

Minutes of the **EUSA Trustee Board Meeting** held on  
Monday 26<sup>th</sup> March 2018 in the Balcony Room, Teviot

<b>Present</b>
<b>Patrick Kilduff (PK)</b> – President (Chair)
<b>Ollie Glick (OG)</b> – VP Community
<b>Kai O’Doherty (KOD)</b> – VP Activities & Services
<b>Esther Dominy (ED)</b> – VP Welfare,
<b>Bobi Archer (BA)</b> – VP Education
<b>Stewart Goldberg (SG)</b> – External Trustee
<b>Nathaniel Brimmer-Beller (NBB)</b> – Student Trustee
<b>Bharat Chaturvedi (BC)</b> – Student Trustee
<b>Adam Noach (AN)</b> – Student Trustee
<b>Chak IP (CI)</b> – Student 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> – Director of Financial Services
<b>Michelle Berry (MB)</b> – Director of Commercial Services
<b>Emma Robertson - Werner (ERW)</b> – Director of Marketing and Communications
<b>Fiona Matheson (FM)</b> – Executive Assistant
<b>Laura Power (LP)</b> – Executive Assistant
<b>Al Powell (AP)</b> - Representation and Democracy Manager

<b>Apologies</b>
<b>Douglas Blackstock (DB)</b> – External Trustee

		<b>Action</b>
<b>1.</b>	<b>Welcome/Introductions</b> PK welcomed everyone to the meeting, introducing LP, FM and CI to the Trustee Board meeting. PK also congratulated KOD for their election for a second year, to VP Welfare.	
<b>2.</b>	<b>Conflicts of Interest</b> The Board noted the conflict of interest for Association staff present who were members of the pension scheme.	
<b>3.</b>	<b>Minutes from the Previous Meeting</b>	
	<b>3.1</b> The minutes from the previous meeting were <u>approved</u> .	<b>APPROVED</b>
	<b>3.2 Matters Arising from Previous Meeting</b> The 360 review feedback and training review clash was noted, and work around the forthcoming appraisals would bear this in mind.	

<p><b>4.</b></p>	<p><b>President's Report – Paper A</b></p> <p><b>4.1 UCU Action</b> Work was ongoing in support of the UCU action and mitigating the impacts for students.</p> <p><b>4.2 Society Constitution Developments</b> KOD was currently working on this issue surrounding non-student members of societies.</p> <p><b>4.3 Service Excellence Programme</b> PK was working to improve the process for students in order for more consistency and better outcomes for applicants.</p> <p><b>4.4 More Affordable Housing</b> PK and OG were working to finalise the residential strategy to negotiate more affordable beds in new developments.</p>	
<p><b>5.</b></p>	<p><b>Chief Executive's Report – Paper B</b></p> <p><b>5.1 OSCR</b> In light of the recent Oxfam revelations, the Board were made aware of the issues around Safe-guarding of vulnerable persons and also disclosures to OSCR.</p> <p><b>5.2 Board Reports</b> The Board agreed to change the current four Director reports to one joint report. SG also asked for an executive summary at the start of the new consolidated report. This was agreed. It was also agreed that the commercial financial information would be separated out into a commercial performance report which would give additional information on the trading performance.</p> <p>Political information would be included in the President's report going forward.</p> <p><b>5.3 Board Communications</b> SG asked if information could be communicated to the Board quicker rather than waiting for the minutes or reports to be sent. It was agreed to discuss this further at a later meeting, in order to identify an appropriate method.</p> <p><b>5.4 Pensions</b> With regard to the recent proposed changes to the scheme, meetings have taken place between employers and USS. The Association's response to this to be discussed at the next Board meeting.</p> <p><b>5.5 UCU Action</b> Although the University's position on the action had not been agreed, BA undertook to send out FAQs on actions carried out by the University so far in order to mitigate any issues the strike may cause students.</p>	<p><b>SH</b> <b>EM</b></p> <p><b>PK</b></p> <p><b>SH (for Agenda)</b> <b>SH (for Agenda)</b> <b>BA</b></p>

