TRUSTEE BOARD
MEETING MINUTES

Academic Year 2024/2025

Friday 25th October 2024
Friday 14th March 2025
Tuesday 20th May 2025
Friday 6th June 2025
Wednesday 2nd July 2025

LANCASTER UNIVERSITY STUDENTS' UNION | LUSU

Charity number : 1172269 Company number : 10464111

Formal Trustee Board
Minutes of meeting held 25 October 2024

Present		
Cerys Evans (CE)	President and Chair of Trustee Board	She / Her
Amanda Chetwynd (AC)	External Trustee, Safeguarding Lead	She / Her
Mike Leckie (ML)	External Trustee, Chair of Finance & Risk Sub-Committee	He / Him
Dave Morris (DM)	External Trustee, Chair of HR & Renumeration Sub-Committee	He / Him
Richard Soper (RS)	External Trustee, Vice Chair of Trustee Board and Chair of Governance Sub-Committee	He / Him
Ella Smith (ES)	Wellbeing Officer	She / Her
Harrison Stewart (HS)	Education Officer	He / Him
Jack Watson (JW)	Activities Officer	He / Him
Ariana Dell (AD)	Student Trustee	She / Her
In attendance		
Misbah Ashraf (MA)	Chief Executive Officer	She / Her
Tony Camp (TCP)	Head of Commercial Services	He / Him
Chris Cottam (CC)	Head of Advocacy & Governance	He / Him
Charlotte Barker (CB)	Trustee Board Secretary	She / Her
Michael Jayson (MJ)	Crowe Auditor	
Ibrahim Hashmi (IH)	Crowe Auditor	
Maria Melian Chacon (MMC)	Management Accountant	
Apologies		
Paula Kinsella (PK)	Head of People	She / Her
Jane Morgan Jones (JMJ)	Head of Finance	She / Her

1. Opening Business

1.1 Apologies | Received from Paula Kinsella and Jane Morgan Jones.

1.2 Declarations of Interest | All declarations for 2024-25 have been completed and no additional declarations were received in relation to any items on this agenda.

1.3 Register of Attendance | Attached for information.

2. Matters for Formal Approval

2.1 Annual Report and Accounts for year end 31 July 2024

Michael Jayson, Ibrahim Hashmi and Maria Melian Chacon attended the meeting between 13.00-14.10.
MJ confirmed that he would inform the trustees about:
1 – any items as part of the audit from a statutory audit perspective.
2 – any findings from audit that include significant risk areas.
Subject to receiving some documents it is an unqualified audit; it is a clean audit report, and they are comfortable signing the accounts.

The Finance & Risk Sub-Committee chair requested that he has additional time to read the accounts and that the trustees do not sign the accounts at this meeting. This was agreed by the other trustees, and digital signing would happen next week.

The auditors and MMC left the meeting.

The Board discussed the Annual Report and requested that a few minor changes are made as the Report needs to be reprinted due to the slight delay in the signing.

The Chief Executive has asked the Auditors for a debrief meeting to explain how the audit went, and lessons learnt. To be attended by ML too.

The Chief Executive expressed thanks to the finance team and to the student who designed the Annual Report.

2.2 Minutes of Meeting | Last held 6 June 2024 | Approved by Trustee Board.

2.3 Redacted Minutes of Previous Trustee Board Meetings
The Trustee Board discussed the minutes and suggested that a photograph was removed from one set of minutes.

Approved by Trustee Board.

2.4 Trustee Code of Conduct
The Vice Chair reminded the members that the force and importance of the code of conduct had been lost and that the new version now includes a foreword, examples of breaches of trust and a signing page. The code has now been signed by all the trustees.

Approved by Trustee Board.

2.5 Expert Committee Members
The Head of Advocacy & Governance confirmed that the paper has been to GSC to formalise the process to appoint expert committee members to each Sub-Committee and that a statement about diversity and skill set was added. The Trustee Board discussed that these appointments could be used as a pipeline for the appointment of full external trustees when a position becomes vacant or to keep knowledge when an external trustee steps down.

DM noted that the paper didn't mention that expert committee members should also adhere to the code of conduct. The rest of the Trustee Board agreed that this should be added to the paper and the Head of Advocacy & Governance added it to the paper during the meeting.

