

**Board of Trustees – Thursday 27th February 2014
The Abode, Canterbury**

Summary:

3.0	Conflicts of Interest		None declared
4.0	Mission Moment: Update on Sunday Times and Varsity	Noted	
5.0	Minutes of the Board residential	Approved	
7.0	Matters Arising - Nursery new building - Unique rent	Noted	- Update to Board - Query on minutes
7.0	Actions Log: - Team Manifestos - Student Officer HR Policies	Noted	- Covered in Chair's Report - Presented to Board meeting
8.0	Chair's Report	Noted	Megan to send round Living Wage campaign Maria to send round information on 60 minute takeover
9.0	Chief Executive's Report	Noted	
10.0	University's Master Estates Plan		Presentation by Denise Everitt, Deputy Vice Chancellor
11.0	Board Review		To be taken to A&G Committee
12.0	CEO Performance and Development Review Report	Noted	
13.0	Draft Strategic Plan	Approved	Final version to come to May Board
14.0	Project Outline PIPs	Noted	
15.0	Discussion on Student Led Organisation		Points will feed into Democracy Review; draft will go to October Board for discussion and final to December Board
16.0	QAA Written Submission	Noted	To be circulated offline when available
17.0	Advice Strategic Review	Approved	
18.0	Website Options Update paper	Noted	
19.0	EDI – Role of the Board	Noted	
20.0	Reserves Policy	Approved	
21.0	HR Policies for Student Officers	Approved	
22.0	Board Business Offline - Nursery discussions - Interim CCSU support		
23.0	January's Management Accounts	Noted	
24.0	Minutes of Committees	Noted	

1.0 Present

Chelsea Moore, Chair and President
Derek Smith, Deputy Chair and External Trustee
Misha Upadhyaya, Student Trustee
Ted Friswell, External Trustee
Elliot Massey, Student Trustee
Matt Williams, External Trustee
Meg Wells, VP Welfare
Helen Lafferty, Student Trustee
Amy Gilchrist, VP Activities
Chris Bull, VP Sports
Alex Murray, VP Education
Alia Kawalit, Student Trustee
Jim Gardner, Chief Executive (in attendance)

2.0 Apologies

Deb Cartwright, External Trustee

3.0 Conflicts of Interest

There were no conflicts of interests declared.

4.0 Mission Moment

Chelsea Moore updated the Board of Trustees that Kent Union had come 17th in the 100 Best Companies to Work for – no other Union was on the list. Chris Bull has worked really hard on Varsity, and Kent won by 23-11. Last year's Varsity saw issues between the 2 institutions and both universities and VCs were involved – both Chris and the VP Sport of Christ Church have done a fantastic job in turning this around. The Varsity football game was streamed to 2000 people across 26 countries and it was great to see the media department working together with other parts of the union.

5.0 Minutes of the last meeting

Matt Williams updated the Board on the opening of the new nursery building which is an incredible space and very well designed.

The minute relating to Unique rent, although simplistic, is correct. Currently the surplus from the shop pays the rent which would mean if Unique moved out it would be £25k worse off.

The Board of Trustees approved the reserved minutes from the Board residential, held in December 2013.

6.0 Actions Log

- Team manifestos – Chris Bull and Ted Friswell met to discuss how Campaigns and Marketing Committee can help with manifestos and priority campaigns. This is updated under matters arising.
- HR Policies for Student Officer: Deb Cartwright chaired a meeting taking this forward. A finalised version has been agreed and circulated to A&G Committee, and is presented later in the agenda to the Board for approval.

7.0 Matters Arising

7.1 Team Manifestos and Priority Campaigns

Further discussion will take place at Campaigns and Marketing Committee, but work has started on how the Committee can help further with team manifestos. A Priority Campaigns update is included in the Chair's Report.

Part 1: For Discussion and Approval

8.0 Chair's Report

The Chair's Report covered Campus Takeover and the run-up to elections time, an update on the priority campaigns and other upcoming events/campaigns.

- The Living Cost campaign is done and will be presented to the University in June. Conversations have taken place with Alex Hughes, who seems to be accepting of the 2 main recommendations, and there are 2 recommendations which Kent Union are moving forward. Well done to Megan Wells on leading the campaign. **AR: Megan will send round the Living Cost campaign to the Board of Trustees**
- Medway: the Medway Campus Management Board has accepted the proposal for the development of C4. It still needs to be passed by University Council at the University of Kent, and Greenwich University's equivalent. Medway's Refreshers Fayre which went really well, with over 200 postcards filled out that day.
- Engagement campaign – officers will be on the plaza from Friday asking students what's important to them and raising awareness of different events and services.
- Stalin poster: actions from Campus Takeover served its purpose to get students engaged; the publicity related to the poster died down quickly but resulted in 75 students attending zone to debate whether G4S should be on campus and 150 in attendance at another zone. The inQUIRE coverage around the poster was good and balanced.

