

Minutes of the **EUSA Trustee Board Meeting** held on  
Wednesday 30<sup>th</sup> March 2016 in the Dining Room, Teviot

<b>Present</b>
<b>Urte Macikene (UM)</b> – VPS (Acting Chair in the President’s absence)
<b>Imogen Wilson (IW)</b> – VPAA
<b>Andy Peel (AP)</b> – VPSA
<b>Greg Lane (GL)</b> – Student Trustee
<b>Harriet Protheroe-Davies (HPD)</b> – Student Trustee
<b>Juliana Fentress (JF)</b> – Student Trustee
<b>Nathaniel Brimmer-Beller (NBB)</b> – Student Trustee
<b>Stewart Goldberg (SG)</b> – External Trustee

<b>In Attendance</b>
<b>Stephen Hubbard (SH)</b> – CEO
<b>Sarah Purves (SP)</b> – Director of Membership Support and Development
<b>Euan MacLean (EM)</b> – Finance Director
<b>Zoi Mazluga (ZM)</b> – Executive Assistant

<b>Apologies</b>
<b>Jonny Ross-Tatam (JRT)</b> – President
<b>Alec Edgecliffe-Johnson (AEJ)</b> – Student Trustee
<b>Douglas Blackstock (DB)</b> – External Trustee
<b>Yvonne Stewart (YS)</b> – External Trustee

		Action
<b>1.</b>	<p><b>Welcome</b> UM opened the meeting at 1:07pm and noted apologies from JRT, AEJ, DB and noted YS’s absence.</p> <p>UM asked if anyone had AOB of which none was noted.</p>	
<b>2.</b>	<p><b>Standing Business</b></p> <p><b>2.1 Conflict of Interest</b> None declared.</p>	
<b>3.</b>	<p><b>3.1 Minutes from Previous Meeting, 27<sup>th</sup> January 2016</b> All Trustees approved the minutes with the inclusion of UM and HPD additions noted by electronic business. ZM to publish.</p> <p><b>3.2 Matters Arising</b> UM noted that the data on the respondents of the survey was circulated on the 24<sup>th</sup> March 2016 by SP.</p>	ZM

<p><b>4.</b></p>	<p><b>President's Report - UM</b> HPD queried the work on expanding bursaries further to which IW advised JRT gave a presentation to the UoE court/recruitment &amp; admissions as JRT wanted to push to expand bursaries. Ultimately however it is a complex piece of work as it involves the mix of recipients as well as the value. JRT would be able to update further.</p>	<p>JRT</p>
<p><b>5.</b></p>	<p><b>CEO Report - SH</b> There was a reserved minute relating to a commercially sensitive item.</p> <p>5.2 EU Referendum SH advised there are two policies both in support of the EU referendum going to the Student Council this week. SH further highlighted the NUS briefing specifically on the subject noting that campaigning on the issue is ok so long as it is in relation to the student issues rather than on a party political basis.</p> <p>There was a reserved minute relating to a property negotiation.</p>	
<p><b>6.</b></p>	<p><b>Directors Reports</b></p> <p>6.1 Director of Membership Support and Development Report - SP SP advised there has been lots of work of late based around the elections and that the new Trustees will be coming to the next Trustee Board (TB) meeting in May.</p> <ul style="list-style-type: none"> <li>- 6.1.1 Recruitment Update SP announced that Paul Bradley has been recruited as the new Representation and Democracy Manager beginning on Monday 11<sup>th</sup> April 2016.</li> <li>- 6.1.2 Teaching Awards SP reported that we have received over 2000 nominations for the Teaching Awards which indicates a good level of engagement despite lower numbers compared to last year to which IW pointed out the nominations were open for one month less.</li> <li>- 6.1.3 NUS Awards SP advised we were nominated for two NUS awards but sadly did not win.</li> <li>- 6.1.4 Times Higher Education Student Experience Survey SP informed that the UoE has jumped up 10 places in the Times Higher Education Student Experience survey.</li> <li>- 6.1.5 Academic Year Dates Working Group Update SP updated that the academic year dates working group was looking at having exams after Christmas to which a student/staff consultation has begun. SP further updated there was an earlier proposal to start the academic year earlier but this would have clashed with the festival as well as raising numerous student admissions problems, so it is no longer on the table. IW offered to talk with anyone about this further.</li> </ul>	
	<p>6.2 Period 11 Financial Summary Report - EM EM reported as at end of February the trend continued with a healthy surplus ahead of budget noting we were successful in receiving a VAT rebate of approx. £35k. EM was asked to predict the end of year balance to which he advised in the region of £300-£350k.</p>	