Approved by Trustee Board.

2.6 LUSU Safeguarding Policy and Procedures 2024
The Head of Advocacy & Governance confirmed that the updated policies and procedures have been to GSC, and that the updates are regarding terminology and definitions and a clearer reference to Nightline.

Approved by Trustee Board.

2.7 Appointment of RO and Deputy RO for 2024/25
The Head of Advocacy & Governance has taken the paper as read, and that the Trustee Board approve the appointment of the NUS Electoral Services Team and the appointment of CC as the deputy RO and the Student Voice and Insight Manager to deputise for the DRO in their absence.

Approved by Trustee Board.

3. Items for Discussion

3.1 Carbon Footprint Report: Next Steps
The Trustee Board discussed the Small World Consulting report, and the Activities Officer suggested that the report is released to students so that they know what our footprint is and then speak to students, to see what can be done in the future to reduce the footprint. The Education Officer agreed that students would be interested in the findings.

The commercials and specifically LUSU Shop and its supply chain are our major source of carbon. It was discussed that it would be useful in the future to have another audit that could test how we have reduced our carbon emissions and to include Roses which wasn't included in this report.

4. Items for Information

4.1 Sugarhouse
The Head of Commercial confirmed to the Trustee Board that Sugarhouse is a going concern and that there is a demand for the nightclub.

A poor start to the trading year due to the loss of experienced staff, meant that SLT has had to step in to manage Sugarhouse and to keep the doors open. Valuable knowledge has been lost and not transferred to remaining staff and the lesson learnt is that it is important to have a training manual going forward. New staff have been employed who have nighttime experience and the team is working together and have lots of ideas.

MA / CC / JW were thanked for stepping in. Thanks to the Comms team for their commercial marketing contributions as it has made a difference in terms of numbers and to the Management Accountant for helping with the different possible scenarios.

We now have campus ambassadors to interact with students and are looking at better deals and drink prices. Staff are to have training in customer service and so that they have a Sugarhouse way of working e.g. welcoming style.

The Head of Commercial informed the Trustee Board that they have briefed the management business school about a Sugarhouse project like the one they did for LUSU Shop and there is to be a long-term PR message that money comes back into the students' union. The Head of Advocacy & Governance noted that the Comms team is small, and they have been redeployed to work on this and that they are moving towards a clearer marketing plan for the organization and will need to give priority to the commercial team.

The Vice Chair read out the letter of support for Sugarhouse and formally proposed that the letter is adopted. Approved by Trustee Board.

The Trustee Board discussed the need for financial information to be available more quickly so that SLT can respond quickly to changes in the business. Why the students' union has businesses was discussed and the Head of Commercial confirmed that the nightclub provides a safe space for students and women; the housing is the best available and the shop is the cheapest. The Chair confirmed that it is the only wheelchair accessible nightclub in town.

The Head of Advocacy & Governance mentioned that the curriculum transformation project to change to two semesters will also increase time that students are on campus and that we need better dialogue with the University regarding student numbers and data so we can improve our targeting.

4.2 FTO Exit Interviews

The Board noted the report. The HRRSC Chair thought it would be useful to know how the FTO's experiences help with where they want to go next.

4.3 LUSU Block Grant

The Board discussed the block grant letter and decided that it would be useful to bring an item to the next Trustee Board meeting about the relationship between LUSU and Lancaster University and how we work with them.

4.4 President's Report

The President's general update and Council report is taken as read and included details about who each of the officers are and their values.

CE informed the Board that new student trustees are currently being elected.

5. Electronic Decisions Since Previous Meeting

None.

6. Additional and Future Business

None.

