

Minutes of the **EUSA Trustee Board Meeting** held on
Wednesday 25th November 2015 in the Dining Room, Teviot

| Present | |
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| Jonny Ross-Tatam (JRT) – President (Chair) | Alec Edgecliffe-Johnson (AEJ) – Student Trustee |
| Imogen Wilson (IW) – VPAA | Nathaniel Brimmer-Beller (NBB) – Student Trustee – Dept 4:21 |
| Urte Macikene (UM) – VPS | Greg Lane (GL) – Student Trustee |
| Stephen Hubbard (SH) – CEO | Harriet Protheroe-Davies (HPD) – Student Trustee |
| Euan MacLean (EM) – Director – Dept 4:10 | Zoi Mazluga (ZM) – Executive Assistant |
| Sarah Purves (SP) – Director – Dept 4:10 | |
| Conrad Jones (CJ) – Director – Dept 4:10 | |
| Apologies | |
| Andy Peel (AP) – VPSA | Douglas Blackstock (DB) – External Trustee |
| Yvonne Stewart (YS) – External Trustee | Juliana Fentress (JF) – Student Trustee |
| Stewart Goldberg (SG) – External Trustee | |

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| 1. | Welcome/ Introductions JRT opened the meeting at 1:03pm. The Trustee Board (TB) introduced themselves to the new student trustees, AEJ & NBB. JRT noted apologies from AP, YS, DB, SG and JF. | |
| 2. | Standing Business | |
| | 2.1 Conflict of Interest None declared. | |
| 3. | Minutes from Previous Meeting Approved by all and published online in October 2015. To bring a copy of minutes to future meetings for reference. | ZM |
| | Matters Arising: <ul style="list-style-type: none"> • JRT advised 3.1 (NSS summary), 3.2 (staff hours over festival) and 3.3 (capital release of £100k) were previously circulated to the TB on the 4th November 2015. HPD thanked the Senior Management Team for this. • 3.4 Alternate Trustee Board (TB) dates – JRT advised will be discussed in agenda item 10. • 3.5 Minor changes to disciplinary regulations – SH confirmed the minor changes have been made and the policy has now been published and is available online. • 3.6 Task group how to manage order of TB business – SH advised this is yet to be done but noted a governance review is currently happening amongst a democracy review therefore questioned the necessity of creating this task group. GL however expressed enthusiasm to move forward with this therefore SH agreed to send a remit to the TB and those who are interested can reply and the task group will be formed. | SH |

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| <p>4.</p> | <p>President's Report - JRT</p> <p><u>4.1 Sabbatical Wins</u></p> <ul style="list-style-type: none"> • Free sanitary products and pregnancy tests available from the Advice Place • Exam dates will now be released a week earlier than usual • The mental health and wellbeing fund of £10k, which goes towards student-led projects, has generated 18 applications so far • IW reported a gender studies course will start in 2016 in SPS • UM reported that asylum seekers are now exempt from international fees and are to be treated as home students. UM is continuing to lobby SAS re loans <p><u>4.2 Ongoing Projects</u></p> <ul style="list-style-type: none"> • Democracy review has a potentially huge impact on how EUSA is run • Potential investment in KBH • Work with ECA over the Wee Red Bar (WRB) • IW advised an event on the 30th November at 6pm in Teviot's Study will take place to discuss the Government's Green Paper by MP Jo Johnson to seek students' opinions • IW leading University project on Liberation in the curriculum. NBB posed some questions regarding this – IW to take offline with NBB • Mental health week to take place in February and a wellbeing festival to take place in March/April • UM working towards pushing the regulation of the private student accommodation market to include a provision for affordable student housing • A strategy of support for social enterprises and student entrepreneurship is underway with JRT, AP and the SMT in partnership with Launch .Ed, IAD and the Careers Service • Work continues on the National Living Wage, attempting to navigate the costs involved • The University is currently reviewing access bursaries and the Sabbatical officers' view is to protect the funding that goes towards them. UM added there is a plan to create a short video to enforce their view. Anyone who wishes to get involved are welcome. | <p>All</p> |
| <p>5.</p> | <p>CEO Report - SH</p> <p>SH noted work on our strategic plan is ongoing with key projects currently being defined. SH further noted that a discussion with Business Development has shown that financially there are many things open to us to follow our strategic plan, we will however need to prioritise as we do not have enough investment resources. More to follow in subsequent TB meetings.</p> <p>SH announced that CJ will be leaving us in the New Year expressing his gratitude for all his work over the last 3 years. More to be discussed on this at the end of the meeting with the Trustees.</p> | |
| <p>6.</p> | <p>Director Reports</p> | |
| | <p>6.1 Commercial Director Report - CJ</p> <p>CJ reported P7 is in a healthy position; £157k of which is £15k ahead of budget; this more than recoups P6's loss of trade sustained due to revised semester dates.</p> <p><u>6.1.1 Bars</u></p> <p>An area of concern is the gross margin which are currently being investigated. Furthermore recruitment remains an issue but the appointment of a Deputy Bar Manager has helped.</p> | |

