

Minutes of the **Trustee Board Meeting** held on
Wednesday 28th January 2015 in the Dining Room, Teviot

Present	
Briana Pegado (BP) - President (Chair)	Yvonne Sutherland (YS) - External Trustee
Eve Livingston (EL) -VPSA	Stewart Goldberg (SG) - External Trustee
Dash Sekar (DS) - VPAA	Harriet Protheroe-Davies (HPR) - Student Trustee
Tasha Boardman (TB) – VPS (arr. 3pm)	Greg Lane (GL) - Student Trustee
Stephen Hubbard (SH) - CEO	Maxwell Greenberg (MG) - Student Trustee (arr. 1.30pm)
Sarah Purves (SP) – Director (left 4pm)	Urte Macikenaite (UM) - Student Trustee (arr. 1.30pm)
Conrad Jones (CJ) - Director	Leeon Fleming – Executive Assistant (EA)
Euan MacLean (EM) - Director	
Apologies	
Douglas Blackstock (DB) – Student Trustee	Lucy Eskell (LE) – Student Trustee

		Action
1.	Welcome/ Introductions BP welcomed the group and noted apologies from DB and LE.	
2.	Standing Business	
	2.1 Conflict of Interest	
	GL noted conflict of interest, as he volunteered for The Student, in relation to Agenda Item 8.	
3.	Minutes from previous meeting	
	Matters Arising, 26 November 2014 The Student – SP and MG to meet with student journalists to discuss support in relation to legal issues.	SP/ MG
4.	President’s Report Paper A EUSA Elections BP noted EUSA elections are coming up. EUSA hosting hustings with UoE debate association, BP highlighted this would be a good opportunity for the Trustees to meet potential candidates. SMT/ Saab Away Day BP reported on a successful SMT/ Saab Away day. Student Accommodation, Trade Unions and Saabs induction and training and relationship with staff were all discussed and actions being implemented.	
5.	CEO Report Paper B Planning Round SH reported that EUSA preparing for the Planning round. Discussions are developing and it is	