- 60 Minute takeover: Student groups will be sharing their skills and expertise by delivering stand out training sessions. By delivering the sessions they will be promoting their groups as well as gaining some really valuable employability skills. **AR: Maria to email details to the Board**
- 'Thank You' event: this event will provide a 'Thank You' to all our members and is aimed to raise awareness amongst members so they further associate their involvement with a club/society, using the shop or Venue etc, as playing a bigger part of being part of Kent Union
- Exam (De)Stress. The University has provided some funding for this event, which will include a series of programmes running outside the library. The University have advised us to trial the campaign in Canterbury in the first instance. Kent Sport are doing something similar in Medway which we will join with.

9.0 Chief Executive's report

Part of this item is Reserved

Jim Gardner talked through some highlights from the report:

- Gold 7 KPIs are marked green as being achieved. February's Management Accounts are out and show a positive variance to budget. Results from the Student Satisfaction Survey are not yet known, but good results are expected from both the internal survey and NSS. We are down on overall number of votes cast but think this is a phasing issue. There were 37 nominations for elections which is the most ever. Particularly pleasing is Union Life Participation which is at just under 45% of students involved by volunteering, membership of sports clubs, societies, media etc, which is a great increase from where we were at the start of the strategy, which was thought to be around 30%. Volunteering hours are down slightly but are expected to pick up. Carbon footprint is over target and Tony Logan is taking that forward. The final 2 KPIs are not available yet.
- C4 is good news, and, subject to sign-off by both Universities' VCs will go ahead. This will give GK Unions significantly more space, including social space, advice area, bar space. Ideally Retail would be included, though that's not possible without a bigger building.
- Student Media Centre: the performance space is finished and the space has now been signed off by the University's fire safety officer. The radio studio is almost complete but needs a visual fire alarm before the space can be signed off; this will need linking through to Campus Watch and this can only be done by the University's contracted supplier and could take months before it is in place. The editing suite is finished and the launch and official opening date will be 30th April.
- GK Unions legal status and governance arrangements: Kent Union has been providing student union provision on behalf of the universities since 2005, which has been quite informal. With a GK Unions move to the C4 building there is a need to make this arrangement much more formal, and a 5 year+ agreement will need to be put in place. The last Partnership Committee flagged the potential of setting up a separate entity to formalise this. Although Kent Union does not feel a separate entity is necessary there is a need for greater transparency and more robust arrangements. Staff will still be employed by Kent Union and will come under the Board of Trustees, and we're proposing a separate GK Unions Board that becomes part of Kent Union's governance arrangements. Terms of Reference are being drafted and GK Union would become a formal agenda point on our Board and that of Greenwich – this will be covered in the Governance Review but will need real clarity over the remit and the reporting lines into the board.

AR: Jim Gardner will bring a proposal to the May Board outlining how the GK Partners Board will work.

The Board noted the report from the Chief Executive.

10.0 University Estates Master Plan – Presentation by Denise Everitt, Deputy Vice Chancellor

The presentation is intended to start groups thinking about the University's estate and getting early input from different groups, rather than being an actual Estates Strategy. It will be going to University Council on 28th February. The presentation is detailed separately.

11.0 Board Review – Jackie Hunt, Joanna Davey Consulting

Joanna Davey Consulting conducted this year's Board Review and Trustee Appraisals. Jackie talked through the responses from the Board Review, mentioning there were some points coming out around committee structure, which will be looked at as part of the governance review, and some comments around papers being more concise which can be dealt with separately. Jackie's focus was on how the Board works together as a team and working with the CEO and senior management. This is detailed separately.

12.0 CEO Performance and Development Review Report

The Board approved a new framework for monitoring the performance and development of the CEO at its October 2013 meeting. The paper makes clear progress to date for objectives and any issues arising. There was some issues around interaction with the officers and monthly meetings have been set-up with all officers to address this.

The Board noted the CEO Performance and Development Review Report

13.0 Draft Strategic Plan 2014-17

The draft Strategic Plan 2014-17 was presented to the Board for approval. A final version will come to the May Board, along with the financial plan and supporting operating plan and training plan. The Board discussed:

- Board input into the operating plan, particularly around number of votes cast, volunteering hours etc. This strategy will have less detail but officers will have more input through regular meetings and it will be discussed at the Officers and Directors Away Day (31.03.14).
- There are multiple audiences for this document so language etc has to cater to all
- Hannah will be doing a brand refresh
- Amendments should make clear how the union is different to the university and flow diagrams were suggested
- The Strategy should include what Kent Union is, along with a list of the services we provide.
- There isn't a brand that runs through all documents – a brand book/plate box that goes on the inside of every document that comes out, would be useful.
- A flyer should perhaps be provided in accommodation – this could be done through student committees and welcome helpers in first week - Meg is working on this with the welfare officers

AR: Board members were asked to email any wording changes to Jim.

