TRUSTEE BOARD
MEETING MINUTES

Academic Year 2020/2021

Thursday 30th July 2020
Thursday 6th August 2020
Friday 21st August 2020
Thursday 8th October 2020
Monday 4th January 2021
Thursday 18th March 2021
Thursday 10th June 2021

LANCASTER UNIVERSITY STUDENTS' UNION | LUSU

Charity number : 1172269 Company number : 10464111

Lancaster University Students' Union Trustee Board

Minutes of the Emergency meeting held **Thursday 30 July 2020**

Officer Trustees present:	Bethan Morgan | VP Education [She/her] Shannon McCaul | VP Societies & Media [She/her] Paul McCarthy | VP Activities [He/him] Amy Merchant | VP Welfare [She/her] Atree Ghosh | VP Union Development [He/him] Oliver Robinson | President of SU | Chair of Trustee Board
External Trustees present	Graeme Osborn | External Trustee | Vice Chair of Trustee Board [He/him] Amanda Chetwynd | External Trustee [She/her]
Student Trustees present	Callum Slater | Student Trustee [He/him] Sam Maesschalck | Student Trustee [He/him] Eloise Frost | Student Trustee [She/her]
In Attendance	Misbah Ashraf | Interim Chief Executive [She/her]
Observing:	Amy Stanning | Mature Students Officer [She/her] Max Kafula | BAME Officer [He/him] Jesse Phillips | LGBT+ Officer [They/them] Molly Lawson | Students with Disabilities Officer [She/her]

The emergency meeting took place via Microsoft Teams due to the Covid-19 pandemic and led by the Chair of Board. Board acknowledged the meeting would be recorded for minute-taking purposes.

Agenda Item 1 | Apologies from Mark Alexander, External Trustee

Agenda Item 2 | Executive Committee proposals

Board was asked to discuss and agree two proposals approved at the Executive Committee's meeting on 30 July 2020:

- the creation of a Student Consultation Panel to input into the Union's budget process, chaired by the Mature Student Officer and Chair of the Executive Committee; and
- the creation of a Finance Sub-committee by Executive Committee, to input into the 2020/21 budget.

Board was also asked to consider whether it feels the next Board meeting, due to take place next week, should be delayed allowing for these proposals to be implemented and the budget to be considered meaningfully. Board noted that the Student Consultation Panel could not be a Student Jury due to restrictions set out in the Articles of Association, but that there was nothing preventing a panel being set up along similar lines for this specific purpose.

Discussion included: the impact of the cut to the block grant from the University, and that the figures discussed do not include additional funding which has yet to be finalised from the Community, International and Roses budgets.

There were concerns over the proposed consultation panel's terms of reference and need for clarity on the panel's remit is and how feedback from it would be considered by the Board. There were additional concerns over staff workload, particularly for the Financial Director and Finance Team, and the tight timescales of the budget process, which could result in reputational damage with students.

Board discussed a proposal to move the creation of the consultation panel to January 2021 and for it to review the budget at that point, and the challenges of doings so mid-year. Board considered the processes necessary in order to share confidential information with the panel. Board acknowledged the reputational benefits of the proposals and including students in the budgeting process, and that the matter should be considered in the governance and democracy review to identify a long-term solution for future years. Board considered the challenges of, in a very short period of time, providing and explaining sufficient information to the panel so they are able to carry out their function. Board acknowledged the need for additional resources in order to implement the proposals and meet the budget deadlines, the exact details of which need to be established.

Board approved two proposals:

1. to authorise the Executive Committee to set up the Student Consultation Panel in order to input into the 2020/21 budget process
2. to authorise the Executive Committee to set up a sub-committee on Finance in order to input into the 2020/21 budget process

Board noted that the 6th August Board meeting would contain a progress update.

ACTION: The Chair of the Board and Education & Support Manager to implement the proposals.

ACTION: The Chair of the Board and the Interim Chief Executive to update the Board on implementation.

ACTION: Interim Chief Executive to submit proposals for additional resource to Chair of the Finance and Risk Committee for final approval.

Board thanked the Chief Executive Officer, Financial Controller and Team for dealing with the incredible amount of work this matter had taken.

The Chair thanked the trustees for attending the meeting at such short notice.

Lancaster University Students' Union Trustee Board

Minutes of the Emergency meeting held **Thursday 6 August 2020**

Officer Trustees present:	Bethan Morgan | VP Education [She/her] Shannon McCaul | VP Societies & Media [She/her] Paul McCarthy | VP Activities [He/him] Amy Merchant | VP Welfare [She/her] Atree Ghosh | VP Union Development [Ge/him] Oliver Robinson | President of SU | Chair of Trustee Board [He/him]
External Trustees present	Graeme Osborn | External Trustee | Vice Chair of Trustee Board [He/him] Amanda Chetwynd | External Trustee [She/her]
Student Trustees present	Callum Slater | Student Trustee [He/him] Sam Maesschalck | Student Trustee [He/him] Eloise Frost | Student Trustee [She/her]
In Attendance	Misbah Ashraf | Interim Chief Executive [She/her] Jane Morgan Jones | Financial Controller [She/her]
Observing	Amy Stanning | Mature Students Officer [She/her] Max Kafula | BAME Officer [He/him] Jesse Phillips | LGBT+ Officer [Them/they] Molly Lawson | Students with Disabilities Officer [She/her]

The emergency meeting took place via Microsoft Teams due to the Covid-19 pandemic. Board acknowledged the meeting would be recorded for minute-taking purposes.

Agenda Item A1 | Declaration of Interests: Oliver Robinson's declared his role as a Councillor at Lancaster City Council

Agenda Item A2 | Apologies | Veronica Longmire, Minutes-taker

Agenda Item B1 | Budget 2020/21

Board was asked to discuss the budget for 2021. Board noted that the budget being discussed is an update and not intended for approval at this stage. The Financial Controller acknowledged the large deficit, confirming further work is required to reduce the figure. Key areas discussed included: salary costs, student activities and operating costs. Further scrutiny of the budget will be undertaken by the Financial Controller and Chief Interim Executive on Monday 10 August.

Board noted that it was unusual to receive the budget this late and was due to exceptional circumstances A revised budget is due by September and will be monitored and updated on a regular basis thereafter. Some funding from the University is yet to be agreed, including Roses Sports Development and the Sports Lancaster contribution. Where funding has not yet been approved, the costs have been removed; though some staff costs remain e.g., maternity leave. A further review of the costs will take place before the approval of the budget.

Board noted that the University is set to review its financial position in January 2021. If it has improved there may be the opportunity to review the cut to the block grant.