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| | <p>The Big Cheese is consistently successful, and opening the doors early has eased queues (with a slight downside of losing trade in Teviot).</p> <p>The relationship with the Sports Union using the Sports Bar and at Peffermill move positively forward into 2016.</p> <p><u>6.1.2 Catering</u> As with Bars, an area of concern is the gross margin which are also currently being investigated. A recent commercial research trip to Leeds/London/Manchester was conducted in order to gather potential product, concept and design ideas for the festival, KBH, the Pleasance and Dome Café.</p> <p>The availability of student staff has been very mixed this term, proving problematic. Therefore there is a need to explore possibility of hiring more core staff in order to get more consistency. Honours Catering has picked up but the year to date position is predominately down to the loss of graduation lunches due to the closure of McEwan Hall.</p> <p>The current hoarding around Teviot is under discussion with the University as it may impact wedding bookings and other business and footfall.</p> <p><u>6.1.3 Retail</u> The KBH shop deli has been operating very successfully of late, as has the DHT shop, which was a concern last year, is currently trading at 65% up on last year levels.</p> <p><u>6.1.4 Ents and Events</u> Despite an overspend on artists' costs for upcoming events (£11k), Ents and Events is £13.5k ahead of budget in P7. There is however an operating loss (£70k YTD; £10k better than expected) in supporting club and society activities.</p> <p><u>6.1.5 Business Development</u> Business Dev fell further behind on budget but remain on track with forecast and are confident to stay on forecast for the remainder of the financial year. The main burdens remain the unbudgeted costs of room hire for graduations and Usher Hall (totalling £16k) to meet contractual obligations with Ede and Ravenscroft which is fundamentally securing investment for 2016.</p> <p>Meetings with suppliers have taken place this week in an attempt to ring-fence suppliers' sponsorship budgets for next year.</p> <p>The Business Development Manager will be leaving in the New Year.</p> <p><u>6.1.6 Estates</u> Maintenance have taken on an electrician who has started to replace all the light fittings in Teviot achieving an 80% saving in power. We also have a full team of cleaners for the first time in 3 years.</p> | |
| | <p>6.2 Director of Membership Support and Development - SP SP reported that Give it a Go (GIAG), a new project to attempt to showcase societies, volunteering, sports and personal development was a success. Levels of participation are currently being reviewed, furthermore feedback is being requested from societies.</p> | |

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| | <p>The University has funding for an intern to look into student development/student social enterprise which ought to be in place early in the new year. The first phase would be to hold a big event to get students to engage with what EUSA's role should be and how best to go about it.</p> <p>Collaboration with the Sports Union continues positively. They in fact contributed many events to GIAG and ESCA's RAG week. We have also been working with Nightline successfully.</p> <p>GL asked if overall target of 8000 voters at the next elections is ambitious given that the turnout for the by-elections was 793 to which SP responded that there is a disconnection between by-elections and the elections and it is important to set such a goal building on the 6000 voters last year so as to not get complacent. UM added the referendum will also be taking place which will hopefully engage students further. SH noted that turnout at the elections could potentially be high at the expense of the poor by-elections. JRT called time on the discussion and referred it to continue during item 7 in the democracy review.</p> | |
| | <p>6.3 Finance Director Report/Period 11 Financial Summary - EM</p> <p>EM reported on the overall financial results which takes us to the end of October. Overall the organisation is making a surplus of over £540k YTD which is significantly ahead of where we budgeted to be. This is largely thanks to an expectantly successful festival in August. Furthermore, central costs and student support have spent less money than planned. We however anticipate this surplus to fall over the remaining months of the financial year. A forecast was done indicating there would be a £300k-£350k surplus by the end of the financial year. This may be because the first part of the semester is always the more profitable in terms of trading. Furthermore, the areas that have been spending less will change and vacancies are starting to fill which also will contribute to the falling surplus.</p> <p>Whilst EUSA remains in a better position compared to a few years ago, we remain vulnerable. We don't have reserves to allow us to invest in our facilities the way we would like.</p> <p>Cash is a key measurement of our financial viability which has been growing. We previously required an overdraft facility for 6-7 months of the year and there is an aspiration to not use an overdraft at all in 2016.</p> <p>Our balance sheet is strengthening with room for improvement and an aim to build up reserves to at least 1 million.</p> <p>Prompted by UM's question, SH advised a period review would be taking place in Dec and he would circulate key points to the TB.</p> <p>GL queried the negative performance this month (£28k overall deficit) down on last year's P7 to which EM advised the cost areas were higher than the commercial trading.</p> | SH |
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| | Access Break taken at 2:10pm. Meeting resumed at 2:30pm. | |
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| 7. | <p>Democracy Review Presentation - SH & SP</p> <p>SH and SP delivered the presentation.</p> <p>JRT asked about other models of SUs to which SP responded that some are a blend of democratic</p> | |

