Oxford SU Trustee Board
1.00pm, 9th November 2018 (Michaelmas Term)
Oxford SU, 4 Worcester Street, Oxford OX1 2BX.
Charity number: 1140687
Company number: 07314850

In attendance: Lucas Bertholdi-Saad, VP Access & Academic Affairs (LBS), Allison D'Ambrosia, VP Graduates (AD), Nick Entwistle, External Trustee (NI), Joe Inwood, Chair/President (JI), Rosanna Greenwood, VP Charities and Community (RG), Richard Jackson, External Trustee (RJ), Ellie Macdonald, VP Welfare and Equal Opportunities (EM), Ivy Manning, Student Trustee (IM), Sarah Owen, External Trustee (SO), Katt Walton, VP Women (KW), Jack Wands, Deputy Chair/Student Trustee (JW).

Also in attendance: Ryan Bird, Oxford SU Chief Executive (RB), Sarah Bradley, Head of Student Engagement and Communications (SB), Melanie Duncan, People and Compliance Manager (MD).
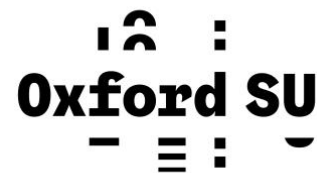
	Item	Actions
1.	Apologies - James Hunt - Atticus Stonestrom not in attendance	
2.	Minutes from previous meeting - Minutes were approved by the Board	
3.	Conflicts of Interest - No conflicts of interest declared	
4.	Matters arising from previous meeting - All matters resolved	
5.	CEO Report Ryan Bird gives an overview of the CEO Report. - Pay review. Aiming to create a clear approach to pay in the organisation; looking at pay grades and a new pay policy. We would still broadly align to the university's pay structure, but we would have more freedom when it comes to pay increases and increments. - The Annual Plan is included in the report. This is the first full year we've had a document like this. It will be reviewed of this at the end of each term. - At the Board away day, we focused on Student Engagement. Sarah Bradley is taking this work forward in her objectives. We will keep the Board updated. - We will be arranging an mid-year review of the CEO objectives. - No change on the funding request. We have an agreement for funding in 18/19 and 19/20, but no agreement for 20/21. Finance Committee will be spending time on scenario planning in case we do not get the increase in funding. - Audit taken place this week, initial feedback very positive. Current accounts included in the report. Ryan Bird invites questions and comments from the Board.	**External Trustee to be appointed to support JI on the CEO review.** **RB to to take Pay Review to Finance Committee and to circulate to Board members.**

	- (RJ) Could we have more information on StudentPad? Why has it moved from Graduate Accommodation and what is the benefit for Oxford SU? (RB) StudentPad will give us an income stream and allow us to focus on the student housing aspect of our strategy. (RJ) Is it clear that we don't guarantee the state of the accommodation? (RB) Yes. (AD) StudentPad, if done well, will give us the opportunity to offer an alternative platform to estate agents and to work with landlords who provide good quality housing. It will also connect university housing with private housing. (LBS) Students want the SU to deliver a project on housing. It's important that we are seen to be doing something on this issue. (RB) We are reviewing the contract and will ensure we have a break clause to minimize risk. - (RJ) Update on RAG. (RB) RAG are now receiving more support from the Student Engagement team. The current Committee is responding well to this new structure. - (NE) Is there support for Joe leading the CEO review? (RB) Support was previously provided by Tom Flynn, but this hasn't been replaced since his term ended. It would be good if another external could take up this role. - (NE) Would like more information on the pay review. (RB) Currently reviewing the report which will go to Finance Committee. Our salaries are above average for SU's, but we are competing with large employers in Oxford. The framework won't address the CEO or Sabbatical Trustee pay. (JI) RB to update at Board in Hilary term. - (SO) There are a lot of objectives for the year. (RB) Agree that the plan is ambitious, but the objectives are broken down over the whole team and will be monitored closely by senior managers. There are clear review points, so you may see a slightly different version in Hilary. We need to challenge ourselves but the objectives are flexible.	
6.	Officer Plans Jack Wands, Deputy Chair, takes the Chair for this item. - (LBS) More emphasis on access this year. Working with the Office for Students, the university, and consulting students on the direction we need to take. Exploring the university's use of interviews in admissions process and the impact on BAME students. - (AD) By the end of term we will have a more child friendly SU and I'm working with the University on their student parents policy. The vacant rooms project is finished and we will be reviewing this. Waiting for divisional reps to be appointed. Working with university to make graduate applications more user friendly. Grad Welfare Forum has been pushed back due to election timelines. - (RG) Veggie Pledge is going really well. Bike doctors project is also proving popular. Supporting students in divestment and homeless campaigns. The SU is branching out into volunteering services by encouraging students to get involved in their local community. This is the first step in a bigger service which will be on our website. - (EM) The university are going to sign the Stand Alone pledge, which is an important development. - (KW) I am working with Gillian Hamnett in Student Welfare and Support Services to change the disciplinary procedures related to sexual harassment.	**Sabbatical Trustees to update on progress at the next Board.**