Clarity was sought regarding the reduced budget for IT and printing services. These areas had been identified to further reduce the deficit, including reducing printing costs, administrative costs, and IT provision and other contracts to be reviewed in relation to the impact of C-19 restrictions. Board noted that the block grant was not expected to be reduced further.

ACTION: The Financial Controller and the Interim Chief Executive will further scrutinise budgets on Monday 10 August

Action: President to review budgets for which FTOs have delegated responsibility by Tuesday 11 / Wednesday 12 August

ACTIONS: Interim CEO to circulate a revised budget w/c 17 August

Additional Agenda Item | Central Supermarket

Board discussed efforts to reduce the costs associated with Central in the context of the pandemic. This included opening hours, staffing, and reducing the rental burden relating to Central. The Chair of the Board will discuss the situation with the Vice Chancellor on Monday 10th August.

Agenda Item B1 | Budgets Continued: Managing the deficit

The Interim Chief Executive proposed reducing the deficit through staff costs such as: freezing recruitment and redeploying staff into other positions whereby skill-sets match; revising student staff salaries; and reviewing administrative operating costs such as phonelines and contracts. Board discussed the possibility of Sugarhouse opening in January 2021 and the furlough scheme ending in October.

Board discussed the support NUS offers, including: discounted events, general support, policy and procedure guidelines, and the IT system: union cloud platform. Board discussed the amount and timing of membership payments to NUS.

The Chair of the Board commended the Financial Controller and Interim Chief Executive's hard work on the budget work so far. Board queried the increase to staff costs of around £14,000, which was explained as essential measures to cover high workload. The costs outlined are to alleviate work pressures and to prevent further high costs, such as long-term sick leave.

Board noted that a new strategic plan would need to be developed once a permanent Chief Executive had been appointed. Board raised concerns as to whether a 3-year plan is feasible. Following discussions, Board noted that recruitment of the permanent role is to begin on Wednesday 12 August.

Purple Card

Board noted that the Purple Card offered students discount local to the Lancaster area and over the last few years, has faced increased competition such as Uni Days. Board noted that difficulties in these circumstances to source competitive deals for students and, if the Board voted to close Purple Card, refunds would need to be given for the remaining years for those who had purchased multiple-year cards. Board discussed the likelihood of businesses dropping off the scheme because of financial pressures, with deals being signed annually. It noted that no new deals had recently been signed for the coming year. Board agreed the main reason students buy a Purple Card is for discounts in Sugarhouse.

Following discussions, Board agreed to discontinue the Purple Card and agreed anyone with a multi-year card would be eligible for a refund. Board agreed that this should be as soon as possible. The Financial Controller will discuss the process for refunds with the Interim Chief Executive following the meeting.

ACTION: The Interim CEO to draft the announcement for the closure of Purple Card as soon as possible and a date of announcement is to be confirmed.
ACTION: The Financial Controller to discuss the process for refunds with the Interim Chief Executive following the meeting.
ACTION: The Interim Chief Executive to confirm options for membership payments to NUS.
ACTION: The Chair and VP UD to hold discussions about Extravs later in the year.

Agenda Item B2 | Green Lancaster

This item was presented by the Students' Union Development Manager for Sustainability.

Board was asked to consider authorising funding for Green Lancaster to continue its work. The Development Manager for Sustainability discussed a reduction to their funding for 2021, down by 8% from the previous year. The Development Manager for Sustainability explained how all projects have grown significantly over time including flagship projects with national presence, such as: Eco Hub, Don't Ditch It and Forest of the Future. Board noted that the Executive Committee declared a climate emergency in which the University put additional money towards Green Lancaster. Board agreed education of environmental sustainability is paramount in addressing the climate emergency. Board noted that operating costs were cut so the Development Manager for Sustainability could deliver the core programme for students.

Following discussions, Board approved the funding for Green Lancaster to continue its work, factoring this into the 2021 budget.

Board acknowledged how the Development Manager for Sustainability had been going above and beyond during the pandemic to continue its activities for students and, as a result, has been shortlisted for a staff award. Board further thanked Green Lancaster for its work ethic during this difficult time.

ACTION: The Interim Chief Executive is to include Green Lancaster costs in the budget.

Agenda Item B3 | LUSU Housing Ltd Contractors Contracts Amendments

Board considered LUSU Housing contract amendments. Board noted that the Financial Controller and Interim Chief Executive have been liaising with solicitors to review the wording of the housing contracts. The Interim Chief Executive will share the new wording with the Chair of the Trustee Board once received.

Agenda Item C1 | LUSU Housing Ltd Rent Arrangements 2020-21

Board discussed the issues of rent rebates, the likelihood of property owners reducing rents in the context of the mortgage holiday period ending, and a number of communications from property owners to this effect. To date, no tenants have asked to cancel their contracts with the organisation. The Interim Chief Executive confirmed the deficit would continue to grow as a result of any further rent reductions. The messages coming through from the Housing team were that students are keen to return to properties.

Board noted that students were making requests for all teaching to be online. Concerns were raised surrounding rent costs if students were unable to return to properties, and that around 65% of the international intake would face difficulty in returning to the University. Board further noted this topic is to be revisited depending on Government guidance, and that it aims to support students who face difficulty in attending on a case-by-case basis.

The Interim Chief Executive commended the Financial Controller for all her hard work on the budget. The Chair of the Board also thanked the Interim Chief Executive for her work.

ACTION: The Financial Controller and Interim Chief Executive are to review the LUSU Housing contract amendments and circulate with the Chair of the Board.
ACTION: The Interim Chief Executive to circulate a revised budget by Friday 14 August
ACTION: The Interim Chief Executive to diarise a meeting for w/c 17 August for final budget approval.

Agenda Item 7 | AOB |

ACTION: The Vice Chair of the Board is to review minutes.

The Chair thanked the Financial Controller and Interim Chief Executive for dealing with the incredible amount of work this matter had taken.

The Chair thanked the trustees for attending the meeting at short notice.

Lancaster University Students' Union Trustee Board – Budget Approval

Minutes of the meeting held **Friday 21 August 2020**

Officer Trustees present:

Oliver Robinson | President | Chair of the Trustee Board
Bethan Morgan | VP Education
Shannon | VP Societies & Media
Atree Ghosh | VP Union Development
Paul McCarthy | VP Sport
Amy Merchant | VP Welfare

External Trustees present:

Graeme Osborn | External Trustee | Vice Chair of Board
Amanda Chetwynd | External Trustee
Mark Alexander | External Trustee

Student Trustees present:

Callum Slater | Student Trustee
Sam Maesschalck | Student Trustee
Eloise Frost | Student Trustee

In Attendance:

Misbah Ashraf | Interim Chief Executive
Jane Morgan Jones | Financial Controller | Company Secretary

Observing:

David Dobson | Finance and Risk Expert Committee Member
Amy Stanning | Mature Students' Officer
Jesse Phillips | LGBTQ+ Officer
Max Kafula | BAME Students' Officer
Molly Lawson | Students with Disabilities Officer
Yu Hong Goh | International Students' Officer

The meeting took place via Microsoft Teams due to the Covid-19 pandemic and led by the Chair of Board.