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| | <p>methods. We have a Student Council method. Others once a semester randomly select students to be part of a 'jury' style panel process. Others use online engagement and polls.</p> <p>IW advised the University recently conducted an enhancement review with a panel of 12 and the recommendations that they make the University has to act on. IW will circulate the recommendations.</p> <p>JRT encouraged all the student trustees to attend the next student council if available so as to get more involved although full voting rights do not apply.</p> <p>HPD asked how willing the University are to fund additional EUSA projects. SP advised they seem very open when we request it on the basis of student wants. IW however added the planning round is expected to be tight next year so we will have to make a good case for additional funding. A discussion ensued about the number of sabbatical officers there ought to be and the University's view on this.</p> <p>HPD queried how much the Green Paper will guide the University regarding the role of, for example, a Community Officer. IW responded it is too early to determine at this stage. JRT added it could come into this review as UM does a lot of this type of work already.</p> <p>SH explained NUS have inbuilt overall knowledge and specifically about EUSA's financial situation. SH is confident the outcome will be within the ability of EUSA to take action, despite the fact it was not specified from the outset that it is to be cost neutral.</p> <p>HDP queried when the review is over who decides on implementations. SP responded the first phase will be with student reps and second phase will be with the Student Council in the new year. SH added that the University will have to approve according to the Education Act, along with a number of other stakeholder groups. JRT requested research that went into our strategic plan is circulated.</p> | <p>IW</p> <p>SH/SP</p> |
| <p>8.</p> | <p>An item of reserved business relating to student facilities and their operation was presented and discussed.</p> | |
| <p>9.</p> | <p>KBH Update - SH</p> <p>SH introduced the KBH paper and predicts that by the next TB meeting we will be looking to finalise this. EUSA wanted to invest in some minor work in KBH which developed into approaching the University to ask for additional funding.</p> <p>There is a reserved minute relating to elements of financial arrangements with the University.</p> <p>AEJ suggested in order to achieve the target of 8000 votes in the next election, let's make it very clear any improvements at KBH were done by EUSA to engage with the student population there.</p> <p>The next stage of this is the University's Estates Committee meeting in December.</p> <p>UM added she was recently on the interview panel for the design team of the redevelopment Central Area and requested thoughts from the TB - all agreed January.</p> | |

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| <p>10.</p> | <p>Trustee Board Meeting Dates - SH SH put forward a proposal to alternate TB meetings to take place on Wednesday afternoons and Monday afternoons. <i>The TB approved this.</i></p> <p>To review if this system can be put in place pre November 2016. ZM to inform the TB of the outcome.</p> | <p>ZM</p> |
| <p>11.</p> | <p>Risk Management Update - EM EM introduced risk management by explaining EUSA’s risk register which contains the perceived key risks faced by EUSA. EM highlighted this is a legal responsibility of each of the TB to know what these risks are and to know that these risks are being appropriately managed by yourself and the team at EUSA. EM added a user group has been set up which feeds into the Finance Subcommittee each quarter. They started by reviewing the strategic plan’s 7 goals from which 30 risks were identified. The University’s Chief Internal Auditor then gave a workshop on the topic. The risk register is a live document which is continually changing therefore a paper was not submitted today. EM plans to circulate documents to the Board and bring the risk register to the next TB meeting.</p> | <p>EM</p> |
| <p>12.</p> | <p>Subcommittees Update</p> | |
| | <p>12.1 Finance Subcommittee, 8th October 2015</p> <ul style="list-style-type: none"> Minutes Paper I <p>UM reported EM is continuing work on financial projections and all possible efforts are being put into recruitment. The National Living Wage was discussed in depth also.</p> <p>12.2 Nominations Subcommittee, 30th October 2015</p> <ul style="list-style-type: none"> Note of electronic business Paper J <p>JRT reported all the new student trustees have been successfully allocated to committees.</p> <p>12.3 Trading Committee (TC), 28th October 2015</p> <ul style="list-style-type: none"> Minutes Paper K <p>UM reported we now have in place all the TC convenors. In addition, it was agreed to approve the minutes and publish online, as is the procedure with the TB minutes, going forward.</p> | |
| <p>13.</p> | <p>Legal & Risk Update - EM Nothing to report.</p> | |
| | <p>The TB thanked CJ for all his work over the last 3 years and wished him all the best in his future endeavours. CJ, SP and EM departed.</p> | |
| <p>14.</p> | <p>AOB There was an item of reserved business relating to the replacement of the Commercial Director.</p> | |

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| | JRT expressed thanks to all for attending. JRT closed the meeting at 4:26pm with apologies for overrunning. | |
| The next meeting is scheduled to take place on Wednesday 27th January at 1pm in the Dining Room, Teviot. | | |
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