<p>expected that EUSA will submit a cost neutral bid in line with inflation. There was a reserved minute on the confidential financial negotiations. SH noted that SH and SP meeting with UoE and will report back at the next Trustee Board.</p> <p>SG questioned what has changed in the UoE's financial outlook. SH explained that the Scottish Funding Council Award is currently unclear but that the Scottish Government has limited higher education funding. Research funding is also unclear. SH explained that this change in funding may be diluted by the time it gets to EUSA. SH also explained that a further challenge for EUSA is that the UoE financial year runs Aug-Aug, whereas EUSA is April-April. This means that while EUSA needs a quick resolution, EUSA are finalising their budgets now, the UoE have more time.</p> <p>SH reported UoE is generally supportive and see EUSA as a support group, however, they are understandably have challenges when there is limited funding. SH noted that historically they have given EUSA extra funding when asked, e.g. last year EUSA had unanticipated extra pension costs of £56k which we received. Without support the EUSA financial recovery and strategic development would be compromised. EM reported that out of the £2.4m EUSA generates, £1.5m comes from commercial activities.</p> <p>SG questioned if EUSA was in a better financial position would staff be receiving pay rises. SH reported a cost of living increase will be factored into the budget, but the actual decision is for the subsequent budget discussion and the HR subcommittee. SH noted that it would cost EUSA approximately £30k per 1% for a cost of living increase for salaried staff. EM noted that the national minimum wage increase will have an effect, meaning that EUSA could be required to pay £ 7ph which could have a big impact on how we run things. CJ noted there could be a potential increase of 3% on the cost of food and 6% on the cost of drink and that this would have to be taken into consideration.</p> <p>The Planning Round will be coming to the Trustee Board at the next meeting and the Finance Sub Committee before that. EM reported EUSA are at the early stages of agreeing budgets for 2015/ 2016. By the next meetings EUSA will have decisions from UoE. SH noted that EUSA will have approved the budget before the planning round is finalised. EUSA therefore has to set the budget on the assumptions from UoE and manage any adverse variance. SH noted that we may get a clearer idea from the Triumvirate Meeting on the 19 February.</p> <p>SH noted that it is a challenge we work on different timescales, however, we would make adjustments throughout the year if bars do not perform or a festival income from the festival is less than expected.</p> <p>SG asked why EUSA doesn't budget for the worst case scenario. SH highlighted in that if EUSA budget for the worst case scenario they would have to make staff redundant. SH explained that is why EUSA looking to push back on projects but highlighted that most costs are fixed.</p> <p>SH reported the relationships with Trade Unions (TUs) will be discussed at the next HR Subcommittee.</p> <p>Trade Unions</p> <p>GL questioned what stage EUSA were at with regard to advancing the relationship with a TU. SH explained EUSA were to have allowed TUs to connect with staff in the run up to Christmas</p>	<p>SH/ SP</p>
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	<p>last year however the timescales were delayed due to the trustees own discussions. EUSA has now consulted with staff too. SH reported that the process is 2 to 3 months behind schedule.</p> <p>SH highlighted that although the process is of a slightly slower pace than expected it is advantageous to allow staff time to consider their options. YS agreed and noted that difficulties would arise if you force it on staff, however, this process allows consultation and allows for EUSA to think about contingency plans.</p>	
<p>6.</p>	<p>Director Reports</p>	
	<p>6.1 Commercial Director Report <u>Paper C</u></p> <p>CJ reported that commercial contribution is slightly down in this period due to an accrual to the marketing department for Fresher’s Week.</p> <p>KB Shop and Potter Coffee CJ reported that the KBshop is getting refitted and Pottercoffee is getting new furniture, moving things around and introducing new areas.</p> <p>CJ reported on the KB food survey. The key issue was with queueing time in the shop and deli. This has been addressed resulting in a small staff increase and a dual queue. Sales of handmade sandwiches have meant an increase in queues again, so CJ considering alternatives. Other comments from the food survey were, food was ‘samey’ and Chris Shrive, Catering Manager is looking at changing the offers.</p> <p>SG questioned if we could start a pre order and pay for sandwich shop, Starbucks are investing in the technology which allowed them to do this. SH noted that Sheffield Students’ Union have this but you still have to pay at collection. CJ highlighted that the problem stems from working to the figures the previous tenant supplied but demand is now greater.</p> <p>HPR questioned whether an increase in staff and MG questioned if an improved kitchen area would help the problems with queueing. CJ highlighted because of handmade sandwiches the shop is a victim of own success. MG questioned if we could invest in another unit and CJ noted that EUSA is looking at the DHT shop also. CJ explained that all EUSA shops are grab and go foods with an additional service that makes each unit different. In KB we have the shop and deli, providing handmade sandwiches, in DHT its stationery and looking into a print shop.</p> <p>Staffing Reserved business, CJ reported on various staffing items.</p> <p>Peffermill Reserved business, CJ reported on the commercial detail of a proposal for EUSA to operate catering and bar facilities at the Peffermill sports site.</p> <p>Sexual Harassment Task Group Maxwell Greenberg questioned why EUSA is employing additional staff, toilet staff, staff on queues in order to heighten presence of EUSA staff. EL explained that EUSA is developing a zero tolerance sexual harassment policy and it is being written at the moment. EL reported</p>	