	<p>EM noted £600-£700k pension deficits will affect our statutory accounts and SG requested further explanation of this from the perspective as a Trustee. EM advised EUSA is a member of USS, the UoE superannuation scheme, which is experiencing a deficit. We pay a monthly contribution of which a portion is paying for the past – this will run for 15 years. UM queried if this will cause any issues with the auditors to which EM advised no as they are aware of this.</p> <p>HPD queried what the cost savings are mentioned in the report to which EM advised staff vacancies as well as the Marketing team has underspent their budget as brought design in-house and less printing costs.</p>	
<p><b>7.</b></p>	<p><b>Budget 2016-17 - EM</b>            UM introduced the budget 2016-17 highlighting we are presenting a deficit budget.</p> <p>EM advised each HoD submitted had their department’s income/expenditure and that the SMT and sabbaticals reviewed and compiled the budget accordingly. The budget that went to the Finance Subcommittee on the 15<sup>th</sup> March 2016 had a £275k deficit (underlying deficit of £140k with time limited strategic investments of £135k). The feedback received from the Finance SC however was uneasy as it was deemed there was not a clear indication as to how to get back into the black. The budget was therefore revised and is now presented to the TB with some options on further savings and income targets.</p> <p>EM highlighted three cost pressures commencing 1st April 2016 which will increase our costs by £200k:</p> <ul style="list-style-type: none"> <li>- National Living Wage (NLW)</li> <li>- Changes to the employer contributions of USS pension going up 2%</li> <li>- An assumed increase in National Minimum Wage by 3% (noting this had subsequently been announced at 3.9%)</li> </ul> <p>EM reported we are significantly further ahead in the financial recovery plan that was created three years ago and we have not spent the surpluses we have made we therefore could afford to run on a deficit and in one year from now, EM predicts we will be roughly in the same position as 2015.</p> <p>HPD queried if we have had a conversation with the UoE re loss of trade due to the building works to which EM advised yes, most notably at the planning round, where we asked for a financial uplift. UM referred the TB to the CEO report (paper B) that provides further information from the planning round and IW added the UoE have made many cuts of late and are not keen to give unless for an investment that would show return. EM added nevertheless we have assumed we will get a £50k uplift and this has been built into the budget. A lengthy discussion ensued about assistance from the UoE.</p> <p>SG queried why commercial performance sale targets are lower than the targets from two years ago adding it does not seem particularly ambitious. EM advised commercial activities have been on a downward trend and there won’t be an instant turnaround. SG responded that if students are not drinking in bars as much as before this may be a long-term trend in which case we ought to do an entire review of our commercial offerings to which EM advised this is what the new Commercial Director will review. SH added we have engaged with the agency, Greenhouse, who are doing a significant piece of work in this respect.</p>	