7. Meeting Closed

Formal Trustee Board
Minutes of meeting held 14 March 2025

Present		
Cerys Evans (CE)	President and Chair of Trustee Board	She / Her
Amanda Chetwynd (AC)	External Trustee, Safeguarding Lead	She / Her
Mike Leckie (ML)	External Trustee, Chair of Finance & Risk Sub-Committee	He / Him
Dave Morris (DM)	External Trustee, Chair of HR & Renumeration Sub-Committee	He / Him
Richard Soper (RS)	External Trustee, Vice Chair of Trustee Board and Chair of Governance Sub-Committee	He / Him
Ella Smith (ES)	Wellbeing Officer	She / Her
Harrison Stewart (HS)	Education Officer	He / Him
Jack Watson (JW)	Activities Officer	He / Him
Ariana Dell (AD)	Student Trustee	She / Her
Rory O'Ceallaigh (RO)	Student Trustee	He / Him
Declan Ricketts (DR)	Student Trustee	He / Him
In attendance		
Misbah Ashraf (MA)	Chief Executive Officer	She / Her
Tony Camp (TCP)	Head of Commercial Services	He / Him
Chris Cottam (CC)	Head of Advocacy & Governance	He / Him
Jane Morgan Jones (JMJ)	Head of Finance	She / Her
Apologies		
Charlotte Barker (CB)	Trustee Board Secretary	She / Her
Paula Kinsella	Head of People	She / Her

1. Opening Business

1.1 Apologies | Received from Charlotte Barker and Paula Kinsella.
1.2 Declarations of Interest | None.
1.3 Register of Attendance | The Trustee Board noted attending members.

2. Matters for Formal Approval

2.1 Minutes of Meeting | Last held 24 January 2025 | Approved by Trustee Board.

Resignation of President

The Vice Chair requested that the Trustee Board discuss the resignation of the President before the rest of the meeting continues.

The President referenced the email they had sent to Board members that included the link to the statement that was published on the LUSU website https://lancastersu.co.uk/articles/lusu-president-resigns. The President read out the speech that they made at Union Assembly. The President explained that following legal advice, from our PR Consultant, they were informed that they could not name specific groups or individuals who are responsible for their decision to resign. They confirmed that they have no concerns about the treatment or support they have received from LUSU, and their decision has nothing is to do with staff behaviour. The President also confirmed that they had sought advice from the NUS and the LUSU Interim Head of HR.

The Vice Chair expressed their disappointment that the President made this decision but understands why and explained that the public statement has meant that this is an issue for the Board. Two areas for members to note are:

- You have been given the opportunity to make a formal representation to LUSU.
- Culturally, as the governing body of the Trust, we need to act and examine the circumstances that led to this situation, if we do nothing and it was drawn to the Charity Commission's attention, this will do LUSU harm. The Vice-Chair suggested that they and the Chief Executive conduct an initial review and reflect on what has happened and what LUSU needs to do, not to find specific individuals but what should be done in terms of leadership.

The Education Officer confirmed that it is good practice to open up about how the officers are treated by the student body.

The Head of Advocacy & Governance confirmed that the charity must evidence the steps that have been taken to protect individuals. It is right that discussion must happen at Trustee Board and there is a course of action going forward.

The Vice Chair confirmed that the Trustee Board needs to be able to defend its action or inaction.

2.2 Risk Policy

The Head of Finance informed the Trustee Board that the risk policy has had its annual review and had been to the Finance & Risk Sub-Committee on 13 February 2025. They reported that there had been minimal changes.

The members discussed the ownership of the risks, and the Vice Chair confirmed that the Trustee Board owns all the risks but delegates them to the management team, to carry out the responsibilities properly.

Approved by Trustee Board

3. Items for Discussion

3.1

3.2 LUSU Shop

The Head of Commercial informed the Trustee Board that the shop is not operating at best practice, and they recommend getting in Moneypennys to benefit from the learnings from other students' unions.

The Head of Finance suggested that it would be useful to go through the scope of the project as some of the work could be done internally. The Head of Commercial is concerned that the skills to do this in-house are not available.

Approved by the Trustee Board subject to scope.

4. Items for Information – The following items are taken as read

4.1 Chair's Report

4.2 Trustee Board Sub-Committee Chair Reports

4.3 The Charity Commission

4.4 Election Results 2025

4.5 High Level Budget & Forecast Assumptions and Parameters

4.6 Projected Out-Turn 2024-25

The Head of Finance commented that it was produced a month ago, so slightly out of date.

The FRSC Chair congratulated the team on managing the deficit and the management challenge.

4.7 Management Accounts – January 2025 YTD

5. Electronic Decisions Since Previous Meeting

None.

