

## Board of Trustees Minutes

Monday 2 October 2023

In person, Room 4, 2<sup>nd</sup> Floor Gateway, Sunderland and via Teams for RG and JD

1.30pm - Trustees & Presidents ONLY

1.45pm - KC, Presidents & Trustees ONLY

2.00pm - Everyone

### **Present:**

**Officer Trustees 23/24:** **Chair** - Prince Ikechi (PI), President: Activities  
Oladimeji (Prince) Adepoju (OA), President: Wellbeing  
Oludolapo (Dola) Dada (OD), President: Education

**Student Trustees:** Joshua Richardson (JR), Sai Bhargav (SB)

**External Trustees:** Peter O'Brien (PO) – Vice Chair of the Board  
Al-Lawley Powell (ALP), Jessica (Jess) Fogarty (JF), Rose Guy (RG)

### **In Attendance:**

**CEO:** Katherine Cooper (KC), CEO

**Others:** Chrissy Watt (CW), Head of Student Engagement & Insight  
Dan Fow (DF), Head of London Operations  
Phil Benton (PB), Counterculture  
Christina Edgar (CE), Director of Student Journey  
Jim Dickinson (JD) WonkHE

**Minute taker:** Donna Thompson (DT), Operations & HR Advisor

|   |   |
|---|---|
| <p><b>1. Welcome, introductions and apologies for absence</b></p> | <p>PI thanked everyone for attending and welcomed our new Student Trustee, Joshua Richardson and Dr Christina Edgar, Director of Student Journey.</p> <p><b>Apologies for absence:</b><br/>Oluwatosin (Tosin) Solarin (OS), President: London,<br/>Badr Adnani (BA), Student Trustee, Kayleigh Tague (KT), External Trustee, and Helder Costa (HC) Student Voice Manager.</p> |
| <p><b>2. Declaration of interest</b></p>                          | <p>None.</p>  |
| <p><b>3. Jim WonkHE – Sector update</b></p>                       | <p>JD shared a presentation on the latest WonkHE updates titled 'It's all coming up' – What will happen in the year ahead and why (and how) should the SU respond.</p>  |

|   |   |
|---|---|
|   | <ol style="list-style-type: none"> <li>1. He spoke about strategy, what they (you) think about, growth plus needs, high inflation, VUCA salt, coping with chaos, International and how change happens.</li> <li>2. Engagement collapse.</li> <li>3. New APP regime.</li> <li>4. Labour market.</li> <li>5. Cost of living.</li> <li>6. Housing.</li> <li>7. An election is coming...Labour policy, Industrial action.</li> <li>8. UCU rising.</li> <li>9. Free speech act.</li> <li>10. The robots are coming!</li> </ol> <p>JD spoke. Most trustee boards have a risk register for the organisation. What might be a really important intervention for lots of Students' Unions Trustee boards is to think of a student risk assessment:</p> <ul style="list-style-type: none"> <li>○ What are the risks to a good student experience?</li> <li>○ Who do they impact the most?</li> <li>○ How likely are they to crystallize?</li> <li>○ How serious are those risks if they crystalize?</li> <li>○ What mitigation steps can/should be taken?</li> <li>○ How might we cause the university (or our own people) to share that perception to get those mitigations in place?</li> </ul> <p>ALP asked are they changing some of the international visas in Australia; is there anticipation of how that might impact the increase that the UK have experienced over the last 4 years? JD replied, the Australian system looks similar but is very different, we are not sure how this will look for the UK, it is difficult to work this out in advance.</p> <p>PO asked, looking into the graph, international students, their finance, how do you think that can be resolved asap. A discussion took place.</p> <p>PO thanked JD for a wonderful presentation and answering any questions asked.</p> <p>JD left the meeting.</p> |
| <p><b>4. Minutes of Board of Trustee Meeting – 26 June 2023</b></p>   | <p>The Board agreed the minutes to be a true and accurate record of the meeting.</p> <p><b>DECISION: Approve, all agreed.</b></p>   |
| <p><b>5. Committee minutes – Finance Risk Committee meeting – 18 September 2023</b></p> <p><b>People and Governance Committee meeting – 18 September 2023</b></p> | <p>The FR committee agreed the minutes to be a true and accurate record of the meeting.</p> <p><b>DECISION: Approve, all agreed.</b></p> <p>The committee agreed the minutes to be a true and accurate record of the meeting.</p> <p><b>DECISION: Approve, all agreed.</b></p>  |

**6. Finance – Year-end management accounts**

PB reported on the year ends management accounts for 2022/23 ending on 31 July 2023. The Union has made a cumulative operating surplus for the year before adjustments of £45,529 against a reforecast surplus of £21,939 representing a positive variance of £23,950.

The report discusses adjustments that will be made between the management accounts and the statutory accounts. The annual audit last week was quite positive; the auditors will be in attendance at Board in December to present the year end accounts, and the Board will be asked to sign off the accounts.

PO asked regarding the operating surplus, are there any particular issues we need to be mindful of with the university with the surplus being higher than forecast? PB replied Abi made a comment at the previous Board about the Union being able to provide a clear account for any surpluses made. We made a surplus of £45k, and we made self-generated income just under £60k. So, in reality we spent all the university grant; the surplus comes from our self generated funds. PB is conscious we can't always spend everything; a further explanation took place.

JR asked, in July 2022, the Union's balance sheet had a current ratio 2.2:1, and now the number is 9.2:1, how has that increased so much? PB replied it's about how our accounts operate and explained how it relates to the balance the Union holds between its debtors and creditors at any given time.

The Trustees are asked to consider the management accounts and raise any questions they have.

**Reserves policy**

The Union makes a statement about the distribution of its reserves. The accounts set out are a series of funds that are categorised as restricted, designated, or unrestricted.

At the FR committee, the reserves policy, and the way we hold our reserves in the accounts was discussed. Twelve months ago, the committee made a decision to reduce the level of unrestricted funds to £200k to represent an approximation of the cost of making severance payments to staff should the Union have to wind up. The table showed how the remainder of the Union's funds would be allocated to designated and restricted funds.

Restricted pension 2023 is now empty, the next round of funds is £440k. That will be spent in November when the SU make the 3-year upfront payment for the pension scheme. Designated funds are pots of money that the board set aside for certain activities.

There is a designated staff development reserve for staff strategy costs. We have an ongoing project for rewriting/revamping the website, we spent just under £5,000 reserve in 2022/23, and will add £5,000 more costs to add back into this reserve. There have also been two further designated funds identified – Fund the constitution 5-year review of the memorandum and articles (a one-off cost) and the Data and Insight work with James Coe.

|  |   |
|--|---|
|  | <p>The table at the end of the report shows how the combination of the Union’s restricted and designated pension reserves will be affected over the 2023/24 financial year by the lump sum payment in November, and then through til the end of the current cycle in July 2026. The amount that the Union has left in its designated reserve will be carried forward into the next round of pension contribution negotiations with the University in 2025. The Union will need to make contributions of £661k across the 2026-29 period.</p> <p>PO asked, how many members of staff are there and are you comfortable that the money is enough to cover developing the staff costs. KC replied, yes, in the budgets there are departmental budgets too, she is happy the money is enough to develop the staff costs.</p> <p>ALP commented, thinking back on the conversations last year on the surplus, we posted £86k, it was too big a number; this is more acceptable. KC replied, after feedback from the university, what we asked for in the budget last year, and were unsuccessful on, we have done some trials and demonstrated and used up some of the surplus.</p> <p>JF asked, on the capital fund, is that what the insurance is for? PB replied, you match that to the depreciation schedule so as your depreciation goes down, you bring the fixed assets level down with it, it’s a standard accounting practice that most SU’s use. JF asked is the reserve more for us to repurchase items that are past their life. PB replied yes.</p> <p>The Trustees are asked to consider and approve the revised allocation of funds.</p> <p><b>DECISION: All agreed, approved.</b></p> |
| <p><b>7. Committee changes - TOR</b></p>               | <p>KC reported this is to acknowledge there has been some changes made to the TOR. The FRR committee has been split into two – Finance and Risk committee and People and Governance committee. These changes would void the old version highlighted in the byelaws and will supersede the byelaws temporarily. The team is working on the changes, and these will be brought to board in December. The committee were asked to approve the changes to the TOR.</p> <p><b>DECISION: FR committee TOR - All approved.</b></p> <p><b>DECISION: People and Governance TOR – All approved.</b></p>   |
| <p><b>8. Review delegation of authority matrix</b></p> | <p><b>DECISION: All agreed, all fine.</b></p>   |
| <p><b>9. NSS results presentation</b></p>              | <p>KC reported she had shared the presentation James Coe had presented to the SU staff. It is to recognise the SU has come 2<sup>nd</sup> in the region, a small percentage behind Teesside. There is some work to do with specific cohorts; this is the first time the SU has received any data</p>  |