Board acknowledged the meeting would be recorded for minute-taking purposes.

Agenda Item 1 | Apologies | no apologies were received.

Agenda Item 2 | Conflicts of Interest | no potential conflicts were declared.

Agenda Item 3 | Budget scrutiny focus group verbal update | Board received an update on the budget scrutiny focus group meeting held on 19 August 2020. It was later presented with a preference chart that contained the attending students' budget priorities. Positive feedback was received on the Union's transparency with this budget, and that more clear communications on budget reasonings should be given in future. The preference chart will be published on social media channels to gauge student feedback following the meeting. Board noted that some of the lower points on the priority list are only low from a financial perspective, and would be equally supported by means other than money.

Board discussed the information from the focus group and whether the priorities outlined are representative of its own views at a strategic level, and discussed the following points: colleges is lower on the priority list than anticipated, noting the recent agreement to reduce funding for this area. The Interim Chief Exec will confirm how Welfare and Wellbeing were defined as within the prioritisation list and share within an email following the meeting. Board agreed that representation and academic representation is lower on the list than anticipated given it features prominently in the Union's charitable objectives. Board discussed the importance of the Union ensuring students feel they're able to raise concerns over their degrees given the difficulties brought on by Covid-19, and that they will be represented on their issues. While communications was a lower financial priority, the students in the focus group reiterated its importance and highlighted that the Union should give it more focus.

Board agreed that more focus should be on the lower third of the list, and considered if any activities are planned for those areas. Board will consider distributing the survey to many more students for next year's budget. Board discussed development of a strategic plan in advance of next year's budget,

which would include more student input and result in Board having a clear view of what the strategic priorities are. The plan would also help to clearly identify where Board wants to invest its time, resources and focus.
The Trustee Board raised its thanks to staff for the incredible amount of work it took to organise the focus group under such time pressure.

ACTION: The Chair to publish the preference chart on social media channels and seek feedback.
ACTION: The Interim Chief Exec to share definition of welfare and wellbeing with the Board.

Agenda Item 4 | Budget 2021|

Discussions covered the following areas: the Financial Controller thanked staff for their work in helping to reduce the deficit by £163000; Board would never usually receive a budget with such deficit, which is due to the exceptional circumstances brought on by Covid-19; every effort has been made to reduce the deficit as much as possible; in addition to a detailed exercise in January 2021, the budget will be reviewed over the coming months if circumstances change; the charity will receive no gift aid contribution from LUSU Services Co. this year. Board noted that the discrepancy for net profit of the LUSU Service Co. between the appendix and in the accompanying notes is due to a provision for fundraising events within the expenditure section. If this line was not included as an income it would incorrectly show a profit. in April 2021, the LUSU Services Co. must pay the gift aid payment to the Union for the year ending 31 July 2020. The Financial Controller is meeting with the Union's NatWest Relationship Manager regarding a Government assisted bank loan should one be required.

Board also noted the following points: the Financial Controller and Interim Chief Exec are reviewing staff returning from furlough workloads to ensure all resources are being appropriately used; there are strong enough reserves to deal with the deficit this year, though if it approves this budget it will then have to discuss the reserves policy going forward and try to mitigate the knock-on impact of following years.
Board discussed the potential benefits of students returning to campus earlier than expected. With the return of students at campus, the Financial Controller hopes to see the Retail budget line breaking even. Board also discussed the following:

Sugarhouse
Board noted a significant proportion of Sugarhouse's profit is made within the first week of opening. As this is unable to happen, the Financial Controller and Interim Chief Exec are investigating scenarios which would mean Sugarhouse is able to make enough money to not run from a deficit position. Board noted the costs Sugarhouse incurs regardless of its opening, which includes staff salaries, asset rental and insurance of the building etc. The Interim Chief Exec shared an early-stages scenario for Sugarhouse to break even. Board noted the Financial Controller has yet to review this scenario and will do so in due course. Board also gave its backing for this scenario and acknowledged an initial cost of around £1630 would need to be made for hand sanitizer implementation.

Living
Board discussed the feasibility of moving Living into the LUSU building and agreed it should reach an agreement on when this will be done next year, while considering Government guidelines on Covid-19. The Interim Chief Exec will evaluate the living budget and ensure she is satisfied with the savings that have been made.

Governance costs
Board agreed to keep the cost for recruiting two additional Trustee's in the budget, in order to comply with its Articles of Association. Board will discuss the matter once the outcome of the governance review is known.

Sports
Board discussed whether it is willing to continue the £67,000 contribution for sport this year, or whether it should offer a reduced amount. The following points were raised: the VP Sport informed Board a meeting is due to take place on 10th September 2020 with Andrew Burgess and the Sports Board, where a decision will be made whether to hire an interim-Head of Sports to help the sport review proceed; the Union needs to be clear with the University that it needs to complete the sports review; the University funds the Union as opposed to the opposite; there is currently no incentive for the University to push on finishing the sports review as it would mean they would have to input more

money; the sports budget has already been scrutinized and reduced as much as possible. Following conversations, Board agreed it is in no position to make a strategic decision on the Sport budget at this meeting.

Volunteering

Board discussed the significant deficit in the Volunteering budget line. Board noted that the Community and Internationalisation budget has not yet been added as talks are ongoing with the University to agree the amount of funding, after which time the deficit should be greatly reduced. Board also noted the deficit would be further reduced by funding from Schools and Green Lancaster's contribution.

Final approval

Board discussed the overall budget. Board acknowledged the challenging position with C-19 and noted that the Union has sufficient reserves to carry a deficit in these circumstances. Board also noted concerns over a deficit position being brought to the Trustee Board for the third time, and agreed to look at planning short, medium, and long-term goals which will lead the Union to a better financial position. Board also noted the possibility of requesting a re-forecasted budget, against which the Board could then consider its goals.