6. Additional and Future Business

6.1 Thank you and good luck

The Chair thanked the Head of Commercial for everything that he has done as a trustee and an employee. The Vice Chair also wished the President good luck in the future on behalf of the Board and thanked them for all they have done for the year and a half that they have been President.

7. Meeting Closed

Approved on: 06/06/2025

Formal Trustee Board
Minutes of extraordinary meeting held 20 May 2025

Present		
Jack Watson (JW)	Interim President and Chair of Trustee Board; Activities Officer; Director	He / Him
Amanda Chetwynd (AC)	External Trustee, Safeguarding Lead	She / Her
Mike Leckie (ML)	External Trustee, Chair of Finance & Risk Sub-Committee	He / Him
Dave Morris (DM)	External Trustee, Chair of HR & Renumeration Sub-Committee	He / Him
Richard Soper (RS)	External Trustee, Vice Chair of Trustee Board and Chair of Governance Sub-Committee	He / Him
Ella Smith (ES)	Wellbeing Officer	She / Her
Harrison Stewart (HS)	Education Officer and Director	He / Him
Ariana Dell (AD)	Student Trustee	She / Her
Rory O'Ceallaigh (RO)	Student Trustee	He / Him
Declan Ricketts (DR)	Student Trustee	He / Him
In attendance		
Misbah Ashraf (MA)	Chief Executive Officer and Director	She / Her
Chris Cottam (CC)	Head of Advocacy & Governance; Chair's Aid	He / Him
Charlotte Barker (CB)	Trustee Board Secretary	She / Her
Apologies		
Jane Morgan Jones	Head of Finance	She / Her

1. Opening Business

Welcome from the interim President and Chair of Trustee Board and a reminder of confidentiality

1.1 Apologies | Received from Jane Morgan Jones.

1.2 Declarations of Interest | Declarations from the three directors (JW, HS and MA) of LUSU Services.

2. Matters for Formal Approval / Discussion

2.1 LUSU Shop (LUSU Directors)

The LUSU Directors gave a presentation to the Trustees on LUSU Shop, that included the following points:

- Director duties
- LUSU Shop background
- Strategic justification for exiting LUSU Shop
- Organisational structure
- Trading performance
- Gift aid to the charity
- Options – Moneypennys, NISA Local and expansion, Lancaster University and others
- Communication for exiting LUSU Shop

They proposed the following motions and requested support of the motions and approval of the next course of action:

1. Lancaster University Students' Union Trustee Board resolves to withdraw from operating a retail shop as one of its commercial entities (LUSU Shop).
2. Lancaster University Students' Union Trustee Board agrees to allow its Senior Leadership Team to engage with stakeholders and colleagues at Lancaster University, in confidence, to pursue the option for Lancaster University to open a tender for our existing lease of LUSU Shop and minimise risk.

The Trustees discussed the options available to exiting LUSU Shop, including the impact that exiting would have on student customers; and on staff including student staff. They discussed how exiting the shop would be perceived by the student body and how to communicate the exit to them.

The Directors confirmed that extensive due diligence has been conducted around exiting the shop and that the reports from external consultants were included in the pack.

The Trustees requested a cash flow forecast and if financial support is needed, the directors would need to ask for a line of credit.

The Trustees requested more detail about the costs to exit LUSU Shop and the understanding from the University.

The Trustees agreed that there was a consensus amongst them and that LUSU Shop is no longer considered core to the student proposition. A decision in principle was made to open negotiations to return the lease and to exit the business. This would leave the timing, management, process and the order to be discussed later.

