ul style="list-style-type: none"> <li>TG proposed that a post-meeting de-brief be put in place going forwards.</li> </ul>  |           |
|               | <ul style="list-style-type: none"> <li>HM to amend the Terms of Reference for this Sub-Committee in line with the above.</li> </ul>   | <b>HM</b> |
|               |   |           |
| <b>15.</b>    | <b>Meeting Feedback</b>   |           |
|               | <ul style="list-style-type: none"> <li>No matters were raised for discussion.</li> </ul>  |           |
|               |   |           |
| <b>16.</b>    | <b>Any Other Business</b>   |           |
|               | <ul style="list-style-type: none"> <li>An item relating to Association of College Unions International (ACUI) Affiliation was raised and tabled by JB, which operated as an Internationally focused space for best practice within Students' Unions. The group discussed this affiliation and the potential associated benefits.</li> </ul>                   |           |
|               | <ul style="list-style-type: none"> <li>The group approved this affiliation.</li> </ul>  |           |
|               | <ul style="list-style-type: none"> <li>The Group approved for The President, CEO and Deputy CEO to attend the ACUI annual conference in 2020 and also a return visit to La Trobe University to see how different international Universities deliver Students' Union Services and representative functions to inform the 2021- 2024 Strategic Plan.</li> </ul> |           |
| <b>PART B</b> |   |           |
|               |   |           |
| <b>17.</b>    | <b>ULSU 2019/20 Budgets</b>   |           |
|               | <ul style="list-style-type: none"> <li>Cover Sheet</li> <li>Overview</li> </ul>   |           |
|               | <ul style="list-style-type: none"> <li>No matters were raised for discussion.</li> </ul>  |           |
|               |   |           |
| <b>18.</b>    | <b>Trustee Terms of Office, 2019/20</b>   |           |
|               | <ul style="list-style-type: none"> <li>No matters were raised for discussion.</li> </ul>  |           |
|               |   |           |
| <b>19.</b>    | <b>Amended Terms of Reference:</b>  |           |
|               | <ul style="list-style-type: none"> <li>Participation Sub-Committee</li> <li>Finance &amp; Risk Sub-Committee</li> <li>Remuneration Sub-Committee</li> </ul>   |           |
|               | <ul style="list-style-type: none"> <li>No matters were raised for discussion.</li> </ul>  |           |
|               |   |           |
| <b>20.</b>    | <b>Updated Policies:</b>  |           |
|               | <ul style="list-style-type: none"> <li>Remuneration Policies             <ul style="list-style-type: none"> <li>ULSU Principles of Remuneration</li> </ul> </li> </ul>  |           |



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|--|---|--|
|  | <ul style="list-style-type: none"> <li>• Senior Managers Remuneration Policy</li> <li>• SMT Pay Banding</li> <li>• ULSU External Speakers Policy</li> <li>• Safe Space Policy</li> <li>• Volunteer Policy</li> <li>• Political Activity Policy</li> </ul> |  |
|  | <ul style="list-style-type: none"> <li>• KM outlined the reasons for the changes to the Remuneration Polices as included in these papers.</li> </ul>  |  |
|  |   |  |
|  |   |  |
| Date of Next Board Meeting: 9:30am, 12 <sup>th</sup> June 2019 |   |  |

Chair

Signed

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Published