The Chair also highlighted high staffing costs in advance and welcomed a discussion on a potential review of the Union's staffing structure in terms of aligning with the priorities Board has outlined. Board noted that staffing costs account for a significant percentage of the budget, and agreed that it needs to have an in-depth discussion about strategy and how it should deploy its resources to meet that. Board also agreed that it doesn't have the necessary time within the coming weeks to approach those decisions while achieving any significant change to the budget presented today. Board discussed the need to have a serious discussion on what it wants from the new Interim Chief Exec before recruitment takes place. Board noted that a panel has been selected for an Interim Chief Exec recruitment and that the Chair has been in contact with the external recruitment agent.

Following discussions, Board approved the budget and requested a revised version to be produced for the January 2021 meeting.

ACTION: The Financial Controller to circulate the breakdown of Sugarhouse running costs to the VP Union Development.
ACTION: The Interim Chief Executive to evaluate the Living budget.
ACTION: The Financial Controller to review the latest Sugarhouse scenario and liaise with the Interim Chief Exec.
ACTION: The Interim Chief Executive to undertake necessary steps for the temporary closure of Central.

The Chair thanked the Financial Controller, Interim Chief Executive, and all of the other staff members for their enormous effort put into the budget. The Chair also thanked all attendees for their patience and conduct throughout the complicated discussions.

Agenda Item A3

Lancaster University Students' Union Trustee Board

Minutes of the meeting held **Thursday 8 October 2020**

Trustees present:	Bethan Morgan | VP Education | she/her
	Atree Ghosh | VP Union Development | he/him
	Oliver Robinson | President of SU | Chair of Trustee Board | he/him
	Amy Merchant | VP Welfare | she/her
	Paul McCarthy | VP Sport | he/him
	Shannon McCaul | VP Societies & Media | she/her
	Graeme Osborn | External Trustee | Vice Chair of Board | he/him
	Mark Alexander | External Trustee | he/him
	Amanda Chetwynd | External Trustee | she/her
	Eloise Frost | Student Trustee | she/her
	Callum Slater | Student Trustee | he/him
	Sam Maesschalck | Student Trustee | he/him
In Attendance:	Misbah Ashraf | Interim Chief Executive
	Jane Morgan Jones | Financial Controller | Company Secretary
	Alan Roberts| Interim Chief Executive [maternity leave cover]

The meeting took place via Microsoft Teams due to the Covid-19 pandemic. Board acknowledged the meeting would be recorded for minute-taking purposes.

Agenda Item 1 | Conflicts of Interest | VP Education and VP Union Development declared interests as tenants of LUSU Living.

Agenda Item 2 | Apologies | no apologies were received.

Agenda Item 3 | Minutes of previous meeting | Board approved the minutes of the 6th and 21st August 2020 and agreed to approve minutes of 30 July and 1 October at its next meeting.

ACTION: The Executive Administrator to provide minutes of 30 July and 1 October meetings for approval at the January meeting.

Agenda Item 4 | Matters arising from the minutes not elsewhere on agenda | None.

Agenda Item 6 | Chief Executive's report | Item led by the Interim Chief Executive who referred Board to the accompanying paper. Board noted the following points:

- the live-streamed Freshers fair was successful
- student engagement has been high during welcome-week
- a decision has been made to temporarily close Sugarhouse again after the trial opening was unsuccessful and operations have ceased
- all members of staff have been working above and beyond since lockdown
- the main furlough scheme comes to an end in October
- five applications have been received for the voluntary severance scheme (VSS). This process would happen between October and December if accepted.
- all interviews for recruitment are scheduled
- the University have told the Union that lockdown of accommodation may follow soon, and staff may be asked to work from home again
- the University has asked for LUSU Living office keys back for December 2020
- the lease of Central Supermarket will be sent to Mark Alexander for review in due course.

Board thanked the Interim Chief Executive, Officers and the Financial Controller for the work they have done and noted that this intensity is unsustainable. The Chair reiterated thanks on the recruitment work.

Agenda Item 7 |GDPR | Item led by the Interim Chief Executive, who referred Board to paper D6 and gave a brief explanation of the background. Board noted this went to the Governance Subcommittee originally, who felt it should be put to the Trustee Board.

Board was asked whether it wants to consider undertaking independent external auditors of the Union's GDPR practices and discussed the following: the separating of Commercial and Charity side of audits would create more work for key members of staff | the Union takes GDPR seriously internally and has adequate practices and procedures in place.

Following discussions, the Board agreed to bring this item for discussion at the March 2021 Board meeting.

ACTION: The Interim Chief Executive to submit a paper to March 2021 meeting

MATTERS FOR APPROVAL

Agenda Item 8 | Cash flow | The Financial Controller gave a brief background and update following conversations held regarding the letter of support from the Charity to LUSU Services Co. Board was asked to

consider the addendum paper, which was finished shortly before the meeting, which gives a revised letter of support. The Financial Controller asked Board whether it was satisfied with a potential loan value of £250,000.

Board discussed the future of Services Co and what changes it should make to the letter and requested documented assurance from the Directors of LUSU Services Co. Ltd on steps / mitigations taken to address risks and reduce costs. The Financial Controller was asked to discuss having an additional clause included in the letter which addresses this with the auditors.

Board considered the scenario two of Sugarhouse reopening in September-October 2021 and agreed that it is a major financial asset to the Charity and the faster it was able to open; the quicker the loan would be repaid.

Board also discussed the decision to close Sugarhouse until that time; noting that informal conversations had taken place that summarised it was the most likely course of action given recent Government guidelines. Mark Alexander stated that his expectations are that all efforts will be made to reopen Sugarhouse as soon as possible, but that date is the most likely option.

Board agreed that the Directors of Services Co report back to the Board on the measures they will take to reduce the cost of the operation between now and the proposed opening date, in exchange for Board offering the funding.

Board approved option 2, which is for the Students' Union Charity to provide a loan, up to a maximum of £250k [subject to information regarding repayment ability].

ACTION: The Financial Controller to discuss updates to the letter of support with the auditors and obtain confirmation the Charity does have the power to provide a loan.

ACTION: The Chair to produce a report for Board to consider what the Directors of Services Co will do to mitigate costs.

Agenda Item 9 | Proposed interim strategic objectives |

Board discussed the paper and suggested updates to some of the sections, including interim leadership and governance, and improving officer support.

Board noted that a meeting on 14 October should provide more information about the latest position of the University's review of sports.

Board discussed the prioritisation of the objectives and the following

- Sport should be amalgamated into point two, the financial strategy, the term 'financial strategy' is intended to refer to the strategic aspect, as opposed to strictly operational and financial
- The importance of keeping option six, improving Officer support, as a high priority to allow the Union to function properly, and that officers and other student representatives also need to have the support to achieve their objectives.
- Not want to tie the hands of the new Interim Chief Executive and would like to give him the latitude to make strategic recommendations where he thinks it is useful for the development of the Union.