|                                |  |
|--------------------------------|--|
|                                | <p>around the NSS, it was great to see where the SU sits in the sector. PI commented it was a big win for the SU!</p>  |
| <b>10. Risk Workshop</b>       | <p>JF will lead on the Risk workshop in a couple of weeks' time to refresh and reset the risk register. She is looking forward to everyone's input and managing the risk.</p>  |
| <b>11. Succession plan</b>     | <p>KC asked if anyone has any feedback on the succession plan that was circulated? It is to try and help mitigate if a member of staff is off. JF asked, around the CEO's role. If anything was to happen to the CEO, would her work not be given to a deputy instead of going up to a trustee; what is the thinking behind this? KC replied it was in line with the delegation of authority. She does not have a deputy as such, she has heads of. A discussion took place; JF asked would you not include an interim. KC discussed the impact of a short-term period being 2 weeks and the impact being low. PO asked on the job roles that are listed, how does attendance/sickness look across the SU? KC replied this is no significant issue, this is a fall-back plan. KC reported the succession plan has come about due to the SU going for the Quality SU status; one of the preferred documents is to have a succession plan. It is there, we have just never shared it with board.</p> <p>CE spoke. It is really interesting seeing it wrote down, it is just assumed. She asked, the business resilience generally, do we have a fuller plan for that? A discussion took place. ALP suggested, it might be worth consideration where you might need to relocate, risk question, space adjustment. PO asked does the SU have their own insurance policies. RG asked around catastrophe planning, think about what the short-term requirements might be, who might make the decisions. KC replied this is really helpful, she will add on Head of Student Engagement &amp; Insight. She asked the committee if they approve of the succession plan.</p> <p><b>DECISION: All happy to agree the succession plan.</b></p> |
| <b>12. Expenses policy</b>     | <p>KC asked if everyone was happy with the updated expenses policy.</p> <p><b>DECISION: All agreed to approve the expenses policy.</b></p>   |
| <b>13. Change it proposal!</b> | <p>CW reported on behalf of HC, Student Voice Manager. This is a proposal to add an additional online tool on the website, the Voice team have been looking at how they operate, and HC has been working with Frank Sverha, Marketing and Communications Manager.</p> <p>The idea behind it is to give something that is accessible and easy that will hopefully encourage more students to talk to us and give feedback; it works in a similar way to social media. There will be a trigger point of x no of likes on a particular item. This would then be approved by</p>   |

the officers, then to see what can we do about it and how do we take it forward?

It is the hope that course reps and SV reps will utilise and promote the tool when they are having conversations with other students; this is more of a formal tool where students can pop their ideas and thoughts in the questions. We are at the early stages of planning and getting it up and running. There isn't going to be a pilot or trial period. CW stated it's a function we haven't been using, there is no cost, it is a case of activating it.

What is really useful, moderation part, we are not going to make two separate changes for Sunderland and London, it will be one. It will be better for all students on both campuses to see all of the issues on there. We are going to encourage students to say what campus they are from; the moderators will add whether it is Sunderland or London campus.

RG spoke. She has used this in the past, an MSL version, she thinks it is great, and really useful. Key recommendations are how you are going to promote it, letting the students know it is there? RG was uncertain when she seen this in the paper, it is very much a just do it. Why do the board need to approve it, was it a cost, but now knowing there is no cost, it's brilliant for the SU.

CW replied it is a key piece of work, student engagement and student voice element. CE suggested it is a really good thing, a way of putting forward ideas. Although there is no physical cost, there is a huge cost of people's investment in it. Encourage you to have a success plan, particular elements you are going to look for, you need to define it. There is a student representation steering group this week, the group would be interested to know, is she allowed to share the idea.

CW will check with HC when he comes back from holiday.

**ACTION: CW to check with HC as to whether CE can share the information with the Student Representation Steering group.**

PO reported he would expect something around mitigations, is there something before you role this out, do you have some sort of plan? CE what kind of success looks like, it's a way of representing their views, be aware if that looks odd, we need to test it.

JR spoke. The problem from student voice is engagement, you need to make it clear what is the service, what the feedback is for, and is it focused for the university. CW replied, it is across the board, it is a really good point to make it clear.

JR is an SV rep, he thinks it's amazing, and important to make it obvious. The course rep and SV rep are for academic roles; you need to make sure students are aware this is for everything.

#### 14. Students' Union update

a. Overview of each department sent in advance, questions from the Board to be sent prior to the start of the meeting

KC thanked the trustees for the questions submitted today before the meeting and will reply to them as soon as possible. It is really valuable and some great observations around the papers for next time.

DF gave an overview of SU London.

- Over the last 6-12 months they have strengthened the relationships with the university and has regular meetings with Alan Hardie, Director of Sunderland in London.
- Recruitment vacancy - Student Experience Coordinator. Really competitive process, 18 applicants and 9 shortlisted for interview. Eleanor (Ellie) Lee was the successful candidate who has started in post today.
- Induction week – making changes. Lots of events and activities arranged for during the week.
- Now running across two office spaces (a small office in the main Marsh building, and a smaller office space in Harbour Exchange building), also pending a campus move, Aug 2024 – tbc.
- Launched a partnership with Native; events package has just been signed off.
- Chat GPT, AI, NSS – worked hard over the last 12 months.
- Catering – Bringing catering on campus to London.
- Belong programme - Data and Insight collection; DF is happy to share questions with everyone.
- SU London has 96 course reps and 8 societies.
- Working with careers team in London, looking at the impact of our students involved.
- Advice trial – Senior Student Advisor, Christopher Welsh has been looking after London remotely. There has been around 50 emails and 20-30 cases for London based students. This will be reviewed in December to see if they need to create an in-person service at London campus.
- Underground strikes happening this week, Wednesday to Friday; staff will be working from home.

b. Summary of Welcome Week, and Officer induction programme

CW reported as noted in the updates, the SU has approached induction sessions slightly different this year with an aim to simplify it and make it easier to deliver. She is working with the offices, elongating the experience, making it still informative and having a fun element. Key points are it shows everything that we do. It definitely pushes the officers to the forefront, so everyone was getting the same experience. SU Crew and SVR were also able to deliver the presentation; feedback is they really enjoyed it. Induction talks so far, 53 delivered, 10 booked in for October and another 2 in the process of being organised; they've hit 55% of courses with new intakes, which is 87 out of 158 different courses. The main challenge is tutors not getting back or contacting us. The SU will try and build ground level relationships with staff and tutors to raise awareness.

|  |   |
|--|---|
| <p>c. Presidents manifesto presentations</p> | <p>JF left the meeting at 3.54pm.</p> <p>Freshers' attendance at events, not including the fair, seen a 107.6% increase from last year; 2,110 students attended. At the fresher's fair there was just over 2,000 students attended. Income for the fair, the revenue was doubled for stalls booked, from £5,200 (2022) to £10,100 (2023). Total income for the media sales was £20,225; Michelle Allen has done an amazing job. Freshens fair demographic figures saw engagement across the board, 18-21 year olds – 62.5%, home students 60.1%.</p> <p>CE commented she is very happy to work with the SU where we have cold spots.</p> <p><b>ACTION: CE to meet with CW.</b></p> <p><b>PI, President Activities, gave an overview of the presentation.</b></p> <p>This academic year Your SU will be tackling students' ability to meet their financial responsibilities whilst at University. They have pinpointed two main areas of concern/activity:</p> <ul style="list-style-type: none"> <li>○ Implementing a payment plan option for the self-funded students. Key thing, pleading with the university to implement a payment plan option to self-funded students.</li> <li>○ Tackling agent integrity and visa information on a national scale. Key problems are agents that go out to students, they are not giving the student reliable information. We are going to push for collaboration of stakeholders, so we have reliable information for students before coming to Sunderland. Home students will also be involved in this.</li> </ul> <p>They will be calling for the formation of a Northeast Student Coalition to highlight the issue to decision makers, lobbying NUS to join the campaign, and calling the APPG International Students to further apply pressure for heavier regulations on the international student recruitment market.</p> <p><b>OD, President Education, gave an overview of the presentation:</b></p> <ul style="list-style-type: none"> <li>○ Working on 'Fit to Sit' policy and its impact on students' academic performance. We are asking Academic Board and the Academic Register to alter Fit-to-Sit and allow student to submit Extenuating Circumstances post assessment. We will present the case to SRSG, SSC, and Academic Board.</li> <li>○ Essay Mills actively use the University's social media to target new students. We are asking the University to employ student staff that can tackle and remove essay mills from the University social media following. We will present the University with</li> </ul> |
|--|---|

ethnographic research into the issue, exposing the degree and parasitic approach of Essay Mills.

- The lack of exposure of the University support services (library and study skills) throughout students' academic journey. We will work alongside Student Journey and Heads of Schools to increase Study Skills sessions before assessment periods. We will work with these services to understand and overcome barriers to this project focusing on improving student academic performance and reducing misconduct.

Also looking at induction processors, and how can we make it better for our students.

**OS, President London.**

**DF gave a verbal overview on behalf of OS.**

Three main areas of improvement:

- Increase visibility and participation of Clubs, Societies and Activities. We are asking the University to actively support the development of the co and extra-curricular Students' Union offering. She has been having 1-1's with staff.
- Improving Communication and Access to Services. We want to work with the university to make sure that students know how to access and use all services both academic and non-academic in London. Engagement inside, outside, and digitally, making sure students understand, support with focus groups.
- Build on the current work that has already been done around catering on campus. We want to work with the University SLT to ensure that the catering offer on campus is accessed by as many students as possible.

