

In attendance: Farheen Ahmed, VP Welfare & Equal Opportunities (FA), Thomas Barringer, VP Charities & Community (TB), Kathryn Cole, Chair (KC), James Hunt, External Trustee (JH), Richard Jackson, External Trustee (RJ), Ivy Manning, Student Trustee (IM), Marianne Melsen, VP Graduates (MM), Sarah Owens, External Trustee (SO), Atticus Stronestrom, Student Trustee (AS), Jack Wands, Student Trustee (JW).

Also in attendance: Lucas Bertholdi-Saad, VP-Elect for Access and Academic Affairs (LBS), Ryan Bird, Oxford SU Chief Executive (RB), Melanie Duncan, Oxford SU People and Compliance Manager (MD), Tom Flynn, ex-External Trustee (TF), Rosanna Greenwood, VP-Elect for Charities and Community (RG), Joe Inwood, President-Elect (JI).

	Item	Actions
1.	<p>Apologies</p> <ul style="list-style-type: none"> <li>- Apologies received from Catherine Canning, Nick Entwistle and Katy Haigh.</li> </ul>	
2.	<p>Minutes from previous meeting</p> <ul style="list-style-type: none"> <li>- Minutes were approved by the Board.</li> </ul>	
3.	<p>Conflicts of Interest policy</p> <ul style="list-style-type: none"> <li>- No conflicts of interest declared.</li> <li>- (RJ) Note that Senior Management Team, CEO and senior finance person should also sign conflict of interest declarations.</li> </ul>	<p><b>MD to complete Conflicts of Interest Register</b></p>
4.	<p>Matters arising from previous meeting</p> <p>KC gives an update on matters arising from the previous meeting:</p> <ul style="list-style-type: none"> <li>- KC and JW to pick up work around Council/Board communication.</li> <li>- Exam Schools letter is in progress, this will be handed over to JI.</li> <li>- Ryan will talk about the budget in his CEO Report.</li> <li>- Audit findings report has been completed. We now have financial procedure guidance for our student groups.</li> <li>- The WomCam complaint is now closed. The apology was completed. Some of the actions were on the organisation and work is ongoing for campaign guidance around protests.</li> <li>- Institutional memory paper came to last Board. Sam completed this document and we will keep it on the agenda. We have been working hard as a Sabb team on handover; passing on policy knowledge and recommendations. Staff will also be shadowing handovers to create long term institutional memory.</li> <li>- (RJ) How robust is our archiving? This ties in with institutional memory. In reference to Bye-law 35.1, is there an archive someone could access? (RB) No, this isn't as robust as it should be, but we are improving and filing things in a better way.</li> <li>- Trustee recruitment. We have now recruited and have a far better process in place for the future. RJ and JH terms are coming to an end in the not too distant future. We have synced Nick Entwistle's end of term to coincide with JH to make recruitment better coordinated.</li> </ul>	<p><b>KC to include Council/Board communication in JI handover. JI to continue this project with JW.</b></p> <p><b>KC to include Exam Schools letter in JI handover</b></p>

	<ul style="list-style-type: none"> <li>- (FA) The Liberation Vision was passed through Council and the organisation are developing an E&amp;D policy for staff.</li> <li>- (RB) The Safer Drug Project. We are currently awaiting feedback on the materials from our insurers, but very comfortable with the risk management carried out. (TF) I feel very comfortable with this project, it is something which we should be doing. (FA) It is a radical approach, but this is a good thing. We are helping students to be safe. (RB) Something like this will get media attention and need to be ready for this. (TF) News coverage can be good. It will encourage an open conversation about harm reduction. (SO) Who is the representative for the Project? (FA) It would technically fall under wellbeing and welfare, so most likely the VP WEO. (JW) When will it go to print? (FA) It was going to be earlier this term, but conversations with insurers have taken longer. It will now be the beginning of next term. (MM) Tom and I had meeting with some welfare reps from colleges and this project came up, their feedback was really positive.</li> </ul>	
5.	<p>CEO Report</p> <p>RB gives and overview of the CEO Report:</p> <ul style="list-style-type: none"> <li>- Draft objectives are included in the report, these were formed as part of my review. These will give you an idea of where my focus is and what I will be feeding back to Board in the future. We have introduced strategic discussion to the Board and I wanted to show how these discussion feed directly in to the organisation.</li> <li>- In terms of funding; the budget has been approved for years 18/19 and 19/20, but we are waiting on approval for 20/21. The increase proposed is based on us spending down of our reserves, so there is a risk to us if the increase isn't approved. (KC) Initially, Budget Subcommittee said no to the increase, but we have now been invited to go and speak about our case. (RB) This committee are not familiar with what we do, so this will allow us to explain our work. (RJ) After their decision, does this go anywhere else? (KC) It will appear below the line at other committees, but the decision of Budget Subcommittee will be the final one.</li> <li>- Finance Committee has been looking at the current year accounts, which are looking very similar to last year. OSSL is below budget but staffing is also below budget. We are going into next year fully staffed.</li> <li>- Department plans are included and we will be working on the organisational plan in the coming weeks.</li> </ul> <p>RB invites questions from the Board:</p> <ul style="list-style-type: none"> <li>- (RJ) On people and performance; why was the recruitment of the Education and Wellbeing Manager unsuccessful? (RB) There was a problem with the role criteria and the title didn't attract the right applicants. (TF) Job titles are really important to drawing people in; don't make them SU specific, you can change it later. (RB) Held off from running the recruitment process again until the new Head of Student Engagement and Communications started their role.</li> <li>- (RJ) Outsourcing the commercial side of Freshers' Fair; to what extent will this help with the turn-over of staff? Is the decision to outsource influenced by that? (RB) Capacity is the issue. The inconsistency in staff, due to maternity leave, does hold us back. It is about partnerships, rather than outsourcing, to give us more capacity in OSSL. If we don't make the income we need in that Aug/Sept period, it puts us behind for the rest of the year. We want to test it</li> </ul>	<p><b>RB to include detailed objectives in next CEO Report</b></p> <p><b>RB to keep Board updated on progress of funding request</b></p>