Board discussed the current operating structure and how they work in a crisis management scenario, and how it compares to other students' unions across the sector.

Agenda Item 10 | Annual report on financial statements | The Financial Controller gave an update on the annual report on financial statements. Board noted that the furlough grant funding from the University, who administer the furlough process for the Union through the HR arrangements, was £16 lower than expected – an investigation is ongoing as to why.

Agenda Item 11 | Election campaign rules and regulations | Board noted that the elections rules and regulations had been approved by both Democracy Committee and Governance Sub-committee, and that any further revisions would be considered after the JCR elections.

Board approved the election rules and regulations.

Agenda Item 12 | Appointment of Returning Officer and Deputy Returning Officer | Board noted that the appointment of the proposed Returning Officer and Deputy Returning Officer had been approved by both Democracy Committee and Governance Sub-committee. Board also noted that the Governance Sub-committee and Democracy Committee meetings were held before the Executive Committee called the referendum on NUS membership. Board discussed the need for a different Returning Officer for the NUS membership referendum to prevent conflicts of interest.

Board approved the appointment of NUS Election Services as the Returning Officer and Chris Cottam as Deputy Returning Officer for the academic year 2020 / 21.

ACTION: The Education and Support Manager to submit options for an alternative Returning Officer for the NUS membership referendum to Governance Sub-committee.

Agenda Item 13 | Trustee Code of Conduct | Board noted the advice from the Union's solicitors in response to the feedback received from FTOs as part of the annual review of the Trustee Code of Conduct. Board discussed the wording of sections 3.2, 4.8, 5.1, 8.4 and 11.2. Board also discussed the level of responsibility trustees have for their own development and ensuring they are capable of fully exercising their duties.

Board noted that there was not consensus support for the current wording and agreed that it would consider a revised version in the future.

ACTION: The Chair of Governance Sub-committee and the Interim Chief Executive to review the wording of the Trustee Code of Conduct in line with the points raised in the discussion.

Agenda Item 14 | Risk registers | Board discussed the strategic risk register. Board queried risk 15, staffing and HR issues, and noted this would be taken forward by the incoming Interim Chief Executive.

Following discussion and noting explicit provisions to Sugarhouse within the risk register, Board approved the updates to the risk registers.

Agenda Item 15 | Chair's report | Board noted: the closure of Sugarhouse after the trial opening under C-19 restrictions failed to achieve financial viability; engaging with various stakeholders within the membership, establishing ways to communicate in recognition that Covid-19 is making normal membership liaison difficult; urging the University to take action on increasing mental health; the University has received negative press coverage due to its £18 daily meal plans, which are double the cost of their normal catering; the need for the Union to put pressure on University Management and Administrators to deliver on students' basic requirements; it's important the Union supports, is seen to support, the membership during this time.

Board extended its thanks to all volunteers and JCR's for the work put in over the past months.

MATTERS FOR INFORMATION

Agenda Item 16 | Trustee Board register of attendance | The Financial Controller will circulate this electronically early w/c 12 October 2020.

ACTION: The Financial Controller to circulate the register of attendance.

Agenda Item 17 | Minutes to Note | Board noted that the Governance Subcommittee minutes are in draft form and have not yet been approved.

Agenda Item 18 | Health and safety wellbeing group minutes | No meeting since the last Board meeting.

Agenda Item 19 | Safeguarding update | No activity since last meeting.

Agenda Item 20 | External speakers update | No activity since last meeting

Agenda Item 21 | Update on CEO recruitment | 22 applications have been put in so far with some more expected before the deadline.

Agenda Item 22 | Update on Trustee vacancies | Board noted that the withdrawal of two successful candidates after Executive Committee changed the terms of their appointments the leaves the Board with two vacancies that must be filled as per the Articles of Association. At its last meeting, the Governance Sub-committee felt unable to recommend commencing a recruitment exercise and incurring significant costs until the outcome of the governance review is known, as Executive Committee cited that as a reason for offering terms that the candidates were unable to accept. Governance Sub-committee has considered the duties set out in the Articles of Association and is content that the active process of the governance review, which is explicitly considering the membership of the Board and appointment method for trustees, justifies a delay to recruitment as long as this is undertaken as soon as possible once the outcome is known. However, the sub-committee had also expressed its concern over the skills gaps created by the vacancies for External Trustees. Governance Sub-committee will review the situation at its February meeting.

Board accepted the recommendation of Governance Sub-committee and agreed on the need to fill the vacancies as soon as possible once the governance review is complete.

Agenda Item 23 | Conflict of Interest Policy | Board discussed and approved the policy, with updates required to sections 4.1 and 5.1 in due course.

Agenda Item 24 | Forward Schedule of Business | Board noted the following additions to the forward schedule of business: GDPR audits adding to the March 2021 meeting; Democracy and Governance review to January 2021; an update from Service Co Directors on the Sugarhouse situation at the January 2021 meeting; an update at the end of term two on housing; a digital update on Sugarhouse; the Governance Subcommittee dates; amending the forward schedule of business in line with strategic priorities.

Agenda Item 25 | Date of next meeting | Board noted its next meeting is on Friday 15 January 2021.

Agenda Item 26 | AOB | No other items of business were raised.

The Chair thanked all members for their attendance.

Minutes of the Emergency Trustee Board meeting held **Monday 4 January 2021**

Officer Trustees present:	Bethan Morgan | VP Education [She/her] Shannon McCaul | VP Societies and Media [She/her] Paul McCarthy| VP Sport [He/him] Atree Ghosh | VP Union Development [He/him] Oliver Robinson | President of SU | Chair of Trustee Board [He/him]
External Trustees present	Graeme Osborn | External Trustee | Vice Chair of Board [He/him] Amanda Chetwynd | External Trustee [She/her] Mark Alexander |External Trustee [He/him]
Student Trustees present	Sam Maesschalck | Student Trustee [He/him] Eloise Frost | Student Trustee [She/her] Callum Slater | Student Trustee [He/him]
In Attendance:	Misbah Ashraf | Incoming Chief Executive [She/her] Alan Roberts | Interim Chief Executive [He/him] Jane Morgan Jones | Financial Controller | Company Secretary [She/her] Christopher Cottom |Education & Support Manager[He/him]

The meeting took place via Microsoft Teams due to the Covid-19 pandemic and led by the Chair of Board. Board acknowledged the meeting would be recorded for minute-taking purposes. The recording started during a conversation on the proposed Officer changes.