**OA, President Wellbeing,**

**gave an overview of the presentation:**

This academic year Your SU will improve student experience of support services focusing on earlier intervention. To this end, we have pinpointed three main areas of concern/activity:

- Address social stigma experienced by men and cultural barriers experienced by international students. We are asking the University wellbeing services to work with us to address social stigma experienced by men and cultural barriers experienced by International student. We will campaign to spotlight barriers to students' access to wellbeing services through a sensibilisation campaign and an on-campus event supported by internal and external stakeholders. We want your support to spotlight men's mental health!
- Evaluating student awareness and use of Flying Start. We are asking that the University reviews information surrounding support services within the Flying Start module and focus on increasing student usage of the tool. We will run research in the form of focus groups. We would like to meet and discuss the issue with Student Journey.

|                                    |  |
|------------------------------------|--|
| <p>d. CEO update and questions</p> | <ul style="list-style-type: none"> <li>○ Students are more likely to use their support services if it reflects the demographics of the student body. We are asking the University to hire two counsellors from a BAME background. We will present best practice in the sector with relevance to our University to Operations Board. We would like to meet and discuss the issue with Student Journey and Wellbeing Services management.</li> </ul> <p>CE reported she has been discussing with KC to see how she can coordinate and support the Presidents achieving their priorities this year and looking to develop an action plan to share. She can see in the request they have asked if we can look at something then present the findings to the university; CE would love to do the research together. CE is going to start the first meeting with OD &amp; OA. She would like them to attend a workshop, to explore what it is we are trying to tackle, what we already have and to look at stats; the active registrar will join the session. If it works well, she will roll it out for other presidents too.</p> <p>JR commented to OA, increasing the support of mental health services. Remember we are confidential; this is a barrier a number of peers have had.</p> <p>JR asked OD, regards the Essay Mills. The problem is not just social media; beware there are a bunch of scammers out there.</p> <p>ALP, in terms of agent protection, definitely to broaden it out, he doesn't know how regularised that is. They have scenarios at Stirling where agents are pickings modules before they arrive.</p> <p>ALP spoke OD. Fit to Sit, recognise you are going to kick off the conversation, start of the conversation is really important, it can be a slog, don't get disheartened during the way, it will take a long time.</p> <p>OD asked is catering going to be included in London graduation. KC replied, it's not the same format as Sunderland, they would need to change the format. We are going to pick this up and discuss how to tackle the suggestion, so students get fairness across the board.</p> <p>CE asked DF, it would be good to follow up, and see how we work collaboratively.</p> <p><b>ACTION: CE to meet up with DF, London.</b></p> <p>PI, to note the officers have been assigned SLB lead to support them with their manifesto's.</p> <p><b>Update from KC:</b><br/>KC reported:</p> <ul style="list-style-type: none"> <li>○ Appreciation to get Trustees to London; this will be really beneficial. It may be best to look at going back end of next year (2024) in line with the opening of the new building. It would be nice for everyone to be there in person as challenges arise with hybrid styles.</li> <li>○ TEF – University have been awarded silver.</li> </ul> |
|------------------------------------|--|

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>○ SU at St. Peter's – New space at St. Peter's is going to be a big shift for the university.</li> <li>○ Housing – Constantly checking in with the university. There are going to be issues around housing in the next few weeks/months, also from 2025 as there is not enough accommodation and the university will no longer have Clanny House.</li> </ul>   |
| <p><b>15. Strategic conversations: Democracy review</b></p> | <p>Spotlight – unfortunately, Declan Merrington, SV Coordinator Democracy and HC are not in the office today.</p> <p>KC inherited a democracy review from an external company; it is not something that is fit for purpose. It got put on hold in light of the new Student Voice Manager, Hélder Costa starting. He has some fantastic suggestions what he would like to work on with his team and the support network. We want it to be really transparent, put in tender procedures and not go with the first external company. We want to have some time, get to know our students and the organisation, and be settled in the role. If we could look at something early next year, to look at going to the AGM next December, rather than a rushed approach.</p> <p>KC asked how people feel about taking it seriously and getting the right resource into the democracy review. Our student demographics have completely changed over the last 12 months. There is a real need to consider the democracy review in full, including governance.</p> <p>ALP replied yes to do it. Given the comments that Abi gave the last time about new target areas, it makes sense to bring that in and consider; December 24 is actually close!</p> <p>KC asked ALP if he is happy with the spotlight on budget planning for next Trustee Board. December board needs to have more of a focus.</p> <p><b>DECISION – ALP replied yes.<br/>ALP left the meeting.</b></p> |
| <p><b>16. AOB – Meeting feedback (Trustees)</b></p>         | <p>KC asked JR if he was fine to have his photo taken as Student Trustee for the SU website. JR replied yes.</p> <p>KC asked could all Student Trustees get in contact with Frank Sverha with answers to the questions Frank has asked and also make arrangements for their photo to be taken.</p> <p><b>ACTION: All Student Trustees to send answers to the questions Frank has asked and also arrange to have their photo taken.</b></p> <p>KC asked if everyone is happy with the spotlight on budget planning for next Trustee Board. December board needs to have more of a focus.</p>   |

|  |  |
|--|--|
|  | <p><b>DECISION – Everyone agreed.</b></p> <p>KC asked if there was any feedback on the meeting. She also reported JF suggested moving the officer trustee presentation earlier in the agenda so trustees who have to leave early don't miss out. KC replied this is a good idea.</p> <p>RG commented on the sound at the meeting. She understands it was not the normal room, she found it quite difficult to engage. RG liked the way the officer's presentations were done, it was really engaging and professional. KC replied, they will do very similar at each board. PO commented it catches the eye.</p> |
| <p><b>17. Date and time of next meetings</b></p> | <p><b>Board meetings:</b></p> <ul style="list-style-type: none"> <li>○ <b>Monday 11 December 2023 – University Board Room</b><br/>1.30pm - Trustees &amp; Presidents ONLY<br/>1.45pm - KC, Presidents &amp; Trustees ONLY<br/>2.00pm - Everyone</li> <li>○ Monday 11 March 2024 – 1.30pm</li> <li>○ Monday 24 June 2024 – 1.30pm</li> <li>○ Tuesday 25 June 2024 – Board Development Day – All day</li> </ul>  |

**With no further business the meeting finished at 4.35pm.**

**ACTION TABLE**

|   |   |
|---|---|
| <p><b>13. Change it proposal!</b></p>               | <p>CW to check with HC as to whether CE can share the information with the Student Representation Steering group.</p>         |
| <p><b>14. Students' Union update</b></p>            | <p>CE to meet with CW, Head of Student Engagement &amp; Insight.</p> <p>CE to meet up with DF, Head of London Operations.</p> |
| <p><b>16. AOB – Meeting feedback (Trustees)</b></p> | <p>All Student Trustees to send answers to the questions Frank has asked and also arrange to have their photo taken.</p>      |

## Board of Trustees Minutes

Monday 11 December 2023

In person - Edinburgh Boardroom, 4<sup>th</sup> Floor, Edinburgh Building, City Campus and via Teams.

1.30pm - Trustees & Presidents ONLY

1.45pm - KC, Presidents & Trustees ONLY

2.00pm - Everyone

### Present:

**Officer Trustees 23/24:** **Chair** - Prince Ikechi (PI), President: Activities  
Oludolapo (Dola) Dada (OD), President: Education  
Oluwatosin (Tosin) Solarin (OS), President: London

**Student Trustees:** Alison Charmaine Rutendo Kubwalo (AK)  
George Cosmas (GC), Joshua Richardson (JR)

**External Trustees:** Peter O'Brien (PO) – Vice Chair of the Board  
Al-Lawley Powell (ALP), External Trustee

### In Attendance:

**CEO:** Katherine Cooper (KC), CEO  
**Others:** Chrissy Watt (CW), Head of Student Engagement & Insight  
Dan Fow (DF), Head of London Operations  
Louise Dixon (LD), Operations and HR Manager (For HR update)  
Phil Benton (PB), Counterculture  
Christina Edgar (CE), Director of Student Journey  
Craig Henderson (CH), Haines Watts – Auditor  
James Coe (JC), Counterculture

**Minute taker:** Donna Thompson (DT), Operations & HR Advisor

|   |   |
|---|---|
| <p><b>1. Welcome, introductions and apologies for absence</b></p> | <p>PI welcomed everyone and welcomed our new Student Trustees present, Alison Charmaine Rutendo Kubwalo (AK) and George Cosmas (GC).</p> <p><b>Apologies for absence:</b><br/>Jessica (Jess) Fogarty (JF), Kayleigh (Kay) Tague (KT), Rose Guy (RG) External Trustees.<br/>Oladimeji (Prince) Adepoju (OA), President: Wellbeing – No apologies.<br/>Badr Adnani (BA), Student Trustee – No apologies sent.</p> |
| <p><b>2. Declaration of interest</b></p>                          | <p>None.</p>  |

|  |  |
|--|--|
| <p><b>3. Minutes and actions of Board of Trustee Meeting – 2 October 2023</b></p>  | <p>The Board agreed the minutes to be a true and accurate record of the meeting.</p> <p><b>ACTIONS:</b></p> <p><b>Change it proposal!</b><br/>CW confirmed CE can share the information with the Student Representation Steering group.</p> <p><b>Students’ Union update - Outstanding Action:</b><br/>CE reported she is still to arrange to meet with CW and DF.</p> <p><b>AOB – Meeting feedback</b><br/>Student Trustees had their photos taken as requested, however the new student trustees (newly appointed) need to contact Frank Sverha, Marketing and Communication Manager to arrange their photo to be took.</p> <p><b>DECISION: Approve, all agreed.</b></p>   |
| <p><b>4. 2022-2023 Audited Accounts and audit clearance memorandum for the financial year end 31 July 2023 (Craig Henderson, Haines Watts in attendance)</b></p> | <p>CH reported the audit is complete, there were no significant findings, thanks to PB, Lynne and the team. There was one immaterial audit adjustment, this was linked to fixed assets.</p> <p>Pg 17 – Audit report, this is an unqualified opinion. Conclusion, the Students’ Union can continue for a period of 12 months from today.</p> <p>Pg 21 – Overview of the Statement of financial activity – Total income £1,377,231 versus £1,677,839 last year. Primary reason, there was a one-off pension payment from the university last year.</p> <p>Expenditure – Increase on activities £1,331,773 versus £1,069,398 last year. Primary driver £160,109 wage costs in the year. A debit of £136k within the operating costs relates to the adjustment of the pension liability.</p> <p>Pg 22 – Balance sheet, small increase in fixed assets.</p> <p>Pg 33 – Analysis of the funds – general funds carried forward £200,000; this is a small decrease on last year.</p> <p>PO asked, do we know how the superannuation/pension scheme is performing. Do we know when there is likely to be any valuation? PB spoke on the pension scheme, the next valuation is due in June 2025; the SU have already made their 3-year payment.</p> <p>PO asked is the UoS in the same position as a number of some of the post 92’s around the teachers’ pension scheme? There has been a number of recent press reports about the concern of increased costs the universities are going to have to put in the scheme. Is that something we need to be aware of? PB replied, he is meeting the university tomorrow and can ask the question. A further discussion took place.</p> <p><b>CH asked PI to sign off the accounts. PI signed the accounts. PB and LG will receive a copy. CH left the meeting.</b></p> |