	If strike continued, the Association's stance may change as talks progress. Students would be kept updated and could submit a motion to change the original stance.	
<b>6.</b>	<b>Director's Reports</b>	
<b>6.1</b>	<b>Director of Membership Support and Development Report – Paper C</b>	
<b>6.1.1</b>	<b>Elections</b> There had been a significant increase in candidates this year and the voter turnout had been the highest, in terms of numbers, since 2012. The students elections evening was scaled up and held in Potterrow. Positive feedback was received.	
<b>6.1.2</b>	<b>Societies</b> Some societies wanted independent charitable status, after discussion it was agreed they would remain part of the Students' Association's charity umbrella. It was noted many societies have non student leaders which is against pre-existing rules that only students can be leaders. A motion at student council is currently being discussed. An update would be provided at the next meeting.	<b>SP</b>
<b>6.1.3</b>	<b>Bottled Water</b> A proposal to ban the sale of bottled water and single use plastics was highlighted to make board aware. Solutions and the financial impact of this were currently being assessed. If this were to go ahead a phased approach may be explored. SP to keep board updated.	<b>SP</b>
<b>6.1.4</b>	<b>Awards Received</b> The Association was awarded the Outstanding Achievement Award from NUS for sustainability and divestment. In addition, the Student Union Staff Member of the year awarded was awarded to Dan Doyle, Societies Co-ordinator, for training and enhancing society support.	
<b>6.1.5</b>	<b>Cigarettes in Outlets</b> AN raised the ethics of selling cigarettes in Students' Association outlets at all and noted that a Motion on this subject was raised at Student Council the previous semester. KOD was compiling research from "No Smoking Scotland" and would circulate a summary of the motion.  The Board noted that most tobacco sales occur during the Edinburgh Fringe and not to students during Semester time.	<b>KOD</b>
<b>6.1.6</b>	<b>Room Bookings</b> It was agreed that a specific issue of student room bookings and costs would be discussed offline.	<b>SP/BC</b>

	<p><b>6.2 Commercial Director Report – Paper D</b></p> <p><b>6.2.1 Catering/Bars/Outlets</b> There is a reserved minute relating to commercial activity.</p> <p>Baristo was due for refurbishment in June. The Sports Bar and Library Bar had both been updated, and new food and drink menus would be implemented.</p> <p>The builders were due on site at Teviot in the Autumn of 2019 as part of the central area redevelopment project, and affected operations would need to be looked at including the Sports Bar and catering services.</p> <p>The Board thanked MB for making it to work during the snow and keeping the outlets running.</p> <p><b>6.2.2</b> There was a reserved minute relating to a new commercial partnership.</p> <p><b>6.2.3 Entertainment and Events</b> Currently looking at maximising surpluses through Entertainments and Events such as increased promotion of the Big Cheese.</p> <p><b>6.2.4 Festival</b> There was a reserved minute relating to the commercial aspects of the festival operation</p> <p><b>6.2.5 Staff Attendance</b> Implementing an attendance system for staff. Making it easier for management to control rotas.</p> <p><b>6.2.6 Commercial Report</b> MB was currently working with the Finance team on the best way to present the financial information in future.</p>	
	<p><b>6.3 Finance Director Report – Paper E</b></p> <p><b>6.3.1 GDPR</b> EM reported on the work with external consultants to implement procedures to manage the data the Association holds. The report from was due soon, and this would show a list of recommendations. The implementation date for the new regulations is May 25. If the Association was not 100% compliant at that time, it was essential that there was a plan for implementation in place.</p> <p><b>6.3.2 Financial Year End</b> The Auditors would be present at the Association in late May and early June to carry out the year end audit.</p> <p><b>6.3.3 New Card Terminals</b> It was noted that card payments were dramatically increased, however there was no effect on insurance premiums at present. There were costs associated with taking card payments but this could be offset by the savings in terms of cash handling costs.</p>	