Approved by Trustee Board

2.2 Management Accounts – March and April
For information only

3. Meeting Closed
Meeting closed at 20.31.

Approved on: 06/06/2025

Formal Trustee Board
Minutes of meeting held 6 June 2025

Present		
Jack Watson (JW)	Interim President and Chair of Trustee Board, Activities Officer	He / Him
Amanda Chetwynd (AC)	External Trustee, Safeguarding Lead	She / Her
Mike Leckie (ML)	External Trustee, Chair of Finance & Risk Sub-Committee	He / Him
Dave Morris (DM)	External Trustee, Chair of HR & Renumeration Sub-Committee	He / Him
Richard Soper (RS)	External Trustee, Vice Chair of Trustee Board and Chair of Governance Sub-Committee	He / Him
Ella Smith (ES)	Wellbeing Officer	She / Her
Harrison Stewart (HS)	Education Officer	He / Him
Ariana Dell (AD)	Student Trustee	She / Her
Rory O'Ceallaigh (RO)	Student Trustee	He / Him
Declan Ricketts (DR)	Student Trustee	He / Him
In attendance		
Misbah Ashraf (MA)	Chief Executive Officer	She / Her
Charlotte Barker (CB)	Trustee Board Secretary	She / Her
Chris Cottam (CC)	Head of Advocacy & Governance	He / Him
Jane Morgan Jones (JMJ)	Head of Finance	She / Her
Apologies		
Paula Kinsella	Head of People	She / Her

1. Opening Business

1.1 Apologies | Received from Paula Kinsella. Ariana Dell is joining 14.30. Emily Woods is shadowing as an incoming officer.

1.2 Declarations of Interest | Misbah Ashraf, Jack Watson and Harrison Stewart are Directors.

1.3 Register of Attendance | The Trustee Board noted attending members.

2. Matters for Formal Approval

2.1 Minutes of Meeting | Last held 14 March 2025 and 20 May 2025 | Approved by Trustee Board.

2.2 CEO Performance Development Review

The Vice Chair informed the trustees that the annual performance of the Chief Executive had been assessed and work objectives for the year ahead had been set and that they need to align with those of the Board. The Vice Chair had discussed the areas where change is needed and where they need to focus energies with the interim President.

Approved by Trustee Board

2.3 Annual Safeguarding Update

The Head of Advocacy & Governance confirmed that there had been no statutory referrals this year but there had been referrals to University Counselling and Wellbeing Services. The data sharing agreement with the University has been updated and the safeguarding priorities for the year ahead have been confirmed. There is a need to focus on training for student groups in managing first disclosures and a campaign on understanding the difference between wellbeing matters and safeguarding.

Approved by Trustee Board

2.4 Financial Regulations Update

The Head of Finance informed the trustees that the financial regulations need to be reviewed every two years. The key changes are:

- Acknowledging that we are going cashless
- Bringing clubs and society bank accounts in-house
- A fundraising section has been added
- Clarity on Capex and non-Capex expenditure out of budget. This was approved at the FRSC meeting on 15 May 2025.

Approved by Trustee Board

2.5 LUSU Services Ltd

The trustees discussed the performance of the Sugarhouse, LUSU Shop and commercial marketing.

2.6 Quorum for Trustee Board Decision Making

The Head of Advocacy & Governance informed the trustees that following the change to the Articles to reduce the number of FTOs from six to four, there is now a difficulty with quoracy and the ability of the Trustee Board to make decisions if it is not quorate. It is proposed that quoracy is:

- at least two Full Time Elected Officer Trustees.
- and at least one Student Trustee.
- at least two External Trustees.

That the trustees take the amendment to a vote by referenda in week eight of the Michaelmas term to coincide with the JCR elections to give the best opportunity for students to engage and for it to get the required number of votes.

The Vice Chair confirmed that they are completely in favour of this and the need to catch up with the change to the FTOs.

Approved by Trustee Board

3. Items for Discussion

3.1 Items from Student Trustees - There are no items that have come forward.

3.2 Budget 25-26 and Forecasts 26-28 Update

The Head of Finance informed the Trustee Board that this item was discussed at the FRSC meeting on 15 May 2025. The final block grant funding has not been agreed but funding for sport and Roses has been agreed. The block grant figure is required to be able to finalise the budget and forecasts.

The Trustee Board discussed LUSU Living, and the Chief Executive confirmed that they are now overseeing housing, following the retirement of the Head of Commercial and they are extremely concerned. They discussed the additional unlet bed spaces; that marketing of spaces did not happen until January and that first year students would not know that LUSU Living existed until it was advertised in January and they may already have found accommodation; that we are behind the curve, the same as Sugarhouse last year, in an increasingly competitive market; the need to improve recruitment and that there is a backlog of maintenance.

3.3 The Sugarhouse

The Chief Executive updated the Trustee Board since the last meeting in March. Best Bar None has not been entered for the first time.