|  |   |
|--|---|
| <p><b>Finance Report – October Management accounts</b></p> | <p>PB reported on the management accounts ending on 31 October 2023, they've had a strong first quarter, bit ahead of budgeting surplus. The Union has made a year-to-date operating surplus of £60,312 against a budgeted surplus of £43,218; this has also improved in the November accounts.</p> <p>The SU have reached the point of reconciliation with the University over Transport and the hand back of the budget for the minibuses, this is now zero. Self-generated income within communications is a little bit behind. Media Sales - Native, our partners have indicated they would like to pull out of the current contract as they have found National advertising, in Sunderland, they have not been able to get. They have proposed a new contract which would include sales for London; PB and KC don't think it is worth signing in to yet. PB and KC will go back to Native.</p> <p>ALP commented, it was an attractive fixed amount when it was brought in. Would the lower amount still be valuable to the union, it would be less staff time too. KC replied, what they have come back with is significantly lower and this is to include London in this offer too. KC would like to go back to them to suggest it's fine if it were only London then this leaves it open for Sunderland; it feels like a cop out with what they have been offered. KC has spoken to Michelle our Media Coordinator.</p> <p>PB reported on the balance sheet, KPI's are in red due to the pension scheme.</p> |
| <p><b>5. Spotlight Budget Planning Round</b></p>           | <p>PB presented a PowerPoint slide on how the budget planning cycle works, how it is a bit different this year and the challenges and pressures the USSU has this year.</p> <p><b>Discussion</b></p> <ul style="list-style-type: none"> <li>○ Are the KPI's realistic?</li> <li>○ What approach could we take this year?<br/>COL?<br/>Shopping list of extra?<br/>Agree a budget envelope and cope?</li> <li>○ If we can't secure COL, what next?</li> </ul> <p>PO asked, in the last slide, KPI's - whether they are realistic or not, and on Unrestricted reserves, is it £200k in unrestricted reserves and do you regularly review. PB replied it was originally £250k, it was brought down to £200k two years ago. PO asked, the KPI would remain green, was that commercial income. PB replied it is self-generated income. PO asked have we explored as an SU, the risk, the challenges as self-generating income, would we be asked that question by the University. PB, yes, we did explore it when we took over fresher's fair, we identified Media Sales as the route to income.</p> <p>ALP stated, project funding, he thinks this place does right, he thinks it ought to be caveated with it is mostly sustainability funding or green</p>  |

project funding. In terms of commercial and trading, costs are phenomenal for people.

KC reported on KPI's, staff costs, this is a red factor on the presentation, impact with cost of living and rises, it is taking us annually beyond. It will be interesting to see what the trustees feel around the KPI's, how we move forward with the challenges around that.

PI asked, what if the table turns around, what if the unexpected happens. PB replied, if there is no more funding from the university, or a portion, you would have to make difficult options and present options back to the board.

KC asked what do we want out of the back of the budget planning in January? How do we feel about the wish list.

JR suggested, he sees no reason to consider the wish list however the cost of living needs to be top priority. PO agrees, the cost of living is priority. He wouldn't call it is a wish but need to have the other things in your back pocket. KC, there is definitely some things we could do; a further discussion took place. CE spoke, she has some ideas, she will speak to KC.

ALP spoke. Identify if over the last couple of years if there have been duplications of spend arise, also think about institutional strategic plan finishes 2025, where is the union contributing to institutional objectives; have this in mind for the conversation next year.

OD budgeting is a way of showing the university what we want to do. It is better to show why we wanted this. KC, this is a valuable point.

JR, the wish list, what do we want the most, what are the top 3-4 things, what are the top 3-4 things that could improve the student experience, how most efficiently we can get things sorted; trying to consider all possible outcomes, and having a plan in place with how things happen.

PI spoke. Take off cost of living crisis, go straight to plan. Put in prioritising and what we need to achieve; we have to key in with the university with what they are doing.

**ACTION: To provide a comprehensive budget overview which will be submitted in January 2024, which will include wider asks.**

**6. Students' Union update:**

**a. Officer updates**

**OD, President Education**

- Still working on 'Fit to Sit' policy and its impact on students' academic performance. She has reached out to other Student Union's, putting together research and will take it to the student success committee.
- Essay Mills, created personas on social media platforms.
- Induction processors, working on a written submission. The University have been very supportive.

**OS, President London**

- Celebrated first Nigerian Independence Day at London campus.
- Celebrated Diwali.
- International Men's Day.
- First ever Welcome fair.
- Meet & Greet with various advisors on campus; this was quite interesting.
- Had a meeting with the Digital learning team; trying to include this in the classes for students.
- Catering on campus, vending machines now on campus. Continue to collaborate with the UoSIL and senior management around catering options.

**PI, President Activities**

Tackling agent integrity and visa information on a national scale. Working with NUS to see if we can lobby this and take it to parliament.

This academic year Your SU will be tackling students' ability to meet their financial responsibilities whilst at university.

**OA, President Wellbeing**

OA was not present at the meeting. He is working on:

- Address the social stigma experienced by men and cultural barriers experienced by international students.
- Evaluating student awareness and use of Flying Start.
- Students are more likely to use their support services if it reflects the demographics of the student body.

JR asked PI, did the petition receive sufficient votes to be put forward? PI replied, they are still aiming for 1000 votes and have extended the deadline to 19 December.

CW reported on the new style departmental overview:

- 3 x Key Highlights
- 2 x Up Coming
- 1 x Challenge

CW asked the Board was there any questions, do they like the new style, and would they like this format to continue alongside a rag rating KPI document?

**b. Overview of each department**

|   |   |
|---|---|
| <p><b>c. CEO update</b></p>                         | <p>ALP commented he appreciates how easier it is to read and see what is going on although it is not his preference, but it works having a changeup visually going through the papers.</p> <p>CE wonders if there is something in between; a suggestion to combine the overview with the KPI's into one document. She does like it, it is a quick read, and works for her. CW replied with the objectives and KPI's it will show more progression.</p> <p><b>Update from KC</b></p> <ul style="list-style-type: none"> <li>○ Appraisal season underway.</li> <li>○ Manager's Away Day – 9 January 2024.</li> <li>○ OD invited the University Chair of Board of Governors to the SU last week and he accepted the invite. This was quite nice; he also wants to visit London campus.</li> <li>○ Susan Lapworth, Chief Exec of OfS is visiting the university for the Senior Staff conference on 8 January 2024; KC and the officers will be meeting her.</li> <li>○ St. Peter's and London development have taken up quite a lot of time over the last couple of months. London comes with challenges, thinking around focusing on budgeting and operational cost, duplication of areas; this is going to be a big challenge in the next couple of months.</li> <li>○ St. Peter's, hoping to launch in February, we need to look at staff resource.</li> </ul> |
| <p><b>7. Sunderland Risk Action Plan update</b></p> | <p>KC reported on the Risk Workshop which was organised by JF and LD. Out of the workshop led by JF, the SMT came away with ideas and formulated further ideas at the management meeting last week. At the next Board in March, there will be an updated revised Risk Action Plan which will replace the Risk Register that the SU currently has; there is currently seven risks identified.</p>  |
| <p><b>8. HR update</b></p>                          | <p>LD gave an oversight of the HR section covering EDI data/sickness report. ALP asked do you get an impression of where this puts us. LD replied, recent recruitment i.e. London Coordinator recruitment, we had some really good candidates, plenty of interest, especially with what is going on with recruitment generally. The sickness data will be a one to watch out for in future as we haven't monitored it more closely in the past. KC stated, it is a sector issue. CE asked, is any of these things worrying us? She has been looking closely at the HR data within her own team. She suggests having some thoughts on what is the turnover you would expect and the same for the sickness. She asked are you using the talent requisition team for recruitment? LD replied we do advertise with the University; it would be good to put us in contact with someone.</p> <p><b>ACTION: CE to put LD in contact with the Talent Requisition team.</b></p>  |

|   |   |
|---|---|
|   | <p>ALP suggested within the sickness, it might be useful for managers, i.e. the average number of days off. He also asked, some of the bigger data job descriptions, ahead of going out live get assessed, do they go through an AI evaluator as to whether or not they would attract more men/women. LD replied, reference sickness, they do use the Bradford factor and all staff have a return to work and refer the employee if any further support is needed. JDs are currently being brought into appraisals to make sure they are current. They haven't looked at anything gender wise on recruitment. KC stated, any tips would be beneficial. ALP commented, putting the word 'support' in a JD instead of lead/leadership, it is an immediate skew to off putting some women applying, more men would apply.</p> <p><b>LD left the meeting.</b></p> |
| <p><b>9. Democracy and Governance Review Tender update</b></p>  | <p>KC updated. Really good conversations so far from externals. Next steps are for all interested parties to have their submissions in by 5 January 2024. Two dates, 29 January 2024, and 2 February 2024, both mornings, we are looking for an interested trustee to be part of the panel to meet with some of the shortlisting tenders. KC would like to thank ALP for his time for volunteering Quality SU submission verification meeting. KC will keep ALP posted.</p> <p><b>ACTION: KC to email all trustees to see if anyone is available on 29 January and 2 February 2024, both mornings, to be part of the panel to meet with some of the shortlisting tenders.</b></p>   |
| <p><b>10. Committee minutes</b></p> <p><b>a. Finance and Risk Committee – 13 November 2023</b></p> <p><b>b. People and Governance Committee – 7 November 2023</b></p> | <p>To note.</p> <p>To note.</p>   |
| <p><b>11. Disaster Recovery Plan</b></p>  | <p>To note.</p>   |
| <p><b>12. Annual Statement of Compliance</b></p>  | <p>KC stated LD had sent an updated email about the compliance document out this morning. If anyone has any feedback, please respond to LD as this is for approval and not to note.</p>   |
| <p><b>13. Democracy and Governance Review Tender</b></p>  | <p>For information.</p>   |
| <p><b>AOB – Meeting feedback (Trustees)</b></p>   | <p>James Coe, Counterculture joined the meeting to bring some context/data of the latest TEFF results as the split indicators are out.</p>  |

JC reported, it tells us a little bit more about our students learning experience and what they think about the university and union.