AR: Jim Gardner will feedback comments made to Hannah Wallington

The Board of Trustees approved the draft Strategy, and the final Strategy coming to the May 2014 Board.

14.0 Project Outline PIPs

Project outline PIPs were requested at the last Board to enable the trustees to see how they fit together with the Strategy 2014-17.

- Democracy Review – the Review has been extended to December 2014 so current structures are not simply amended, but to give real time to go back to basics and start afresh. The CEO will be stepping back from more operational work to enable more time to get involved in this type of project, to give some bigger perspective. The Board discussed consultation with the membership, and although not detailed in the Project Outline, the PIP will have a much more detailed action plan and milestones detailing how this will happen
- Governance Review – this has not yet been signed off, but is being proposed to Appointments and Governance Committee on 10th March. Medway GK Unions Partnership Board will need to feed into that. It's been suggested that Campaigns and Marketing Committee should be Campaigns and Representation Committee.
- Sports Review – part of the review considers how to encourage members to be more involved with sports. Further work is needed on how teams are looked after at the moment and maintaining the teams we already have. A lot of feedback focuses around funding so changing the funding and providing structures to make sure teams are catering for every member of the team is being looked at. Currently funding can be prioritised to the individuals at the top of the club, and the remaining

members don't benefit as much. The Review also links with the review taking place with Societies, Sports and SLVGs as a whole and having a quality mark.

The Board of Trustees noted the Project Outline PIPs and progress to date.

15.0 Student-led Organisation – Board Discussion

Following the Board Residential, time has been set aside to discuss what is understood by a Student-led organisation, the implications for the Board, its modus operandi and its relationship with members and stakeholders. The following points were discussed:

- Being student-led does not mean the organisation needs to be led by students. Derek Smith updated that client-led organisations would not be led by clients – stakeholders would be the team, regulators, accountants, clients, members, but was client-led more through review and research on a regular basis to find out what clients wanted.
- Being student-led does not mean having to do everything students want – Kent Union is not failing as an organisation if it's unable to do everything that's being asked for. Are we presumptuous on what students want and should we be giving members more of a choice rather than making decisions for them?
- There are some things we're just unable to do – for instance a motion around Kent Union running Rutherford Bar again could not be achieved even if it was passed. The aim should be to try and give members more ownership of decisions. If members had the full facts around Rutherford Bar they would not potentially have come to the same decision.
- Sabbs are member focused and are elected as the voice of students, but need to work alongside other stakeholders eg the University, Charity Commission, community.
- Should Kent Union target more about what students want to discuss, such as G4S? We have the potential for a strong democracy, but democracy can only be for those who choose to get involved.
- Students talk about the union as a separate entity, not as their union. They are not involved in the processes put in place and see them as barriers and bureaucracy getting in the way. That is more about customer service, than being student-led. Attempts are being made to respond to this feedback but there are problems around resources. Expectations are that some clubs expect staff to do everything and Kent Union just does not have the resources for that.
- Should the Board, management, students or officers decide on how Kent Union should work, and this is not clear at present. The Democracy Review is part of this.
- What are the issues Kent Union can give students a lead on? Is it more about empowering students with the skills they need to be able to undertake more things?
- It is hard to balance the need of running an organisation and providing a lead. Things like risk assessments just have to be done, but there's more that can be done, such as providing a pack for anyone wanting to run an event.
- Should there be more of a move towards staff being there to facilitate and coach and students there to lead.
- Some of this is comms related – such as inappropriate motions that go to zone that couldn't be acted upon. For people to turn up and be involved we need to give them a reason to turn up. If they see a difference being made and that their vote matters, they will turn up.
- Officers are elected to lead which may mean making decisions not everyone agrees with. Constituents may think the death penalty should be brought in but MPs would not allow that to happen. This happens often with other issues such as race, gay marriage.
- There are some systemic problems but the systems are there and this will get picked up as part of the democracy review. Technology can also hinder this, such as the website
- It should also be about feeding back, so when voting and decisions are made it feeds through to departments and students are involved in the process afterwards not just the vote.
- Sabbs should feedback if there are reasons why things can't be done.
- The interface between democracy and governance will be taken forward by the Democracy Review, which will come to Board.

AR: A draft of the Democracy Review should come to the October Board, and some discussion time built in around this, with final recommendations going to the December Board.

16.0 QAA Student Written Submission

The QAA for Higher Education safeguards quality and standards in UK universities and colleges, so that students have the best possible learning experience. The University will complete a self-evaluation, the students union will write an analysis and then QAA will come in and carry out their audit in March 2015 over several days to check the university is meeting expectations. The final submission date is December 2014, but the University have requested a draft for October. This is a large piece of work and gives Kent Union a chance to input into the strategic direction of the University. Historically the Written Submission would not go to Board, but the importance of the submission means the Board should be aware and have an opportunity to input into what it feels should be contained in the submission.