4. Items for Information – The following items are taken as read

4.1 Chair's Report

The Trustee Board discussed the AGM and the potential debate around freedom of speech and the need to ensure that the students' union has a clear policy.

4.2 Chief Executive's Report

4.3 Trustee Board Sub-Committee Chair Reports - None received

4.4 LUSU Returning Officer Report

4.5 Management Accounts – April 2025 YTD

4.6 Health & Safety Update

4.7 Ukrainian Society

4.8 LUSU Media Coverage

4.9 Block Grant Update

4.10 Annual General Meeting

4.11 Audit Committee

4.12 Charity Campaigning Framework

5. Electronic Decisions Since Previous Meeting

5.1 LUSU Shop Exit

The decision to exit from LUSU Shop was made at the Extraordinary Trustee Board meeting on 20 May 2025.

6. Additional and Future Business

6.1 Thank you and good luck

The Vice Chair thanked the following trustees as this is their last Trustee Board:

- Ariana Dell, student trustee
- Ella Smith, Wellbeing Officer
- Harrison Stewart, Education Officer
- Jack Watson, Interim President, Chair of Trustee Board and Activities Officer

7. **Meeting Closed** - Meeting closed at 15.23

Approved by Misbah Ashraf

Formal Trustee Board
Minutes of extraordinary meeting held 2 July 2025

Present		
Rory O'Ceallaigh (RO)	President and Chair of Trustee Board	He / Him
Amanda Chetwynd (AC)	External Trustee, Safeguarding Lead	She / Her
Richard Soper (RS)	External Trustee, Vice Chair of Trustee Board and Chair of Governance Sub-Committee	He / Him
Leah Buttery (LB)	Wellbeing Officer	She / Her
Liz Gillett (LG)	Education Officer	She / They
Emily Woods (EW)	Activities Officer	She / Her
Harrison Stewart (HS)	Student Trustee	He / Him
Liam Wright	Student Trustee	He / Him
In attendance		
Misbah Ashraf (MA)	Chief Executive Officer	She / Her
Chris Cottam (CC)	Head of Advocacy & Governance; Chair's Aid	He / Him
Charlotte Barker (CB)	Trustee Board Secretary	She / Her
Apologies		
Mike Leckie (ML)	External Trustee, Chair of Finance & Risk Sub-Committee	He / Him
Jane Morgan Jones (JMJ)	Head of Finance	She / Her
Dave Morris (DM)	External Trustee, Chair of HR & Renumeration Sub-Committee	He / Him
Declan Ricketts (DR)	Student Trustee	He / Him

1. Opening Business

The start of the meeting was delayed until 18:20, to ensure that the meeting was quorate. The Chair welcomed everyone to the meeting and asked members to introduce themselves as there were new officer and student trustees attending. Harrison Stewart joined the meeting at 18:39.

1.1 Apologies | Received from Mike Leckie, Dave Morris, Declan Ricketts, and Jane Morgan Jones.

1.2 Declarations of Interest | Richard Soper declared that he is a Liberal Democrat.

2. Matters for Formal Approval / Discussion

2.1 ReformUK AGM Resolution

The Head of Advocacy and Governance updated the Trustees on the AGM. He reminded all the trustees that the Students' Union as a charity is reportable to external regulators and the restrictions that are placed on charities around Freedom of Speech.

The trustees discussed the tensions between the individuals on both sides; they discussed the solicitor's analysis and the sanctions available to the trustees that could be applied to clubs / societies / individuals and agreed that there is a need for a policy based on the non-harassment equality legislation as it would give protection and cover all societies.

The Chief Executive suggested that a robust paper was needed, to allow for proper debate at both GSC and UA as it requires proper due process. The trustees agreed there needs to be robust due process and a clear record of decisions and acknowledgement that legal advice has been sought.

The trustees discussed the need for a quick response and agreed that comms advice should be sought.

The trustees agreed the following:

- A comprehensive statement and explanation on how the decision has been reached would be drafted by the Chair, the Vice Chair and the Head of Advocacy and Governance.
- The draft statement would be circulated to the trustees to vote on prior to circulation.
- Students would be able to submit questions on the statement, for the Trustee Board to respond to.

3. Meeting Closed at 19:04

Awaiting approval on: 31/10/2025