	<p>UM queried if it is realistic to assume the level of uplift we have included in the budget. EM responded we have not included significant pricing levels and he suggested our commercial staffing structure is reviewed. SH added we will be implementing a reporting system outlet by outlet that we haven't had before that will highlight financials in more detail. GL reflected we only discuss how to improve our offerings reactively instead of proactively. It was agreed a paper ought to be drawn up that reflects what we discuss with proposed solutions/plans of action. UM advised this would be better to implement once the Commercial Director is in place and have it as a recurring paper.</p> <p>UM raised the issue of the wellbeing fund, which JRT donated £5k of his salary to and the UoE matched, as JRT will not be continuing to contribute once leaves EUSA. UM noted in the Finance SC this was discussed, particularly around the precedent it sets going forward. HPD suggested we take it to the students to which AP advised there were 2500 applications for the fund so it would no doubt be a result in favour of the fund. IW noted that although she does not agree with JRT's donation, she is in favour that EUSA keeps facilitating the fund. SH highlighted that EUSA only administers the fund but the UoE alumni set it up. JRT therefore donated to the UoE, not EUSA. GL commented that he has changed his position since the Finance SC and is no longer in favour to facilitate the fund. SP advised we will receive reports from the projects from semester 1 shortly that would assist in gauging levels of interest. SH suggested a paper is drawn up for the next TB meeting for further discussion then. Nevertheless a vote was taken as to whether EUSA should continue to facilitate the fund to which the Trustees voted in favour by 6 For and 2 Against. A further vote was taken as to whether EUSA should donate regardless of whether or not the UoE will match the donation which the Trustees also supported voting 4 For and 3 Against.</p> <p style="text-align: center;"><b>-An access Break was taken at 2:52pm. Meeting resumed at 3:07pm-</b></p> <p>UM opened the floor to discuss the budget options.</p> <p>SH suggested taking the aspirational targets totalling £65 into the budget:</p> <ul style="list-style-type: none"> <li>- £10k sales increase in KB as a result of the building works</li> <li>- £15k profit increase as the result of the Greenhouse commercial review</li> <li>- £25k cost saving by reducing our Estates development expenditure</li> <li>- £15k target further savings to irrecoverable VAT</li> </ul> <p><i>All the trustees approved this.</i></p> <p>SH noted we don't budget for staff vacancies which occur annually to which SG commented that we don't build in the recruitment costs to refill the positions. IW queried if it would be possible to add in budget staff turnover costs to which EM advised it would. Following further discussion though it was felt this was imprudent in addition to the improvements above.</p> <p>SG queried if the UoE has seen the budget to which EM advised that David Montgomery had, but formally the University hadn't yet. However the UoE formally ratifies EUSA's budget.</p> <p>GL queried who the 1% cost of living applies to which EM advised salaried staff that are paid above NLW.</p> <p><i>£210k deficit budget approved by all trustees.</i></p>	<p>SH</p> <p>SH</p>
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8.	There was a reserved minute relating to an item still in confidential negotiations with third parties.	
9.	<p><b>Interim Elections Report/Returning Officers Report - SP</b></p> <p>SP advised more analysis is to be done on the elections so a deeper analysis will be brought to the next TB meeting. In the interim however, SP updated that we set an ambitious target of 8000 votes which we sadly didn't achieve however it was speculated that that may be the result of the referendum that ran alongside the elections. SP reported we have a strategic plan KPI of 35% election turnout by 2019 and we achieved 20% this year.</p> <p>SP noted 75% of candidates reported EUSA support had a positive impact on their election experience which shows a positive trajectory with only two complaints received which were linked.</p> <p>SP reported the following changes that were implemented this year; the voting period was lengthened by a half day and the results were announced the following day. There was no negative reaction to this, so it is likely we would do so again.</p>	
10.	<p><b>Update on Key Strategic Projects</b></p> <p>10.1 Democracy Review - SP</p> <p>SP updated on the Democracy Review highlighting that over 4000 students voted with 80% voting in favour. Two NUS sessions are scheduled to formally plan implementation which will involve NUS sharing their implementation documents. In addition to this, we will do a review of governance as a whole, as part of a self-assessment exercise that will result in a set of actions which SP advised hopes to bring to the next TB meeting.</p> <p>HPR queried if the UoE is happy to fund all that was approved in the referendum to which IW advised we are in discussion, but there was not currently a commitment to that effect.</p> <p>10.2 Branding Work - SH</p> <p>SH cited the possible name change milestone that went to referendum and didn't pass noting work will resume now until the end of May with the intention of having a revamped visual identity using 'Edinburgh University Students' Association'.</p> <p>GL noted student's antagonism around the cost involved in the name change and suggested that may have influenced the outcome citing poor communication on EUSA's part.</p>	SP
11.	<p><b>Commercial Director Role Review Update - SH</b></p> <p>SH noted an update that had been circulated pre TB meeting in March and offered to take any questions about it. UM highlighted Conrad departed over 3 months ago and emphasised the importance in getting the role filled.</p>	
12.	<p><b>Risk Management Update - EM</b></p> <p>EM updated the risk register's top 5 highest risks and added work is currently focussing on business continuity with various colleagues attending a workshop in May. Once per year there will be a complete review to make sure the register is current which will be reported to the TB.</p>	

13.	<b>Pleasance Lease - SH</b> There was a reserved minute relating to negotiations around the Pleasance lease.	
14.	<b>Subcommittees Update</b>	
	<p>14.1 HR Subcommittee, 3<sup>rd</sup> February 2016 - AP</p> <ul style="list-style-type: none"> <li>• Minutes – <a href="#">Paper L</a></li> </ul> <p>AP reported NLW communication has gone out to staff with no feedback reported. Furthermore, the Commercial Director role review was reviewed. HPR reiterated a desire that tea/coffee be provided at all subcommittee meetings.</p> <p>14.2 Trading Committee, 24<sup>th</sup> February 2016 - UM</p> <ul style="list-style-type: none"> <li>• Minutes – <a href="#">Paper M</a></li> </ul> <p>UM advised the central area project is progressing at a faster pace with meetings occurring every few weeks. There has been a site visit to Glasgow with a visit to Exeter planned in April to view examples of buildings. The Estates committee in September is where the project will get the next stage of approval or not.</p> <p>14.3 Strategic Planning Subcommittee, 3<sup>rd</sup> March 2016 - SH</p> <ul style="list-style-type: none"> <li>• Minutes – <a href="#">Paper N</a></li> </ul> <p>SH updated on the strategic plan project groups.</p> <p>14.4 Finance Subcommittee, 15<sup>th</sup> March 2016 - UM</p> <ul style="list-style-type: none"> <li>• Minutes – <a href="#">Paper O</a></li> </ul> <p>UM advised an earlier draft of the budget was reviewed.</p>	SH/ZM
15.	<b>Legal &amp; Risk Update - EM</b> EM advised the one case against EUSA has now expired. Nothing else to report.	
16.	<b>AOB</b> JF requested an investigation into complaints regarding the lack of difference between skilled and unskilled hourly paid staff. SH requested goes to the HR SC in the first instance.  IW advised that the last Student Council of the year is this week with motion that will have fairly big commercial ramifications and another motion to pay the liberation reps from this year instead of next year.	SH
	UM thanked all for attending and closed the meeting at 4:16pm noting the next meeting is on Wednesday 25 <sup>th</sup> May at 1pm in the Dining Room, Teviot.	