**One of the questions:**

How do we continue to provide the same quality of service for a larger and more diverse fan student base.

The diversity of students is not even. The UoS has an extremely uneven student profile; there is an enormous number of students studying subjects allied to medicine and the same for Business & Management programmes; this is overall two thirds of the student body.

Strategic questions, do we devote our time to the populations of students (some may miss out), or alternatively, how do you make sure the programmes which are smaller recruiters receive the attention they need.

What do students think and are they having a good time here. One of the unusual things about the University NSS results, it tends to perform fairly well on the areas where lots of other places do not perform well.

JC reported on the academic support and organisation and management section being below in the sector. Within the Student Voice section, Q25 – How well does the Students’ Union (association or guild) represent students’ academic interests? The UoS is doing well in the sector however the Students’ Union does not do well in apprentices. Programme management is a big area, generally, the Union is doing positively compared to its peers, however there are gaps when it comes to apprentice provision.

JC spoke on the student outcome aspect, which is drawn from NSS questions, the University overall scored Silver. Final area of the report, on the split indicators, Sunderland are performing there or thereabouts. The university are making steps, which closes gaps in lots of places. Looking at provision of resources, this area looks a bit more patchy, we may choose to spend to time as a Union to look at how we support the University. There is a resource implication that we may choose to look at.

**Headlines:**

- The university seems relatively good at closing lots of inequality gaps.
- However, there is still work to be done on progression and continuation.
- There seems to be particularly gaps for Part-Time students and Apprentices.
- There are also ongoing issues with the organisation of programme teaching.

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Placement is one area the Union has thought of further exploring in depth.</li> </ul> <p>DF stated he is leading on the APP work and asked how much of that do you think the APP can cover? JC replied he can look at location separately, he will find some time to go through the APP work with DF. JC suggested two things he would think about, Black, Asian minority ethnic continuation and success gaps. Also, how has the APP performance changed over time.</p> <p><b>JC left the meeting.</b></p> <p>PI reported Sai Bhargav, Student Trustee has come to the end of his term. We thank him for his work and contribution and congratulate him on wherever he may go after this position.</p> <p>KC asked if there is any feedback on the meeting today, they have tried to make the meeting more engaging. PO replied he really enjoyed the meeting and welcomes more of the format like this. OS commented she likes the fact KC highlighted about the budget for London, they need more money for growth.</p> <p>PI wished everyone a happy holiday.</p> |
| <p><b>14. Date and time of next meetings</b></p> | <p><b>Board meetings:</b></p> <ul style="list-style-type: none"> <li>○ <b>Monday 11 March 2024 – University Board Room</b><br/>1.30pm - Trustees &amp; Presidents ONLY<br/>1.45pm - KC, Presidents &amp; Trustees ONLY<br/>2.00pm - Everyone</li> <li>○ Monday 24 June 2024 – 1.30pm</li> <li>○ Tuesday 25 June 2024 – Board Development Day – All day</li> </ul>  |

**With no further business the meeting finished at 4.20pm.**

**ACTION TABLE**

|   |  |
|---|--|
| <p><b>3. Students' Union update –</b><br/>Outstanding from previous meeting</p> | <p>CE to meet with CW, Head of Student Engagement &amp; Insight and DF, Head of London Operations.</p>   |
| <p><b>5. Spotlight Budget Planning Round</b></p>                                | <p>To provide a comprehensive budget overview which will be submitted in January 2024, which will include wider asks.</p>  |
| <p><b>8. HR update</b></p>  | <p>CE to put LD in contact with Talent Acquisition team.</p>   |
| <p><b>9. Democracy and Governance Review Tender update</b></p>                  | <p>KC to email all trustees to see if anyone is available on 29 January and 2 February 2023, both mornings, to be part of the panel to meet with some of the shortlisting tenders.</p> |

## Board of Trustees Minutes

**Monday 11 March 2024**

In person - Edinburgh Boardroom, 4<sup>th</sup> Floor, Edinburgh Building, City Campus and via Teams.

1.30pm - Trustees & Presidents ONLY

1.45pm - KC, Presidents & Trustees ONLY

2.00pm - Everyone

### Present:

**Officer Trustees 23/24:** **Chair** - Prince Ikechi (PI), President: Activities  
Oladimeji (Prince) Adepoju (OA), President: Wellbeing

**Student Trustees:** George Cosmas (GC)

**External Trustees:** Al-Lawley Powell (ALP), Jess Fogarty (JF), Kayleigh Tague (KT), Rose Guy (RG)

### In Attendance:

**CEO:** Katherine Cooper (KC), CEO

**Others:** Chrissy Watt (CW), Head of Student Engagement & Insight  
Dan Fow (DF), Head of London Operations  
Helder Costa (HC), Student Voice Manager  
Phil Benton (PB), Counterculture  
Christina Edgar (CE), Director of Student Journey  
James Coe (JC), Counterculture

**Minute taker:** Donna Thompson (DT), Operations & HR Advisor

|   |   |
|---|---|
| <p><b>1. Welcome, introductions and apologies for absence</b></p>                           | <p>PI welcomed everyone present, also welcoming James Coe from Counterculture and Helder Costa, SV Manager.</p> <p><b>Apologies for absence:</b><br/>Peter O'Brien (PO) – Vice Chair of the Board, External Trustee<br/>Oludolapo (Dola) Dada (OD), President: Education<br/>Oluwatosin (Tosin) Solarin (OS), President: London<br/>Alison Charmaine Rutendo Kubwalo (AK), Student Trustee<br/>Joshua Richardson (JR) Student Trustee</p> |
| <p><b>2. Declaration of interest</b></p>  | <p>None.</p>  |
| <p><b>3. Minutes and matters arising of Board of Trustee Meeting – 11 December 2023</b></p> | <p>The Board agreed the minutes to be a true and accurate record of the meeting.</p>  |

|   |   |
|---|---|
| <p><b>4. Democracy and Governance Review (James Coe/Helder Costa)</b></p> | <p>HC introduced James Coe who is a partner at Counterculture and has been appointed by the SU to lead on the Governance and Democracy review for the SU. JC will be guiding the SU through the proposed timeline for the democracy review.</p> <p>JC reported the entire set of proposals don't need to be proposed until the AGM, December 2024, however working backwards in dates, whatever the SU choose to do with the future of the democracy and governance needs to be done in July and August in terms for changing the Articles and Byelaws. A final set of proposals will come to Board Development Day in June, therefore there needs to be a draft report by May.</p> <p>Engagement needs to take place between March, April, and the start of May. JC will be meeting with staff, steering groups, trustees, officers full and part time, meeting a range of students, school voice reps, course reps and the university. Having already met the steering group there are six key themes of activity.</p> <ul style="list-style-type: none"> <li>○ Look at roles and activities of the board, mentoring, supporting the CEO.</li> <li>○ Officers – What does the model look like in the future alignment between their roles and the coverage of officers in their engagement etc.</li> <li>○ A different type of democracy, a more federated model particularly with London down from Union Council.</li> <li>○ The role of School Voice Reps and Course Reps and how they are integrated into the overall democracy system.</li> <li>○ Look at the role of students, how they can be part of the main democracy structure.</li> <li>○ Overarching question like the general meeting, do we actually have to have them?</li> </ul> <p>JC stated it is an ambitious timeline but by no means impossible. He has a lot of engagement built in so they can find out what is working and what isn't. HC asked are there any questions?</p> <p>ALP commented the level of information and communication he has received so far is very strong! There were no further questions.</p> <p>JC, next steps. He is meeting the exec committee on 14 March, and university meetings are starting on the 18 March. After that there are further steering groups, group committee meetings etc.</p> <p>What does initial themes look like? Assessment proposals will be arriving in May.</p> <p>HC stated he is meeting with Jim tomorrow to discuss why the student involvement and student trustees are a part of that.</p> <p>JC left the meeting.</p> |
| <p><b>5. Elections Update</b></p>   | <p>HC gave an update on elections. There was a 143% increase, 112 students nominated themselves to run. The SU have changed the election rules to be a bit more aligned with visa restrictions and work commitments; they saw a transformation of 34 overall candidates for the positions. With regards to demographics and nominations, they had</p>   |