AR: Alex Murray to ensure social policy reports feed into the evidence collected. The project team should take this forward and provide regular feedback to the Board on how it is progressing. The Written Submission should be circulated offline to the Board when available.

The Board of Trustees noted the information relating to the QAA Student Written Submission.

17.0 Findings from the Advice Strategic Review

The Advice Strategic Review was completed in January 2014 and provided a number of recommendations, which have been prioritised into short, medium and long-term goals. The consultancy work has been extremely valuable and has identified actions that can help make the Advice Centre work in a much more efficient manner.

The Board of Trustees approved the recommendations and priorities arising from the Advice Strategic Review.

18.0 Website Options Update Paper

The Board are provided with an update regarding our software provider (MSL) and makes recommendations for remaining with them. The paper outlines the priority areas which require investment in technology during the course of our new organisational strategy. It recommends remaining with MSL, making some bigger investments longer term and suggests looking longer term at what NUS Digital can provide once their package is further developed. Remaining with MSL will not impact on the relationship with NUS. It was suggested that Chelsea Moore could write to NUS President relating concerns felt with NUS Digital, but feedback has already been provided direct to the Chief Executive of NUS.

The Board of Trustees noted the Website Options update paper

19.0 Cost of Living Award 2014/15

Historically the Union's salary scale receives a cost of living award at the beginning of each financial year, traditionally linked to inflation, the Union's financial performance and the forecast for the year ahead. The recommendation to award a 1% cost of living increase to career staff has been to Remuneration Committee who are recommending the increase to the Board. The majority of staff would get an incremental point as well as the cost of living award, working out around a 4% pay award.

The Board of Trustees approved a cost of living award of 1%, subject to budget, and will give final approval at the May Board on presentation of Budget 2014/15.

20.0 Leaders in Diversity and the Role of the Board

Kent Union is committed to continuing the work it does in relation to EDI, but the Board has received little information in relation to that work. DG has created strand champions and partnered up with part time officers and officers to see if it can further support the work being done. The Board were invited to inform staff if it wished to be further involved in EDI matters or was content to receive update reports on progress.

The Board of Trustees noted the progress to date in this area.

Part 2: Taken as Read and Approved/Noted

21.0 Reserves Policy

Paper 12 seeks approval of the annual review of the Reserves Policy. It is unchanged from the Policy approved by the Board in 2013 as there has been no material change in the assessed level of reserves necessary for the Union's future financial sustainability needs. Assuming Kent Union budgets for and achieves a surplus of £69k each year from 2014/15 to 2018/19 it will achieve a level of reserves consistent with the mid-point of the Reserves Policy.

The Board of Trustees approved the Reserves Policy

22.0 HR Policies for Student Officers

The HR Policies for Student Officers have been drafted following a change in the legal advice from NUS regarding the employment status of sabbatical officers. Kent Union approved new contracts of employment for sabbatical officers in May 2013 and the current officer team moved onto these contracts of employment at the start of their term of office.

The Board of Trustees approved the HR Policies for Student Officers.

23.0 Board Business Offline

23.1 Nursery Discussions

Formal discussions with the University were started following Board approval in December. The University have requested further operational detail such as indirect costs; a meeting has been arranged for mid-March.

23.2 Interim Management Support for CCSU

A request was circulated to Board on 8th January asking for approval to provide interim management support to CCSU following the departure of CCSU's Senior Manager in December. Responses were received from the majority of the Board approving the support going ahead.

24.0 January's Management Accounts

The Board of Trustees noted the management accounts for January 2014

25.0 Minutes of Committees

The Minutes of the following committees were circulated to, and noted by, the Board

- 25.1 Finance and Risk Committee – 8th October 2013
- 25.2 Campaigns and Marketing Committee – 15th October 2013
- 25.3 Environment and Ethics Committee – 17th October 2013
- 25.4 Health and Safety Management Committee – 12th November 2013
- 25.5 EDI Committee – 12th November 2013
- 25.6 Staff Council – 28th November 2013

26.0 Any Other Business

None

27.0 Next Meeting

The next Board meeting will be a residential meeting, starting on 28th May with dinner and social time built in, followed by a formal Board meeting on 29th May, and will be based in Medway.

Wednesday 28th May

6pm: Arrive at Brandshatch Place, Fawkham Green (tbc)
Dinner and Social Time

Thursday 29th May

9am: Board of Trustees meeting, Medway Campus (room tbc)
To be joined by newly elected officers/student trustees as observers
1.00pm Lunch at Coopers with Medway staff

Signed: Date: ____ May 2014

Name:
(Chair, Board of Trustees)