Proposed Officer Changes | Action identified

Board considered the officer changes proposed and discussed the renaming and updating the responsibilities of the VP Union Development role. The following points were made: it would like to see Environment or Climate Emergency mentioned within this role | it is not opposed to creating a dedicated Part-Time Officer to focus solely on Climate and Environment | in response to a query it was highlighted that the intention was to formalise provisions usually already included in the role's responsibilities, and to make the role more manageable, as opposed to implementing the proposal made in the Governance and Democracy review | it is important for a major review of the officer structure to take place following the review and the Covid-19 pandemic | the VP Education raised concerns over the impact it has on her role and, as a result, representation of students.

Following discussion, Board was asked to vote on the Officer change environment of the development portfolio - Passed with 8 votes In Favour | 4 Abstentions.

Size and composition of Trustee Board | Action identified

The Chair summarised a suggestion received on ensuring the student trustees of Board are better equipped to contribute to Board discussions. This included those student trustees, when elected, to participate in training sessions alongside full-time officers, specifically around Trusteeship. Board discussed the proposed 6-4-4 split. It noted that part of section 2.3 should be removed to avoid a contradiction to section 1.5.

The Vice-Chair highlighted that both the Governance and Democracy, and the Commercial Services audit had identified key gaps in expertise of the Board: finance, HR and commercial management strategy. As a result the Vice-Chair would favour an even 5-5-5 split between Officers, Externals and Students to ensure the Board is more likely to recruit these skills externally. It was reiterated by an external trustee the need for five external Trustees for Board to also cover commercial expertise.

The VP Education highlighted the need for Board to focus more on Equality and Diversity, therefore showed support in increasing the number of Student Trustees while maintaining the overall size.

Board noted a clarification on the Charity Commissions suggestion on Board size, and suggested Board could decide its definition of a quorum should it wish to increase the overall number of trustees.

Board agreed that it should be holding more discussions on Sub-Committee decisions at its meetings.

During discussions Board noted that two options would be brought forward to a vote: a 6-4-4 split or a 6-4-5 (FTO's, Students & Externals).

In conclusion, Board was asked to vote on the composition – the vote for 6-4-5 passed with 10 In Favour.

Appointment/Election Methods

Students **–** The Chair led a discussion on appointing students and referred Board to the accompanying paper.

Board agreed that since appointment of student trustees there had been improved engagement including being able to recruit to improve diversity of Board. It further agreed that it should consider how to retain those benefits if the election methods changed. In response to a request for clarification on the role of a student trust, the Chair statedit should be seen currently as a student who is also a trustee, as opposed to political campaigners. One member, a student trustee, stated that representation should and must be enshrined in the role of student trustee; while not wanting to discredit the role of being a student, having a manifesto could bring benefit to Board.

Following various queries, the Chair clarified that theproposal is not asking Board to implement change, rather it was asking Board whether it wished to elect student trustees or not. The Chair agreed that a conversation could

be held, at a later date, on whether a student trustee is here to represent the opinions and views of the membership, or whether it is there to provide a perspective of that student.

Following discussions, Board was asked to vote on whether Student Trustees are to be elected. Vote passed with 7 In Favour and 5 Abstentions.

Externals – The Chair led a discussion on appointing external trustees. Board was asked to discuss external trustee recruitment moving to membership election. During discussions, the following points were raised: serious involvement would be required from externals, which can be difficult with applicants based outside Lancaster | this type of election satisfied both needs for the Board; an election by students and be able to verify the skills which it needs. Concerns were raised on an election dragging out already tight time limits, increasing the risk of Board being left without the skills it required to run the organisation effectively.

A further concern was raised on asking any FTO to make a decision which would cause a conflict of their positions as both a student representative and a Student Trustee. The Chair responded to various concerns and highlighted that Board is not keen to put trustees through a strenuous process without them having success at the end of it, and would not expect external trustees to campaign in the same way that students do. The Chair went on to reiterate that he would rather this election thought more of ratification process; with a safeguard to ensure the choices offered are acceptable.

A current external trustee provided insight as to their personal experience; highlighting that adding extra steps onto the recruitment process experience would have resulted in them not applying. The Chair acknowledged the trustee's statement and reiterated that Board must do what it can to ensure the process is made as easy as possible.

Following discussions, the Chair proposed two votes: Board was first was asked to vote on external trustees being ratified by the entire membership. Passed with 8 in favour and 4 against.

The subsequent proposal put to Board was that there must be more than one candidate than positions open. Board was asked to vote on this proposal – the vote did not pass, with 7 Against, 1 For and 4 exemptions. Board further noted that as a result of the second vote not passing, it would resort to an equal number of candidates required for positions open.

Line management of the CEO

Line management of the CEO was discussed and actions identified.

Directorate

Board discussed and noted the following points: the name of the directorate was not decided and Board members should send ideas to the Chair | if Board followed the route proposed in the Governance review for a Union manifesto, it would be an appropriate forum for Officers to collaborate and work towards priorities. Concerns were expressed on formalising the process within the Articles of Association, which would tie the Union into a management structure that would potentially change over the years. The Chair clarified that the intention is to not ask for approval on how the directorate looks, but whether or not Board believed there should be a specific mechanism to effectively work between the operational and political arms of the Union.
Following discussions, the Board was asked vote on the creation of the Directorate (six FTO's). Passed with 11 votes In Favour and 1 Abstention.

Union Council

The Chair referred Board to the final element of the proposal, which relates to a Union Council taking powers of the Executive Committee and being there to act as a central forum for the Union. Board also noted that: the Union Council would inherit most of the Executive Committee's powers initially, but Board would then look for ways to augment them throughout the implementation | the current disconnect between members and Officers is difficult, therefore it is hopeful the Union Council will be able to deliver metrics on FTO accountability | Board ensures that JCR needs are met through Council due to their inclusion as sub-committees of Council | the Chair included FTOs in the proposal due to feeling uncomfortable with a policy being made in a forum, that would affect FTOs, without them having a concrete say within that very forum. The VP Sport declared his support for the model, which he believes increases student representation.
In response to queries raised, Board noted the following points from the Chair: The Vote of No Confidence was adapted from what is already in the Governance plans, but the threshold has been changed from percentages to numbers to allow for a solid and clear goal. The responsibility for amending the number of votes required would fall to the Democracy Sub-committee | the Chair of the Union Council would take the role of running Council rather than just to lead; leading debates with level-headedness | no prior consideration had been made as to whether the Union council would be a sub-committee of Board. Confirmation given that the legal definitions would be predesigned in model articles therefore no distinction need be made at this meeting | the Finance and Resources sub-committee of the Union council would be there to provide some form of student scrutiny over the way money is spent by Officers within the Union.