	<p>EUSA is working closely with Sexpression to talk to people in the queues. UM questioned if all staff are receiving training. EL reported they are and that the policy is still in development. CJ reported that Bars Manager, Rachael Dyas, has met with police. The police see it as a positive move which they can drive through other venues. HPR questioned what the male / female ratio of door staff is. CJ reported that it is mainly male. YS questioned how EUSA deal with an offender and if EUSA could work with UoE to achieve academic sanctions. CJ reported that EUSA is looking at the procedure to go beyond excluding from only EUSA premises. EL highlighted at the moment EUSA are going on a case by case basis.</p> <p>SP noted that any update in discipline policy would dovetail with UoE. SP noted that historically UoE have been reluctant to become involved in our incidents. CJ noted EUSA trying to dovetail with legal sanctions and police. MG questioned if EUSA is investigating the fraternity issue. EL reported that the investigation is ongoing and for reasons of confidentiality cannot be discussed.</p>	
	<p>6.2 Director of Membership Support and Development <u>Paper D</u></p> <p>Planning Round SP reported that to strengthen EUSAs block grant submission EUSA is carrying out robust reporting on projects. For volunteering EUSA has developed group data/statistics and the plan is to roll out that approach across our services and then possibly societies.</p> <p>Saabs SP reported that there had a meeting before Christmas with Nightline and the sports union to continue collaboration and strengthen relationships with new Sabbatical Officers. SP reported that the SMT and Saabs enjoyed a successful way day a, looking at training, induction of and the changeover process of Saabs.</p> <p>Staffing SP reported staff levels had been up and down and filling gaps will be dependent on budgets.</p> <p>Elections SP reported that EUSA is looking at bringing in new procedures around conduct in the Elections process. SP noted that the Student Council voted in majority for these changes and although the vote was not quorant, shows appetite for the changes. SP noted that shortening the campaign period does not fall into formal regulations so the School Council do not need to approve. HPR questioned if sanctions are a planned area of change. SP highlighted that they are in current regulations so cannot be changed. SP noted that there will still be Pollock door knocking. MG questioned how much scope there is for societies to endorse candidates. SP explained that in the old regulations it stipulates that candidates should not use mailing lists unless with the express consent of the society.</p> <p>Relationships with other Universities GL questioned the effectiveness of visits to other Students' Unions. SP highlighted that visits had been incredibly useful. SP attended Sheffield previously and Leeds visit is arranged. CJ notes that members of the Operations Department had been to Leeds and Sheffield. CJ reported that the visits were a useful because other Students' Unions have done have similar things to addressing similar problems which we are having. This has a positive impact on commercial services. DM highlighted that Sheffield and Manchester Students' Unions are streets ahead and visits therefore useful.</p>	

	<p>UM questioned why EUA have a relationship with Kosovo Students' Union. SP explained that the EU have funding from Erasmus to target certain areas such as student engagement, involvement and courses in areas of Europe. EUSA were asked to be involved and receive recompense for all costs involved in the project.</p> <p>Societies</p> <p>MG questioned if EUSA were considering reducing the number of societies. EL reported that EUSA will not seek to reduce the number. SP highlighted that as long as students want to have societies, EUSA will allow it. SP noted that other universities had placed a cap on societies, e.g. Manchester. MG highlighted that only 25 societies were invited to Refreshers Week. SP to look into and update at next meeting.</p>	<p>SP</p>
	<p>6.3 Finance Director Report / Period 9 Financial Summary Paper E</p> <p>EM reported that by the end of December 2015 EUSA should be running at a surplus of £450k. EUSA forecast that this will fall over the remainder of the year, last year it was £60k surplus, so the forecast will be £200/230k. On page 2 of Paper E the graph shows EUSA has high percentage of fixed costs but should end this year in surplus. This will allow EUSA to build reserves, however EUSA is still in a vulnerable position.</p> <p>EM reported that crucial to our financial recovery is our cash position. Historically EUSA had a very weak cash position with high overdrafts. EUSA would go into overdraft every year in Jan, Apr and significantly so in June/July. EM reports that for first time we are not in overdraft. Forecasts say EUSA will not going into overdraft in April, EUSA may fall into overdraft in July/June of around £200k.</p> <p>EM reported that EUSAs move to Santander is going well, all former accounts are closed except a couple to pick up any remaining charges.</p> <p>EM reported that 2015/16 Budgets are the focus for Finance department at the moment.</p> <p>EM noted that Trustee Financial Training had been held on 27 Jan with Baker Tilly and that it was a useful session with good attendance. BP thanked EM for organising.</p> <p>DM questioned why we have a saving in salary figures if we have introduced a raise in line with the cost of living. EM explained that we are paying less salaries, a £15-20k saving. EM noted that people have left with fairly short notice periods, which has worked in EUSAs financial favour. EUSA is still managing to deliver services and it is a short term boost to our finances. EM reported that we are using people leaving to look at restructuring.</p> <p>SG questioned whether any surplus could mean the UoE provides less funding. EM reported that although we have saved 60k on utilities, marketing and staff, this is not sustainable. EM noted that the early budgets show more expenditure than income.</p> <p>BP highlighted that EUSA seems to be on the way to financial recovery and that the UoE will be pleased. EUSA does have supporters in the UoE who appreciate what EUSA does to provide services and support to students.</p>	