|                             |  |
|-----------------------------|--|
| <p><b>c. CEO update</b></p> | <p>Three key highlights, two things upcoming - what the challenges look like.</p> <p>Challenges – centred around budget.<br/> Within the Opps team the focus is around processes. DF will report on London.<br/> Wider remit around 'Freedom of speech'.</p> <p>Events have been really good with 38 different events happening throughout February.</p> <p>Other challenges in the department, there are a couple of staff leaving. CW will be looking at filling those gaps and looking at what we do to assess it.</p> <p>Marketing and Communications Manager leaving Friday 22 March.<br/> Student Voice Coordinator (Representation) leaving 22 March.<br/> Student Opportunities Coordinator, leaving 11 April.</p> <p>DF reported on London Campus update. There has been significant growth in activity in London Campus, there are lots of good vibes from the university. They are looking at strategic decisions around the things they say 'no' to as London has a different demographic. Also looking at processors at how they do things and looking at what next! They are thinking of creating a community-based activity than having dedicated societies.</p> <p>The campus move is going ahead, this is planned for the end of this year.</p> <p>University of Sunderland in London is operating on a 4-day week. The SU have asked to be involved in terms of student feedback and student experience. The SU will still be working 5 days a week, with one day out of the five working from home due to office space. It is a very exciting time ahead and recognises the challenges around funding.</p> <p>Professor Milan Radosavljevic the new Deputy Vice-Chancellor (Commercial) is joining the University of Sunderland on 7 May 2024; DF is hoping they will have some conversations with him to talk about their current model and how the SU operates in London, also have some good conversations with the University senior leadership team about what the offer currently looks like and what gaps are in terms of the SU as a service and depending on the outcome of the funding.</p> <p><b>Update from KC</b><br/> KC has been working closely with CE particularly around budgets and understanding the SU stance. There has been quite a lot of work on 'Welcome' and the journey from a student perspective from the early entry through.</p> <p>Productive joint exec meetings, seeing two officers take proposals to the meeting, seeing how this is transforming and that the VC really supports those conversations happening. The joint exec also has a Board of Governors member on it so it's going beyond the original group.</p> |
|-----------------------------|--|

**d. University update**

Working on 'Pay & Reward' review to look at how effective as an organisation we are. Living Wage Foundation is coming in; need to look at what the SU can do so they are safeguarded for the next couple of years to protect the bottom end of our scales. Graham Atkinson, Atkinson HR who is working on the Pay & Reward review visited the SU last week which was really insightful to understand. KC has heard the feedback from staff, there are lots of different cogs in the wheels that make up the experience from employees. One thing that came out of the meeting, and the SU have changed it was they used to get paid on the third Thursday of every month, this has now been changed to the 21<sup>st</sup> of the month, a really quick win.

Graham was also asked to focus on a 'Flexible working model', it helped to shape some of the conversations. Hopefully, we can try and shape the culture that we are.

KC had her first 'Freedom of Speech' meeting with the university. She is looking forward to seeing what the next steps look like and knowing the university are wanting the SU to be more collaborative together is a really good approach as the sector are feeling SUs are not getting the support from OFS that they would expect.

To acknowledge, the University have actively involved the SU in more recruitment which is really positive, recruitment in the Director of Home Student recruitment and Assistant Director of Marketing and Comms.

The VC is really receptive about holding an additional joint exec meeting, building key stakeholders to the university to be part of feeding into the democracy and governance review.

The AGM hit quoracy; this is really important to highlight, there is still work for the SU to do moving forward.

CE updated the committee.

Professor Milan Radosavljevic, Deputy Vice-Chancellor (Commercial) will be joining the university on 7 May 2024 and Professor Jo Crotty, Pro Vice-Chancellor (PVC) Research and Global Engagement will be joining from April. It will be interesting to think about how we support PGR's particularly and sure she will want to meet with the SU early doors.

Dr Ben Middleton has been appointed as Dean of the Faculty of Education and Society. He will take over from Professor Lynne Mckenna MBE when she retires in the summer. Ben is currently Head of the School of Social Sciences.

Recruitment coming up: Head of Student Recruitment and Assistant Director of Marketing and Comms. SU and students will be involved.

An appointment of Interim Pro Vice Chancellor Learning and Teaching, Dr Helen Driscoll, will take on additional responsibilities when Abi leaves this month; Micheal Young will also cover some elements. The post for Pro Vice Chancellor Teaching will go out later in the year; support came out as the key thing.

|  |  |
|--|--|
|  | <p>Welcome project – the university have reached the end of the exploratory phase. The university played back some of the ideas that were either challenges or things they thought they did well with back to a group of students. Support came out loud and clear from the students as being the key things; there are also a number of other themes.</p> <p>Another new project CE is co-sponsoring with Katherine MacLeod, External Relations Director is on student communications; this will be a big piece of work to look at e.g. How students want to hear from us, engagement, what platforms do we use; the welcome project will be a good place to try out some of the learnings quickly.</p> <p>JF asked is the 4 day a week something they would try up at Sunderland too. CE replied no, just London. Sunderland staff work 3 days in office and 2 days from home; London work 4 days and 1 day off. DF stated London SU could not work a 4-day week. They work 5 days with 1 day working from home due to the office space. CE said, this is a pilot.</p> <p>DF stated he has asked if the SU can be regularly informed of how the 4-day week in London is going. He will report back to board on any feedback from staff and students.</p> |
| <p><b>7. Finance Report<br/>January Management<br/>Accounts</b></p> <p><b>Mid-Year Budget Reforecast</b></p> | <p>PB reported on the management accounts for the first half of the 2023/24 financial year, ending on 31 January 203. The Union has made a year-to-date operating surplus of £60,597 against a budgeted surplus of £59,788 representing a positive variance of £809.</p> <p>Balance Sheet, Paragraph 8, the indicators are in red due to the SU paying the 3-year pension contribution upfront in November.</p> <p>Part B of the paper is an overview of the budget forecast; this was discussed in detail at the Finance &amp; Risk committee. The union have undertaken a quite rigorous review of the budget at the halfway point of the year along with budget holders.</p>  |
| <p><b>8. Spotlight – Budget Planning</b></p>   | <p>Budget meeting took place with the university on Friday 8 March. It is not quite clear as KC thought it would be. KC had circulated a presentation in the meeting, which was an overview of what an 8% cut could look like to the SU and the impact that would have; this was changed from 10% to 8% due to a last-minute change in a couple of resignations the organisation received which were by fluke. The resignations are in the areas that the SU were suggesting looking at if the SU needed to go through a process.</p> <p>The university have told everyone they need to take a 10% cut. With the SU having two vacancies, this has potentially helped them get to a figure which is more manageable without seeing the organisation having to go through a major restructure. KC and PB reported it is worth noting, they are not clear on the figure the 10% is being cut from; a discussion took place. CE suggested she could make an informal enquiry as to what the assumption is. PB stated he was also attending a meeting with the university the following day and will also ask the question.</p>  |

|  |   |
|--|---|
|  | <p><b>ACTION: CE to make an informal enquiry as to what the assumption is; PB to also ask in his meeting with the university.</b></p>   |
| <p><b>9. Board Development Day – 25 June 2024</b></p>  | <p>KC reported the Board Development Day is on Tuesday 25 June 2024. Anyone requiring travel or accommodation or any restrictions they have, please let DT know asap.</p> <p>The day will be focused on democracy and Governance, Budget discussions; also covering risk in the next trustee meeting too.</p> <p><b>ACTION: Trustees to send DT any travel/accommodation requests as soon as possible.</b></p>  |
| <p><b>10. Committee minutes</b></p> <p><b>a. Finance and Risk Committee – 5 February 2024</b></p> <p><b>b. People and Governance Committee – 1 February 2024</b></p> | <p>To note.</p> <p>To note.</p>   |
| <p><b>11. Risk Action Plan</b></p>   | <p>To note.</p>   |
| <p><b>12. CEO Appraisal</b></p>  | <p>To note.</p>   |
| <p><b>13. Trustee Code of Conduct</b></p>  | <p>For information.</p>   |
| <p><b>14. Annual Members Meeting minutes – 13 December 2023</b></p>  | <p>For information.</p>   |
| <p><b>AOB – Meeting feedback (Trustees)</b></p>  | <p><u>External Trustee, Vice Chair</u><br/>PO is stepping down as Vice Chair in September; the P&amp;G committee will be looking at the vacancy in May 2024.</p> <p><u>Elections</u><br/>KC reported as a result of something that has happened during elections, one of our current officers is likely to withdraw from the elections process. They would like to have some follow up discussions on what their time looks like over the coming months as an officer. AL is fully aware and supported the SU with some of the details from the last week; KT is also briefly aware as of today. Both trustees were made aware to ensure the SU are in line with legislation and will be utilising any external support that the SU can to make sure they have everything right and check they are not in any risk for that.</p> <p><u>Extra P&amp;G and F&amp;R committee meeting</u><br/>KC asked to cancel meeting as this is no longer required.<br/><b>ACTION: DT to cancel the meeting.</b></p> |

|   |   |
|---|---|
| <b>15. Date and time of next meetings</b> | <b>Board meetings:</b> <ul style="list-style-type: none"> <li>○ <b>Monday 24 June 2024 – In person, University Board Room</b><br/>1.30pm - Trustees &amp; Presidents ONLY<br/>1.45pm - KC, Presidents &amp; Trustees ONLY<br/>2.00pm - Everyone</li> <li>○ Monday 24 June 2024, 4.30pm – Trustees social</li> <li>○ Tuesday 25 June 2024 - Board Development Day – All day</li> </ul> |
|---|---|

**With no further business the meeting finished at 3.34pm.**

**ACTION TABLE**

|  |  |
|--|--|
| <b>8. Spotlight – Budget Planning</b>    | <b>ACTION:</b><br>CE to make an informal enquiry as to what the budget assumption is; PB to also ask in his meeting with the university. |
| <b>9. Board Development Day 25.06.24</b> | <b>ACTION:</b><br>Trustees to send DT any travel/accommodation requests as soon as possible.   |
| <b>AOB</b>                               | <b>ACTION:</b><br>DT to cancel the extra P&G/F&R meeting.  |

## Board of Trustees Minutes

**Monday 24 June 2024**

In person - Edinburgh Boardroom, 4<sup>th</sup> Floor, Edinburgh Building, City Campus and via Teams.

