

Minutes of the **Trustee Board Meeting** held on
Monday 28th January 2019 in the Balcony Room, Teviot

Present
Eleri Connick (EC) – President (Chair)
Kai O' Doherty (KOD) – VP Welfare
Shenan Davis- Williams (SDW) - VP Activities & Services
Diva Mukherji (DM) – VP Education
Georgie Harris (GH) – VP Community
Adam Turner (AT) – Student Trustee
Bilal Mohamed (BM) – Student Trustee
Nathaniel Brimmer-Beller (NBB) – Student Trustee
Chak IP (CI) – Student Trustee
Stewart Goldberg (SG) – External Trustee
Tannya Gaxiola (TG) – External Trustee

In Attendance
Stephen Hubbard (SH) – CEO
Sarah Purves (SP) – Director of Membership Support and Development
Michelle Berry (MB) – Director of Commercial Services
Emma Robertson - Werner (ERW) – Director of Marketing and Communications
Laura Power (LP) – Executive Assistant (Minutes)

Apologies
Douglas Blackstock (DB) – External Trustee
Euan MacLean (EM) – Director of Financial Services

		Action
1.	<p>Welcome/Introductions SH welcomed the group and all introduced themselves. SH stated EC would join the meeting shortly noting she was on her way from another meeting.</p> <p><u>1.1 Outline of Business</u> SH gave a brief outline of today's business noting the change of time of this meeting is a one off.</p>	
2.	<p>Strategic Development Presentation – Paper A ERW presented the Board with an update on progress made to the strategic plan and invited the Board to comment.</p> <p>Discussion occurred around there being an overlap between the strategic plan purpose statement and ambition statement. ERW to reflect on comments and adapt the purpose statement and ambition statement accordingly.</p> <p>All did agree that the statement needs to be specific to what the Association does which led into the discussion of the strategic plan principles.</p>	ERW

	<p>SDW noted that Services should have their own principle rather than just being noted in the purpose statement. Providing a service to students is the core of what we do.</p> <p>KOD agreed and noted that half of the principles are not specifically applied to the Association, they could be applied to any company i.e. the collaboration principle. It is not specific to what the Association does.</p> <p>AT noted that the principle headings could be sharpened to be more specific and then you could delete the information that sits underneath them as the headings would be self-explanatory. SH and ERW agreed that sharpening the principle headings may result in losing staff relativity to the plan, when the purpose of the plan is to make it relative to both student and staff members.</p> <p>All agreed they were not sure if the term “social enterprise” was the best way to describe the principle regarding commercial activities and the goal to be self-sustaining. The term is too broad. All agreed that the meaning behind social enterprise should be a principle but different wording should be used.</p> <p>NBB suggested the term “reinvesting in students” due to the fact that the Association funds a lot of activities for student development and enjoyment. SH felt this was not 100% accurate as we don’t always make a profit to reinvest, sometimes we only break even in order to run a service for the students.</p> <p>KOD then noted that we could change the “social enterprise” principle to reinvesting in our members and that could be related to money, time or other resources.</p> <p>ERW to reflect on comments and make changes to the principles discussed.</p> <p>Further discussions occurred around the ambition statement regarding the use of the word “well rounded” or “best possible” and their subjective meanings to students. There was some disagreement in the group as to which phrase was best.</p> <p>ERW to reflect and make changes to the ambition statement.</p>	<p style="text-align: center;">ERW</p> <p style="text-align: center;">ERW</p>
<p>3.</p>	<p>Standing Business</p> <p><u>3.1 Conflict of Interest</u> No conflicts of interest were noted.</p> <p><u>3.2 Matters Arising</u> 8.2 SG asked if MB could provide more detail on the income and expenditure of the Ents department, for the next meeting. It was noted that this information would be submitted to the Strategic Development Subcommittee which SG is a member of.</p> <p><u>3.3 Minutes from Previous Meeting, 28th of November, 2018</u> All approved the minutes.</p>	<p style="text-align: center;">APPROVED</p>

<p>4.</p>	<p>President's Report – Paper B The Board noted they had all read the Presidents Report which was circulated.</p> <p>AT asked if it has been decided what events will take place in McEwan Hall now the University has agreed the Students' Association can host events in there. EC stated no, it has not been decided yet but discussions are ongoing regarding this.</p>	
<p>5.</p>	<p>Chief Executive Report – Paper C</p> <p><u>5.1 Budgeting</u> AT asked if there will now be 3 financial forecasts every year to which SH answered yes but the timing of them will vary.</p> <p><u>5.2 University Forum and Future Students' Association Discussion</u> SH stated that it was noted at the last Trustee Board that we were to have some discussion with the University, at the University and Students' Association Forum, around the future of the Students' Association. This session was generally positive and we outlined a number of elements we thought were important to delivering a great Students' Association. This was positively received and there was a general consensus that we needed to work together to better develop the opportunity. There was a view that we needed (jointly) to agree what a good Students' Association offer would look like, and then consider how to fund it, so not let the 'money question' get in the way initially. Although positive, there was also no particular route to progress this going forward, and we will need to grasp the opportunity to articulate our views and plans further.</p> <p><u>5.3 Digital Transformation Project</u> ERW gave an overview of the project and was asked to send project details around to the Board to clarify.</p> <p><u>5.4 Student Awards</u> AT noted that he had not received an invite to the Student Awards. SP stated that AT is invited and she will make sure an invite is sent to him.</p>	<p>ERW</p> <p>SP</p>