<p><b>7.</b></p>	<p><b>Finance Update – Paper F</b></p> <p><b>7.1 Financial Position at P10</b> The February 2018 results showed a deficit of £76,000 and the March 2018 figures estimated a deficit of £120,000. This excludes the investment grant received from University as little of this had been spent as yet. This represents the first deficit the Association had made since 2013 and EM highlighted that the recent snow had also had an impact. EM went on to explain that some areas had not performed as well as expected and although cost savings had made throughout the year, further savings needed to be made. EM had made recommendations which he had outlined in paper F.</p> <p><b>7.2 Cash Balance Sheet</b> Significant work had taken place into looking ahead, and EM highlighted that June and July were the lowest income months, and it was important that cash was secured to cover this period. Santander were happy to provide an overdraft facility if necessary.</p> <p><b>7.3 Expenditure</b> SG noted significant sums had been spent on Entertainments and Events and suggested that potential cost savings may be identified in this area. MB stated this is currently being looked into as part of the overall commercial strategy she was looking to develop. It was noted Honors catering was doing well financially.</p>	
<p><b>8.</b></p>	<p><b>Association Budget 2018/19 – Paper G</b></p> <p><b>8.1 Deficit</b> There was a reserved minute relating to the detail of negotiations with the University over the Grant allocation, and the consequences of various outcomes.</p> <p>The outcome of the Grant application would be known by April.</p> <p><b>8.2 Wage Increase</b> The Minimum wage increases on 1<sup>st</sup> of April 2018.</p> <p><b>8.3 The Budget</b> Budget outlined in paper G assumed inflation of 3% and the employer pension contribution of 18%.</p> <p>There was a reserved minute relating to a staffing matter</p> <p>The Commercial budget savings would be challenging but could be achieved. A natural increase in sales was expected now that Bristo Square was not a building site any more.</p> <p>The underspend on capital expenditure in 2017/2018 would be carried forward, representing £110,000.</p>	

	<p>The Board then agreed the budget for 2018/2019 as proposed.</p> <p><b>8.4 Risks Associated with Budget</b> Risks included the Commercial budget not doing as well as predicted. The University Grant may not be at the level requested and therefore expenditure would be reviewed in line with the level of grant income.</p> <p>There was a reserved minute relating to a staffing item.</p> <p>EM then outlined further savings which could be made. He highlighted that the Balance Sheet was weak due to the deficit and stressed that the Association needed to make a surplus in the current financial year in order that the organization and students would not be impacted in future.</p> <p><b>8.5 Potterrow Investment</b> SG noted that Potterrow was going to be knocked down in a decade and asked if it was worth spending £100,000 on the building. EM observed that this had the potential to pay for itself as the Association was planning for increased support from the University due to the fact they were planning to demolish the building.</p> <p><b>8.6 The Future</b> SG observed that a robust plan was required in order to increase revenue in view of the re-opening of local competition. EM drew attention to the plan outlined within the recommendations in the Financial report, which highlights a change in current activity in terms of reducing services to reduce expenditure.</p> <p>The recommendations would be prioritised and it was agreed that a five year forecast was required. Further discussion was required.</p>	<p><b>APPROVED</b></p> <p><b>APPROVED</b></p> <p><b>SH (for Agenda)</b></p>
<p><b>9.</b></p>	<p><b>Governance Project Update and Discussion: Trustee Board Induction, Training, Development and Review– Paper H</b></p> <p><b>9.1 Presentation</b> AP presented slides on Trustee induction, training and development and review.</p> <p><b>9.2 Communication within the Board</b> SG reiterated the view that the Board should communicate more and bond better in order to facilitate discussion at meetings. Board Days, enhanced training and buddy schemes were discussed as ways of improving communication. SP was asked to develop proposals and the Governance Sub-Committee would discuss the issue in more detail.</p>	<p><b>SP</b> <b>SP (Gov. Sub-C'ttee Agenda)</b></p>
<p><b>10.</b></p>	<p><b>Subcommittee Minutes - To note the minutes of the Subcommittees:</b></p>	

	<p><b>10.1 Finance, Risk &amp; Audit Subcommittee – Paper I</b> The report was noted, and further details could be found in Paper I.</p> <p><b>10.2 People &amp; Culture Subcommittee – Paper J</b> The report was noted, highlighting the enhanced maternity and parental leave issue which would be discussed by the Employee consultation group.</p> <p><b>10.3 Strategic Development Subcommittee – Paper K</b> The Board noted the report, highlighting current discussion on a Commercial Strategy.</p> <p><b>10.4 Governance Subcommittee – Paper L</b> The report was noted and further details could be found in paper L.</p>	
11.	<p><b>Legal &amp; Risk Update</b> This item was not discussed at the meeting.</p>	
12.	<p><b>AOB</b> There was no further business raised.</p>	
<p><b>PK closed the meeting noting that the next meeting would take place on Wednesday 23<sup>rd</sup> May from 1pm-4pm in the Balcony Room, Teviot.</b></p>		