Following discussions, Board was asked to vote on abolishing the Executive Committee to create the Union council in its place. Passed with 8 In Favour and 4 Abstentions.

Drafting ownership | Action identified

The Chair thanked all attendees for joining the meeting

Minutes of the formal Trustee Board meeting held Thursday 18 March 2021

Present:

Oliver Robinson	SU President & Chair of Trustee Board	He/Him
Atree Ghosh	SU VP Union Development	He/Him
Shannon McCaul	SU VP Societies & Media	She/Her
Amy Merchant	SU VP Welfare	She/Her
Paul McCarthy	SU VP Sport	He/Him
Graeme Osborn	External Trustee & Vice Chair of Trustee Board	He/Him
Amanda Chetwynd	External Trustee	She/Her
Sam Maesschalck	Student Trustee	He/Him
Eloise Frost	Student Trustee	She/Her

In Attendance:

Misbah Ashraf	SU Chief Executive	She/Her
Jane Morgan Jones	SU Financial Controller	She/Her
Alan Reynolds	Audit Manager | For Item 2.3 only	
Michael Jayson	Auditor | For Item 2.3 only	
Christopher Cottam	Advocacy & Governance Manager | Item 4.3 only	He/Him
Darren Axe	Development Manager [Environmental Sustainability] Climate Emergency item only	He/Him

The meeting took place via Microsoft Teams due to the Covid-19 pandemic and led by the Chair of Board. Board acknowledged the meeting would be recorded for minute-taking purposes.

Declarations of Interests | None raised.

Minutes of previous meeting | Board discussed matters arising from the previous meeting and the date of the last published minutes. Minutes to be approved digitally.

Matters for Discussion requiring Formal Approval / Consent

Board acknowledged the items submitted : sport funding and the structures of recreational sport/BUCS/staffing etc. | the FRSC recommendation to make an investment from the Charity [SU] to LUSU Services Company Ltd | the budget forecast | work undertaken on a revised Trustees Code of Conduct | the annual Health & Safety report prior to submission to the University Health & Safety team | work undertaken on Covid-19 risk assessments | updating of risk registers | the [February] management accounts and associated elements.

Matters for Discussion

Chair's report | Board noted that governance and finance had been the main focus | the byelaws, next steps and stakeholder engagement | had engaged in conversation on the Union's block grant, alongside the Chief Executive.

Chief Executive report | highlighted: the amount of work recently undertaken which had included alignment of the block grant with student growth number | that staff wellbeing was low due to Covid-19 and increased workloads due to recent resignations | that Board had a duty of care to staff | an overall review of staff structures/business critical positions/staff workloads would ensue | the Sugar House would re-open once it was financially feasible and government guidelines permitted.

Governance and Democracy Review | paper highlighted: the significant engagement of members on the Articles referendum | the AGM included the general business of the Union and that members should be at liberty to submit motions for discussion | the approval of University Council | the requirement to register with the Charity Commission | the importance of meeting voting requirements and providing evidence of clear support in favour of proposals | open dialogue with the University detailing the processes chosen | clear and transparent messages to members in terms of options and rationale | membership approval of the Chair's preference regarding the methods of appointing new trustees | the ability to commence the recruitment process in the expectation the Articles would be approved and that recruitment processes could not be completed until all other matters were complete.

Board's gratitude was expressed for the paper and vast input received for this meeting.

Elections update | accompanying report noted the number of complaints received in comparison to other elections [potentially due to online campaigning and there being a written record].

External Trustee Recruitment | Board acknowledged the recruitment process had commenced | the risks highlighted by the solicitors | the recommendation around potential suitable candidates being recruited under the current governance methods with Executive Committee ratification | it would feel more comfortable knowing the Charity Commission was aware and satisfied with the actions being taken | that from discussion the debate was around the method of appointment.

Climate Emergency Declaration Response | Board reiterated its appreciation for the work of Green Lancaster | agreed every support should be given within constraints | suggested that sustainability was a value all members should take seriously and embed in everything Board and the Union touched.

The Chair stated that the Green Lancaster project was not traditionally funded by the Union but given its declaration of a climate emergency Board should consider providing support with additional resources | work on the budget

was needed to establish the Union's priorities | a drop in service provision could result if the level of investment remained static and largely depended on the scale and extent of the University's contribution.

Board acknowledged the summary that further clarity on the new strategy and how the Union applied its resources was required | that this was a matter strongly supported by students and agreed that consideration be given on how the Union could move this forward into the following year's budget.

Trustee Board register of attendance | accompanying document noted.

Decisions approved electronically | Decisions approved electronically since the previous meeting were noted.

Minutes to note | Board noted minutes from various sub-committee meetings, an updated cash flow forecast and that an update was required of information provided to FRSC.

Forward Schedule of Business | contents and suggestion to include manifestos of the next officer team noted | proposed changes to schedule invited.

Date of Next Meeting | June meeting date noted.

Other Business | after discussion where Board agreed that whilst it was important to have a policy research role and for the Union to incorporate engagement and support elements into its strategy, it further agreed there was no budget currently available to support further recruitment.

Sugarhouse Preferenda to rename the Sugar House | Board was provided with insight behind the item and acknowledged the headlines; ie no specified timeline / the roles of operational staff once an outcome was reached / preferenda must be initiated through a student jury or the Trustee Board / that an indication from the Executive Committee was that students making the decision was the preference.

Board approved the suggested methodology with the Chair stating that all parties were understanding of the financial restrictions and significant resources required for a rebranding exercise.

Following discussion, Board agreed the VP Union Development should forward name options to Board electronically for a decision, once gathered.

Thanks passed to the student trustee whose term of office was due to expire | all Board members whose term of office was due to expire | to officers for valuable contributions throughout | the external trustee, Mark Alexander, for his service to the Union of the past few years, in particular for the legal advice in the defence of the Sugarhouse during building work taking place in the vicinity.

Lancaster University Students' Union Trustee Board
Minutes of the formal meeting held **Thursday 10 June 2021**

Present		
Oliver Robinson	SU President & Chair of Trustee Board	He/Him
Atree Ghosh	SU VP Union Development	He/Him
Shannon McCaul	SU VP Societies & Media	She/Her
Amy Merchant	SU VP Welfare	She/Her
Amanda Chetwynd	External Trustee	She/Her
Sam Maesschalck	Student Trustee	He/Him
Callum Slater	Student Trustee	He/Him

In attendance		
Misbah Ashraf	SU Chief Executive	She/Her
David Dobson	Finance & Risk Sub-Committee member	
Veronica Longmire	Minutes	

Observers		
Gayatri Shewani	VP Education-elect	She/Her
Dom Casoria	VP Societies & Media-elect	He/Him
Rhys Peploe	Student Trustee-elect	He/Him
India Ellis	VP Union Development-elect	She/Her

The meeting took place via Microsoft Teams due to the Covid-19 pandemic and led by the Chair of Board. Board acknowledged the meeting would be recorded for minutes purposes.