6.	<p>Finance Report – Paper D</p> <p>In EM's absence SH summarised the Financial report highlighting the points below.</p> <p><u>6.1 Planning Round</u></p> <p>SH clarified the process and nature of submission stating it is likely to focus on the added value we bring, and the ambition to seek a higher rate of funding both to protect current provision that is good, and to enable development of key areas/new projects, in the context of both the organisational review and the strategic plan, as ways for us to re-organise and focus for both efficiency and success.</p> <p><u>6.2 Financial Forecast</u></p> <p>There is a reserved minute relating to commercially sensitive aspects of the financial report.</p> <p>The cash balance sheet was noted as being weak because the Association made a deficit last year, however SH noted that the Association is not expected to need an overdraft in the next 18 months.</p> <p>KOD noted that the biggest difference from last year to this year can be seen in bars who are shown a decrease of £48,000. MB noted that this is due to a declining trend in drinking and the fact that the budget was likely optimistic.</p> <p>It was noted that the University has still not settled the dispute over utility costs.</p> <p>Conversations steered towards why Bedlam was reported as negative in the financial report and why they appear in management accounts. SH stated that they appear in management accounts because they are trading and they are reflecting as negative at present because there are more paid members during the Fringe at Bedlam now.</p> <p><u>6.3 Forecast – Paper E</u></p> <p>It was noted that approximately £50,000 of the settlement from the Kings Building insurance claim was to cover loss of equipment but we had not yet needed to reinstate that equipment.</p> <p>Discussions occurred regarding if the Association would benefit from using external caterers rather than having its own catering company i.e. Honours. MB felt that it is important to keep Honours because it is a key area for growth and development that could bring in a lot of money once we are based in the new Teviot Row building.</p> <p>MB also noted that Honours provide discounted catering for staff and students that we might not be able to get with external caterers.</p> <p>AT stated we need a business case for each service we provide, including outlets to determine where cuts can be made.</p>	
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	<p>KOD noted that the Association is involved in a lot of different activities, even with the suggested cuts proposed there is a need to look at the bigger picture and reduce what we currently do.</p> <p>EC commented that it is apparent with the current financial situation services will have to be cut.</p> <p>SG stated there is a need to not only think about what we shouldn't do but also what we should be doing. So far it seems the only plan is to cut what we currently do rather than proposing what we can do differently to generate more income.</p> <p>SG commented that he is concerned that core departments may be cut due to low commercial income and how much the Students' Association relies on the Festival.</p> <p>EC stated that it would be beneficial to look at central costs rather than department costs.</p> <p>CI commented that in order to make a decision on where the cuts should be made more information is required e.g. how many people will be affected? How much money will we save?</p> <p>AT commented that more efforts should be made to secure more money from the University in the form of a grant as even with the savings proposed, it is clear more money is required to secure the future of the Association as we cannot continue to make a deficit.</p> <p>SH asked the group for suggestions on which surplus should we aim for. SG asked that an additional meeting be held to discuss this as more time and information is required. SH to arrange another meeting in February or March.</p>	<p>SH</p>
<p>7.</p>	<p>Annual Review of Council Policies – Paper F All noted and agreed with paper F. There were no further comments.</p>	
<p>8.</p>	<p>Democracy Regulations Amendment – Creation of Trans Officer Role - Paper G Discussions occurred regarding this matter.</p> <p>KOD was recognised for the work they did regarding this role.</p> <p>All approved the creation of the role.</p>	<p>APPROVED</p>
<p>9.</p>	<p>Organisational Structures Review There is a reserved minute relating to staffing matters.</p>	

10.	Legal and Risk Update No updates to note.	
11.	Subcommittee Minutes All noted the minutes of the Subcommittees: 11.1 Strategic Development Subcommittee – Paper H 11.2 Finance, Risk and Audit Subcommittee – Paper I	APPROVED APPROVED
12.	AOB None	
13.	Review SG commented there is not enough time together to strategically discuss the options. Papers are still too late to delve into comments. All to send thoughts and comments regarding papers to EC and SH ahead of the Trustee Board meeting so if more information is required to make a decision at the meeting then this can be retrieved and discussed at the meeting. Papers to be sent out 2 weeks in advance of meeting. TG felt that too many issues are brought to the Board for discussion. The Board should concentrate on one key issue at a time. Other issues should be submitted to Subcommittees.	ALL SH
EC closed the meeting, noting the next Board meeting would be in March 2019		