	- (JI) Working on a more accessible SU. We have seen an increase in students using the building in comparison to last year. This is a real success, but there is more scope for engagement. JW invites questions and comments from the Board. - (RJ) Never cease to be impressed by the breadth and depth of what the Sabbatical Trustees do, well done. (RB) You are making waves on big policy areas within the university, well done. - (NE) Looks like you are delivering a deep combination of things – lots of ways for students to interact with you. Will take a lot of your time. - (EM) Any trustees interested in mental health projects, this is something we will be working on a lot this year. Contact Ellie.	
7.	Campaign Review - (JI) The bye-law and regulation changes were received enthusiastically by Council. Will go back again in 7th week. Anything to raise? - (RJ) Is the campaign review now complete? (JI) Yes this is the final outcome of the review. - (JW) Understand the logistics behind winding-up campaigns, but there would be a big impact if one of the large groups or a liberation campaign was wound-up. This should happen to campaigns which don't have a committee, but doing so based on a failure to report to Council seems a bit extreme. (JI) We intended for this to inject some life back to into Council, give them ownership of the campaigns and increase campaign attendance at Council. (RG) The campaigns can submit a written review, they don't need to attend Council. The review was met positively by the campaigns. (RJ) The lack of flexibility concerns me. (JW) Especially concerned about the liberation campaigns. Is there scope for campaigns to become 'dormant', but not shut down completely? (RJ) I have suggested an extra clause about 'exceptional circumstances' regarding winding-up. - (JI) Agree there would be a reputational risk if the SU wound-up a liberation campaign. There is now increased operational support for campaigns.	**JI to present Board feedback to the Campaign Review team.**
8.	Code of Conduct - (JI) Asking for a decision on Note 1 and Note 2 in Paragraph 6 of the Additional Points. - (RJ) Would suggest that Note 2 is included. Note 1 does not need to be included. (AD) We should include Note 1. (IM) Agrees with AD. - (RJ) Paragraph 4. Many SU's have adopted Codes of Conduct, this is part of best practice. This will be a public document which will be available on the website. Suggest we do not include the notes in Paragraphs 8 & 9. - (JI) Code of Conduct to come into effect immediately.	**The Board agrees to include Notes 1&2 from Paragraph 6 and agrees not to include Notes in Paragraphs 8 and 9.** **RB to make agreed changes to the Code of Conduct.**
9.	Oxford SU Communications Plan	

Sarah Bradley, Head of Student Engagement and Communications, delivers a presentation on the Oxford SU Communications Plan. (Presentation is attached to these minutes for reference.) SB invites questions from the Board. - (SO) The big end goal is increasing student engagement? (SB) One of the ways we are hoping to improve this is through the Big Oxford Survey. (JI) The brand is being seen more favorably. - (JW) Is there a separate strategy for reaching out to graduates? (SB) No, operationally we don't need one. It comes down to messages and tone of voice. (AD) We continue weekly updates and events into the vacation period to engage with graduate students. - (LBS) There is a discrepancy in the audience KPI figures. (SB) The KPI's are inaccurate because we don't have any benchmark data. They need to be reviewed frequently. (LBS) Engagement is based on 20,000 students which is the total student body over 1 year, but students have a university life of 3-4 years. It may be that more members are engaged, they're just not all engaged at the same time. - (RG) What do we mean by engagement? If someone attends a RAG event, does that mean they are engaged with the SU? Oxford SU campaigns; some are lobbying but aren't making it clear that they are an Oxford SU campaign. (SB) Regarding RAG and other campaigns, there is a benefit to our branding appearing on their materials. We can communicate that they are part of us. (RG) If the campaign review goes well, they will want to be part of the SU. - (NE) What do you currently do at the moment? What do you want to do that you can't currently do? (SB) We have skills in the team, but these need to be supported through training. We need someone who can analyse data and we need someone who can build the website we need. We get a data update from the University every day, but we lose data when students graduate. We also have an incredible amount of data from the university that we just don't use. We aren't assigning segments to this data, but we could do this. (NE) Could use dynamic content and segment. (SB) If we could do this, we could also track meaningful engagement. - (JI) What kind of input do you need from the Board. (SB) Feedback, always feel that you can come to me with ideas. (RJ) The role of externals; if we all had the key messages, we could share them. (NE) This would be really useful. Would be useful to receive a couple of points in political situations as to why the SU have taken a certain standpoint. (JI) This will come from me, please email me with queries. - (SO) How much of your work is external facing? Do your team create articles and blogs? (RJ) The great thing about doing something proactive rather than reactive is that you can shape the story. You can use these pieces again and again. We have an immense amount of influence in the university but we need to get this message out. - (JW) Build relationships with the Cherwell. (SB) Competition with OxStu has been an issue in the past, but this is getting better. - (JI) Can we get an external on the Media Board? There is a clear need for this. - (RJ) There is an external vacancy on the OSSL Board, and if that Board is functioning well you may not need a Media Board.	**Sarah to review feedback, discuss with SO and circulate a final version of the Communications Plan.**

10.	AOB - (JI) We've had a really strong start to the year. Thank you. - (JI) Special thank you to Richard as this is his last Board meeting. Has been an invaluable figure on the Board. We will find time to celebrate his contributions in the new year.	
11.	Date of next meeting - Friday 15th February 2019, 1pm.	