Opening Business

Members and the newly appointed student trustee were welcomed and thanked for joining the meeting | gratitude and appreciation expressed to the retired external trustee.

Apologies received from an officer trustee and the Financial Controller.

Declarations of Interests | interests declared by the full-time officers.

Minutes of previous meeting and Matters Arising from the minutes | Meeting held 18 March 2021 agreed as a fair reflection of the meeting. Outstanding actions from the minutes highlighted and noted.

Matters for Formal Approval / Consent

Discussion included the impact of the delay in releasing the 2020 tenants contracts | the acknowledgement of Board the intention to market properties was always there; the changes were pertinent to timing | the proposals in an attempt to reduce the anticipated deficit noting detailed consultation had occurred | any decision made must reassure property owners | potential to introduce non-refundable deposits | importance of good marketing | need to mitigate risks. Proposals were approved.

Board noted that there was no Trustees Code of Conduct in place currently | the impact this caused in relation to governance and good practice | the need to protect trustees and the Charity. Board agreed that baseline Charity Commission guidelines be used and discussions continue between all trustees in order to adopt a finalised code as soon as possible.

Board acknowledged the status, lease lapse, opportunity to discuss the future of Central Stores | a summer rent freeze offer | required percentage of turnover in the long term | budgets, forecasts and guestimate scenarios [not able to forsee the longer term position] | main campus competitor | store location | unlikelihood of an immediate uplift in students in that location | potential appointment of a Commercial Manager [who would only be able to work with resources available] | lack of infrastructure to increase income | the significant amount of work undertaken | outcomes from conversations with the University and other organisations re partnership/franchise possibilities | skeleton budget |no current information on costs around winding down the operation and no desire to close the outlet currently.

Board accepted, resulting from discussion, the proposal to continue operations for one year with a mid-point review submitted to the Finance & Risk Sub-Committee and Board. Further considerations to be given to other points raised.

Items for Discussion

Management Accounts | 30 April year to date and Cash Flow Update

Board acknowledged the management accounts | cash-flow update which highlighted savings due to lower salaries and the recruitment gap | Covid grants received | improved commercial marketing income | potential profit currently for Housing | pursuance of bad debts | ring-fenced designate funding from the University | continued recruitment freeze within the organisation | staffing at very minimum | block grant and salaries | officers working longer hours with limited support | streamlining of student staff | that responsibilities under the Education Act 1994

were being met. Substantial thanks passed to the Chief Executive for management of operations on the tight budget and smaller staffing level. Chair echoed that placing extra work on the current staff team must be avoided.

Draft Budget 21-22 and Forecasts 22-24

Board acknowledged it was not being asked to approve the budget as the management challenge to reduce the deficit had not been reached | the submitted document as a first draft highlighting to Board and incoming officers how the organisation was now significantly different | the need for substantial changes to protect its future | broad assumptions | the lack of funds for anything other than essentials [health, safety, compliance and operating costs only] | the need to exit from all research and insight projects | the belief the budget demonstrated financial prudency | the importance for the membership to be fully informed of the position | the current Reserves position and the strict reasoning for having these in place | the main risks to the organisation | the Chair's agreement to the need to align with the University strategy, the need to demonstrate the aspirations of the Union going forward and the belief the strategic objectives should include an itemised budget line for staff salaries.

The Chair thanked the Chief Executive and Financial Controller for work on the budget in an attempt to reduce the deficit and to the team for work done and the work being undertaken to yield a positive outcome, cut expenditure and boost income.

Items for Information

Chair's Report | appreciated the level of engagement in the meeting | believed most of the Liberation & Campaigns Officers' requests had been accommodated and was confident matters could be resolved peacefully.

External Trustees Recruitment | seven candidates had been shortlisted for interview and recommendations for appointment would be ratified by the Executive Committee | felt it important to note disappointment in terms of the EDI aspect of the process | believed it would not be problematic that Liberation Campaigns Officers would not be present at the meeting ratifying new external trustees.

Full-Time Officers | incoming full-time officers formally welcomed and thanks passed to the outgoing officers for the work done during their year of office.

Report from Chief Executive | Board acknowledged the report and the highlights around work on the financial aspect and stability of the Union | appreciation to staff taking on extra tasks | Board's responsibilities around HR matters as staff were at exhaustion point | indications that some staff did not wish to return to campus and contacting HR directly | the need for staff presence in the Union to meet membership expectations | Trades Unions requests to HR to introduce a flexible working policy | the University's unwillingness to adopt a permanent working from home status | the need for staff presence on site to meet membership expectations | issue not just pertinent to Lancaster or sector | space implications | key and important to be a vibrant Union.

Brief Update and Reflection of year from outgoing Full-time Officers

Atree Ghosh, VP Union Development | it had been a difficult year and a tough journey which was not going to end any time soon. However, it had been a productive term of office with valuable experience to take away.

Shannon McCaul, VP Societies & Media | thanked everyone for their help and would miss everyone.

Democracy and Governance Update/Matters | Student trustee appointment dealt with.

Complaints Update / Matters | Board acknowledged that a number of complaints had been received but none threatened the integrity of the organisation.

Safeguarding Update | Board acknowledged that two referrals had been made through the University but did not meet safeguarding thresholds | one referral potentially met the threshold.

Student Trustees Items for Discussion | Board noted the oversight and apology from the Chief Executive in regards to the Graduate College Extrav budget. Confirmation was given that funding was available.

Decisions approved electronically since previous meeting | Decisions approved electronically were noted.

Approved Minutes to Note | Board noted approved minutes from Trustee Board sub-committees.

Health & Safety / Wellbeing Group | Board acknowledged that a review of the group was to take place.

Additional and Future Business

Forward Schedule of Business | contents and actions to update the document were noted.

Date and time of next meeting | October 2021 meeting date noted.

Any Other Business | clarification given that the LCOs boycott was towards the Students' Union and mediation had been arranged with a third party. The proposal for LCOs to be invited to meet with Board in the future was agreed.

The Chair then extended thanks to outgoing officers, the Chief Executive, the newly appointed student trustee, the continuing student trustees and the current external trustee for everything.