1.30pm - Trustees & Presidents ONLY

1.45pm - KC, Presidents & Trustees ONLY

2.00pm - Everyone

### **Present:**

**Officer Trustees 23/24:** **Chair** - Prince Ikechi (PI), President: Activities  
Oladimeji (Prince) Adepoju (OA), President: Wellbeing  
Oludolapo (Dola) Dada (OD), President: Education

**Student Trustees:** Alison Charmaine Rutendo Kubwalo (AK), George Cosmas (GC)  
Joshua Richardson (JR), Jouhayna Mrabet (JM) - new Student Trustee

**External Trustees:** Al-Lawley Powell (ALP), Jess Fogarty (JF), Kayleigh Tague (KT),  
Peter O'Brien (PO) - Vice Chair of the Board, External Trustee, Rose Guy (RG)

### **In Attendance:**

**CEO:** Katherine Cooper (KC), CEO

**Others:** Chrissy Watt (CW), Head of Student Engagement & Insight  
Dan Fow (DF), Head of London Operations  
Phil Benton (PB), Counterculture  
Christina Edgar (CE), Director of Student Journey

**Observer:** Aliyu Babatunde Jimoh (BJ), Incoming President: Wellbeing  
Felicia Peter Udofia, (FU) Incoming President: London

**Minute taker:** Donna Thompson (DT), Operations & HR Advisor

|   |   |
|---|---|
| <p><b>1. Welcome, introductions and apologies for absence</b></p> | <p>PI welcomed everyone present, including the new Student Trustee, Jouhayna Mrabet, the new incoming Presidents Aliyu Babatunde Jimoh and Felicia Udofia, also thanking Peter O'Brien and Oladimeji (Prince) Adepoju as this is the end of term for them at the Board of Trustees.</p> <p>PI asked everyone to introduce themselves.</p> <p><b>Apologies for absence:</b><br/>Jess Fogarty (JF), External Trustee.</p> |
| <p><b>2. Declaration of interest</b></p>                          | <p>None.</p>  |

|  |  |
|--|--|
| <p><b>3. Minutes and matters arising of Board of Trustee Meeting – 11 March 2024</b></p> | <p>The Board agreed the minutes to be a true and accurate record of the meeting.</p>   |
| <p><b>4. HE Sector Overview – State of HE</b></p>  | <p>KC/DF shared a presentation on what is going on in the wider world of Higher Education.</p> <p><b>What is this all about?</b></p> <ul style="list-style-type: none"> <li>○ External factors impacting our day to day work.</li> <li>○ How can we use this to influence the sector?</li> <li>○ How can Sunderland Students’ Union play their part?</li> <li>○ What do we have to think about as part of this?</li> </ul> <p>It was stated domestic undergraduate fee income has lost around 1/3 of its value due to inflation, international student numbers down around 40%, major shift in student attendance patterns post covid and the realities of the cost of living crisis on student life and Sunak said to be considering severely restricting or even scrapping the graduate visa route.</p> <p>DF spoke on the General Election and what each party are proposing.</p> <p>Cost saving – Around 1/3 of universities facing redundancies, affecting institutions of all kinds across the sector post-92s to Russell Group and impact to Students’ Unions (Block Grants, Repurposing, etc.)</p> <p>Universities UK on Grad Outcomes –</p> <ul style="list-style-type: none"> <li>○ Sector representative body makes the case for the long term value of a degree.</li> <li>○ There are small regional variations, but graduates are much more likely to be in paid employment by age 31 than their peers.</li> <li>○ Non-graduates earn more than graduates before the age of 22 – above this age (from 23 onwards) graduates begin to earn more.</li> <li>○ By the age of 31, your average graduate earns around £8,000 more a year – and this holds whatever your economic background.</li> </ul> <p>JR asked for some terms to be clarified ‘Style &amp; Raymond’ and ‘Erasmus+,’ DF replied. JF asked on the General Election slide, Conservatives, they believe they will design a metric to identify null performing courses, is it just dropout rates, what is the metric for people worse off and not going to university? CE replied they don’t have the details yet, in theory all of the metrics already exist i.e., TEF, the university already reports on these. This is the first time the government has implied they might look into the earnings directly.</p> |
| <p><b>5. Stance on Palestine</b></p>   | <p>CW stated the paper was submitted via the democracy channel and had originally gone to the P&amp;G committee meeting which wasn’t quorate, therefore, they were unable to fully discuss. It has been brought to Board due to the potential risks to charitable purpose and reputationally, and for discussion or any questions that may arise on</p>  |



**ACTION: CW to look into the stats and maybe ask further questions.**

RG asked is the challenge that you are experiencing with a society member engaging with elections, is it your core elections or societies elections/committee elections? KC replied it is getting them engaged normally. RG suggested taking this to James Coe in the Board Development Day being held tomorrow.

**c. CEO update**

**Update from KC**

The biggest focal point is item 10 in the papers, the 'Freedom of Speech'. The new act is coming in on 1 August 2024; it has been a very interesting time navigating this. Recently attending the Northeast Chief Exec network, Sunderland are the first bringing the code draft to the board. KC stated they are supported by the university.

As in the papers there is a lot going on in terms of strategy, absolutely phenomenal to see the 'Change It' being used on the website; she is proud of the work the team are doing.

PO asked in regards the joint manifesto, what was the kind of big asks in the manifesto? KC replied the joint manifesto is student voice coming through, joint work is being about the officers working together. PI replied during the key challenges there was cost of living, spoke more on transportation, and accommodation/agents and landlords being regulated. Last week, northeast students' union have gone together to sign a constitution, to have one big voice. Collaboration is great with other organisations/partners too.

FU asked does she also classify herself as being binding in the Northeast. KC replied, no, for London they have a satellite campus group, they do meet more regularly if something does come up. DF stated it is a satellite campus network. They are currently looking at doing the same for officers in London and creating a network of officers together.

**d. University update**

CE gave an update on overarching/financial position. The sector is seeing some challenging times due to cost of living, energy, staff etc. The UK sector is seeing a reduction in interest from overseas students, particular effected in global/economic impact. The graduate route visa had an update to remove the majority of our students being able to bring their dependants with them, this has had an impact.

The university are a resilient institution, they know how to make changes. Their aim is really clear, it is about students coming and being really successful when they are here.

Across the university, all services and faculties have been asked to make a saving of 10%, this includes the block grant for the SU. There is a cross institutional approach, which they are starting to develop for future years. There are good clear plans, collaborative plans are being shared and the partnership with the union and the university will be so important. International students are quite a big part of the university income.

|  |   |
|--|---|
|  | <p>ALP asked what the current institutional international completion rates were like? CE doesn't have the exact figures, but she can get them. They are not outside of any of our metrics for UKVI; they are pleased that they are ok.</p> <p>DF would like to thank CE for a great opportunity to work with herself and the university as part of a wider piece of work on the new access participation plan. DF has led on this on behalf of the organisation leading on the student submission and working very closely with CE and Helen Driscoll, PVC for Learning and Teaching. They have created something really good and tangible; DF is looking forward to how they work forward from September, this is a really nice way to evaluate that plan that embeds Sunderland and London.</p> <p>CE replied, those opportunities to work like that has been a pleasure. The work will be implementing what has been designed as an outline plan, OD has also been helping. The university is replacing a committee with workshops for student engagement.</p>   |
| <p><b>7. a. Finance Report<br/>Management Accounts<br/>May 2024</b></p> <p><b>b. Year End Forecast</b></p> <p><b>c. Budget 2024/25</b></p> | <p>PB reported on the management accounts up to the month ending 31 May 2024. The Union has made a year-to-date operating surplus of £57,270 against a reforecast surplus of £8,997 representing a positive variance of £48,273. The main driver was due to staff costs savings, a small spate of resignations and a number of those were for posts the SU have decided to bank the savings and roll them into the reductions in costs the SU need for next year. The vacancy of the Student Voice Manager will be filled, there are still conversations looking at this. The overall performance for the year is strong.</p> <p>A full reforecast of the Union's budget took place in January using the December accounts as the baseline figures. The Union is now forecasting an operating surplus for the year of £60,694 against a budgeted surplus of £2,365, representing a positive variance of £58k.</p> <p>Due to the budget cuts, the core grant will be £1,244,000, a reduction of £52k (4%) from the current year. Whilst this is challenging in terms of the budget, some of the things that are affecting the costs, although the SU have identified savings by not filling 3 out of the 4 vacant staff roles, and not anticipating filling the Student Voice Manager role until September/October, there has been a pay review gone through there has been a bit of an uplift on the salary costs of the remaining head count. There is a reasonable increase in student staffing costs of £10,000, a large proportion is for student staff in London.</p> <p>The Union had unrestricted reserves of £200k at the end of 2022/23. The current year is likely to finish with a surplus of £60k, that reserve would increase to £260k, so a budget with a loss of £15k would reduce the free reserves to £245k, still within the level required by the reserves policy. The recommendations, they are asking the Board to consider the final draft of the budget and approve it for adoption in the 2024/25 financial year, on the provision that the Union works towards delivering a surplus out of the midyear reforecast.</p> |