<p>9.</p>	<p>General Election Presentation</p> <p>SH presented on the obligations and legal issues for EUSA to consider in terms of the upcoming general Election. Using a presentation from a recently held meeting (via NUS) on the subject. The key issues to note were the legal restrictions on EUSA as a charity; in particular the requirement to not favour any one political party or candidate and to comment on policies relevant to students rather than wider views.</p> <p>There was some discussion on The Student and it was noted in terms of The Student EUSA would hope that political reporting would follow the press guidance. It was suggested that EUSA should engage with the Student over this subject to manage the risks.</p> <p>SP highlighted we have a positive relationship with The Student. GL noted that the news team are very professional so they will take it EUSAs involvement positively. SP to arrange a discussion with The Student, to meet before next Board, about applying the press guidance rules.</p>	<p>SP</p>
<p>7.</p>	<p>Strategic Plan <u>Paper F</u> 6.1 Update and Presentation</p> <p>SP reported that all EUSA staff, the UoE and The School Council had been presented with the Strategic Plan. Departmental Plans are being written by Heads of Departments at the moment and to achieve the EUSA 4year plan Heads of Departments are submitting change plans.</p> <p>SP reported that EUSA Vision, Purpose and Values should come through each Goal and supplementary activity.</p> <p>YS questioned if project management type training for EUSA to bring rigour to the process. SH explained we have not had a strategic plan before and therefore we do not have project management exposure. SH noted that this will probably change this in Year 2, Year 1, is simplistic approach. YH, SH and SP to talk offline re project management.</p>	<p>YS/ SH/ SP</p>
<p>8.</p>	<p>Estates Developments <u>Paper G</u></p> <p>Pleasance CJ reported that the project is now reduced due to concessions in the Quaker House Meeting Room, the courtyard and further savings to windows. This will also see a reduction in timing from 3-2.5 years. The changes to the project will go to Estates Committee in March.</p> <p>Central Area CJ reported on the current plans for the Central area, which are somewhat changing.</p> <p>Bristo Square CJ reported that it is anticipated that contractors will be onsite at the end of March 2015 for 2 years. The first 6 months will be very noisy and busy. There will be an access route along Potterow so will have a bigger area at Teviot</p>	

	<p>Potterow Coffee CJ reported that new furniture and fixtures are going in to refit Coffee potter at a relatively low cost.</p> <p>KB Shop CJ reported that EUSA are introducing a pie shop, Greggs style outlet following feedback from the food survey. It is estimated that this investment gives a 15/16 month payback.</p>	
10.	Reserved Minute. Paper H. There was a reserved item relating to staff benefits and also negotiations with the HMRC over staff benefits.	
11.	Subcommittees Update	
	<p>10.1 Finance Subcommittee</p> <ul style="list-style-type: none"> • Minutes <u>Paper J</u> approved <p>10.2 Trading Committee</p> <ul style="list-style-type: none"> • Minutes <u>Paper K</u> approved 	
12.	Legal & Risk Update Reserved minute EM gave an update on an insurance claim.	
12.1	<p>6.1 Risk Management at EUSA <u>Paper L</u></p> <p>EM shared details of the proposal to set up a Risk Management Steering Group to develop EUSA risk register and Health and Safety. EM highlighted that there needed to be a consistent approach across EUSA. The steering group meet 4 times a year before Finance Subcommittee which it will report into.</p>	
14.	<p>AOB</p> <p>GL raised an issue about Sabbatical Officers speaking on behalf of Trustees. In particular, in relation to the Rainey Hall Kitchen.</p> <p>BP explained that the decision to close the Rainey Hall was taken by the Trading Committee, and endorsed by the Trustee Board over a year ago because EUSA could no longer afford to run it at a loss.</p> <p>The Student Council passed the motion to maintain the service it but the Trustees also need to agree the financial commitment required. This however was not yet clear as discussions to try to reach an agreeable compromise were ongoing with the University. SH would communicate to Trustees when more was known.</p>	SH