|  |   |
|--|---|
|  | PO left the meeting.  |
| <b>8. Spotlight</b><br><b>a. Risk</b><br><br><b>b. Strategic Risk Action Plan</b><br><br><b>c. Risk Management Policy</b>        | <p>Due to JF being absent from the Board meeting, there will be a spotlight on risk at the next Board meeting; KC gave a brief update.</p> <p>KC has been working alongside JS on 'Risk' and the 'Risk Action plan' formerly known as the Risk Register. Also included in the papers is a 'Risk Management Policy'. Moving forward this allows them to bring risk in across the organisation.</p> <p>KC is asking for approval of the two documents today: Risk Action Plan and Risk Management Policy.</p> <p>At the next Board meeting, they will be asking what risk looks like, what does it mean for the Students' Union. For today, it is awareness of the risk action plan and risk management policy.</p> <p>RG stated it is so much better.</p>  |
| <b>9. Quality SU</b>   | <p>DF reported he thought it would be a wonderful idea last year to see where the Students' Union fits within the Quality SU framework.</p> <p>Quality SU is a framework that is provided by NUS. It allows SU's to check to see how well the organisation is doing. It is split up into two parts:<br/> Part A – Organisational health check<br/> Part B – Tests you over 11 different areas</p> <p>Following a lot of work, the SU pulled together a report which went to NUS in January, followed by two verifiers coming into the SU. A couple of months later a report was submitted to the SU, which highlights what the SU does well, and where there is room for improvement. It guides your work for the next 3 years. The ranking is scored, good, very good or excellent. Out of the 11 sections, the SU scored 9 very good, 2 as good. DF has arranged a debrief with one of the verifiers. DF thanked everyone who was involved.</p> <p>PI thanked DF and the team for pulling this off.</p> |
| <b>10. Freedom of Speech</b><br><br><b>a. USSU Draft Code of Practice</b><br><br><b>b. NUS Template decision – making matrix</b> | <p>KC reported this is a USSU draft Code of Practice, this is an evolving document, she really wants to be transparent in the room. The University are also wanting site of it however KC wanted the Board to see it first. From 1 August this will evolve even further when the OFS bring into effect the process.</p> <p>KC has noticed the NUS template decision making matrix is missing from the papers. She will give to DT to circulate after the meeting.</p> <p><b>ACTION: KC to send DT the template for DT to circulate.</b></p> <p>DF spoke at length and stated, 'how are we as an organisation promoting Freedom of Speech activity on campus, making sure that happens and that students feel that rather than them coming to us, how we're pushing that back out and making sure there's that two-way dialogue'. It would be good to ask Board what would they like reported</p>  |

|  |   |
|--|---|
|  | <p>to them in terms of the real top level strategic in terms of it being two way, how would Board like to see that evaluated, how do we measure the success, and what would board be interested to see?</p> <p>RG made 3 points:</p> <ul style="list-style-type: none"> <li>○ There are a few typos.</li> <li>○ Section 6 – Promotion and Appointments, RG doesn't think the title fits in content wise.<br/>Section 6 – based on conversation earlier around policy, the difference between neutrality and impartiality, neutral 6.3, needs to be rewritten for clarity with the knowledge of political campaigning for students. Unions don't always remain neutral; you need to make sure that is addressed.</li> <li>○ Make sure there is a student friendly version. Heminway is a useful tool for checking the grade of the language being used. Heminway is AI, you put your text into it, and it scans it, it won't rewrite anything, it will just highlight it.</li> </ul>             |
| <p><b>11. Appointment of roles and subcommittee roles 24/25 (External Trustees only)</b></p> | <p>KC reported this is to check in with each Trustee to make sure who is on what subcommittees and that they are happy being on the subcommittee.</p> <p><b><u>External Trustees</u></b><br/>All external trustees agreed they were still happy to be on the below subcommittees.</p> <p>Rose Guy – People &amp; Governance committee<br/>Kayleigh Tague - People &amp; Governance<br/>Al Lawley-Powell - Finance &amp; Risk committee</p> <p><b><u>Student Trustees</u></b><br/>All student trustees agreed they were happy to be on the below subcommittees.</p> <p>Alison Charmaine Rutendo Kubwalo - People &amp; Governance committee<br/>George Cosmas - People &amp; Governance committee<br/>Joshua Richardson - Finance &amp; Risk committee<br/>Jouhayna Mrabet - Finance &amp; Risk committee</p> <p>Officer trustees are a separate discussion, and this will be picked up once in office.</p> <p>KT left the room for the next item on the agenda due to conflict of interest.</p> |
| <p><b>12. Deputy Chair</b></p>   | <p>PI reported the current Deputy Chair, PO, has stepped down as of today. KT has expressed her interest in the role. PI asked all trustees to vote.</p> <p><b>DECISION: All agreed for KT to be accepted as the new Deputy Chair of the Board of Trustees.</b></p> <p>KT re-entered the room.</p>  |

|  |  |
|--|--|
|  | KC stated everyone has voted in favour of KT being the new Deputy Chair of Board of Trustees.  |
| <b>13. External trustee mentoring support with elected officers</b>  | <p>KC reported there is a Trustee Mentoring Toolkit pack included in the papers. This has been spoke about in P&amp;G. This is for how we can better support new student trustees and long serving trustees. The first part is about getting more information about you as a trustee, and what you would like to develop, and seeing how we can best connect you with a mentor. We want to suggest setting four dates across the academic year with you and your mentor.</p> <p>KT stated as part of the pack, there is an agreement that you (the trustee) sign up between yourselves and the action plan. This is based on previous feedback we feel it is really important and formalise it. It does look like a long pack but once the initial part is done, it will be easier to hold everyone to account.</p> <p><b>ACTION: DT to circulate the Mentoring Toolkit pack separately.</b></p> |
| <b>14. Trustee Register</b>  | <p>PI asked for all Trustees to update the register and submit this back to DT.</p> <p><b>ACTION: All trustees to update the trustee register and submit back to DT.</b></p>   |
| <b>15. Trustee Skills Audit</b>  | KC circulated the Trustee Skills audit for everyone to bring back tomorrow at the Board of Trustees Day. This is to show what skills the Trustees have and what the SU might be missing; KT asked everyone to be completely honest with it.  |
| <b>16. Committee minutes</b>   |  |
| <p><b>a. Finance and Risk Committee – 23 May 2024</b></p> <p><b>b. People and Governance Committee – 20 May 2024</b></p> | <p>To note.</p> <p>To note.</p>  |
| <b>17. Cycle of Business</b>   | To note.   |
| <b>18. Democracy Dates 224/25</b>  | To note.   |
| <b>19. Annual Statement of Compliance</b>  | For information.   |
| <b>20. Returning Officers Report</b>   | For information.   |
| <b>21. Staff Chart</b>   | For information.   |

|  |  |
|--|--|
| <p><b>AOB – Meeting feedback (Trustees)</b></p>  | <p><u>Meeting feedback</u><br/> KC stated there is an email just gone out to everyone present. This is to gather feedback from committee and board meeting members, based on how you think the meeting went.</p> <p><u>Board of Trustees Development Day</u><br/> James Coe will hopefully be joining online tomorrow due to him being poorly; this means ALP can join online.</p> <p><u>Outgoing Trustees</u><br/> PI thanked the outgoing Trustees and new trustees for their presence and fresh perspective.<br/> PI congratulated KT for stepping up to the Deputy Chair position.</p>   |
| <p><b>22. Date and time of next meetings</b></p> | <p><b>Board meetings:</b></p> <ul style="list-style-type: none"> <li>○ Monday 7 October 2024, from 1.30pm – In person, Sunderland</li> <li>○ Monday 9 December 2024, from 1.30pm – Hybrid</li> <li>○ Monday 17 March 2025, from 1.30pm – Hybrid</li> <li>○ Monday 30 June 2025, from 1.30pm – In person, Sunderland</li> </ul> <p>Times to join the meeting as follows:</p> <ul style="list-style-type: none"> <li>🚦 1.30pm - Trustees &amp; Presidents ONLY</li> <li>🚦 1.45pm - KC, Presidents &amp; Trustees ONLY</li> <li>🚦 2.00pm - Everyone</li> </ul> <p><b>ALP asked if any chance the Board meeting on Monday 30 June 2025 can be brought forward a week as schools in Scotland break up on Thursday 26 June 2025.</b></p> |

**With no further business the meeting finished at 4.30pm.**

## **ACTION TABLE**

|   |  |
|---|--|
| <b>5. Stance on Palestine</b>   | <b>ACTION:</b><br>CW to send ALP the list of attendees and to check for quoracy.<br><br><b>ACTION:</b><br>KC to take the necessary actions to seek advice from NUS and legal advice, make sure legally they are in the right position based on the SU's charitable objectives and move forward from there. KC to seek advice over the next couple of days, then share the outcome with the Board for further ratification. |
| <b>6. Students' Union update:</b><br><br><b>B. Overview of each department - CW</b> | <b>ACTION:</b><br>CW to look into the stats and maybe ask further questions.   |
| <b>10. Freedom of Speech</b><br><br><b>D. NUS Template decision – making matrix</b> | KC has noticed the NUS template decision making matrix is missing from the papers. She will give to DT to circulate after the meeting.<br><br><b>ACTION:</b><br>KC to send DT the template to circulate.   |
| <b>13. External trustee mentoring support with elected officers</b>                 | <b>ACTION:</b><br>DT to circulate the Mentoring Toolkit pack separately.   |
| <b>14. Trustee Register</b>   | <b>ACTION:</b><br>All trustees to update the trustee register and submit back to DT.   |
| <b>22. Date and time of next meetings</b>   | <b>ALP asked if any chance the Board meeting on Monday 30 June 2025 can be brought forward a week as schools in Scotland break up on Thursday 26 June 2025.</b><br><br><b>ACTION:</b><br>DT to check with KC to see if the date can be changed.  |