	<p>this year to see how it goes. (TF) OSSL is underperforming but it's offset by staffing savings, this is very normal in SU's. Shouldn't be too concerned about this.</p> <ul style="list-style-type: none"> <li>- (TB) Increased engagement of students in highlighted in the Risk Register as orange – is this too optimistic? Social media has been used for events but our events are still failing. We need to improve our communication with students and start using college and common rooms channels more. (IM) I would second this. (RB) We need a radical rethink of how we engage with students, we are in the early stages of this. We now have a fully staffed Student Engagement team working on this going forward.</li> <li>- (KC) What can the Board to help you, Ryan? (RB) Continue to challenge us and be strategic. We are now having strategic conversations at Board level and I want this to continue. We need to focus on engaging and making a difference to students. (KC) It would be good for the Board to see your objectives in detail. (RB) I am working on this and will share with Board next time.</li> <li>- (FA) Are the department plans under review now and when will they be ready? (RB) They are being pulled together now and we will be working with the new Sabbs on how their plans may feed in to these. They will be completed by September at the latest.</li> <li>- (SO) What is the Good Lad Initiative? (FA) They promote positive masculinity within sports teams and universities. Katy Haigh is currently at their conference in Amsterdam. (KC) The university fund the scheme but this funding is channeled through us. (TF) Negative behaviour is one of the biggest risks to university sports clubs, anything moving to eradicate this is positive.</li> </ul>	
6.	<p>Restricted Item – CEO Review</p> <ul style="list-style-type: none"> <li>- Approved by the Board</li> </ul>	
7.	<p>Risk Register</p> <ul style="list-style-type: none"> <li>- (RB) The Risk Register has a new format and has been reviewed at Finance Committee. It is based around three main levels of risk; strategic, mission critical, and service delivery (owned by managers). As part of the review, we will now be looking at the Risk Register at every Finance Committee and at Board once a year.</li> <li>- (TF) Recently attended a conference which recommended a different risk calculation to the one used here. Should also include our strategic themes and the risks surrounding these. This document is very operational at the moment.</li> <li>- (RJ) The OSSL Board doesn't own any risks. This needs to be explained or looked at. (TF) Agree it should be highlighted but they shouldn't own any risks. (RJ) I disagree with them not owning any risks, there is a role for the OSSL Board in risk management. (MM) This is something members of the OSSL Board have spoken about – we don't oversee the budget or proposals, these all go to Finance Committee. What is the point of the OSSL board? (JH) This is an issue that Finance Committee are looking at.</li> <li>- (MM) In the section on 'Relationship with the University', it refers to regular meetings with the VC. These don't happen. If we think this is a risk counter measure, we should be doing it. (FA) We have contact with the PVC's and the Proctors, they might be more appropriate to include? (TF) Could we invite the university Director of Finance to be a lay-person at Finance Committee? (TB) There needs to be a separation.</li> <li>- (TF) Another suggestion for relations with the university; we invite recommendations for external trustees from University Council.</li> </ul>	<p><b>TF to send the information regarding risk calculation to RB</b></p> <p><b>RB to make any necessary changes to the Risk Register</b></p>

8.	<p>Finance Committee</p> <p>JH invites questions from the Board</p> <ul style="list-style-type: none"> <li>- (RJ) There is a reference in the minutes to treasurers of student groups – what are these? (RB) The word ‘groups’ has been used but we are referring to campaigns. All campaigns will have a student member acting as their treasurer, but there is currently a misunderstanding of this role. (RJ) We will need to look at our governance on this.</li> <li>- (TF) The VAT issue. This is worth flagging as a risk, but because you have a university accountant, they won't be as ‘risk loving’ as other SU’s. It might be worth-while to have a conversation with your VAT contact without the university accountant in the room. Talk about how to work it in the best for the SU, not the university. (JH) We are right to be doing the review of VAT.</li> </ul>	<p><b>Finance Committee to continue work around the VAT review</b></p>
9.	<p>Elections report</p> <ul style="list-style-type: none"> <li>- (RB) The RO report has been included and submitted to the university as it is every year. I was keen to do a review and we now have a starting point for next year. We had a successful election delivered at a difficult time of year. The whole team did a fantastic job. Turn-out was down slightly, but happy with how it was run operationally.</li> <li>- (TB) Jim Brennan (RO) submitted a report, and gave a verbal report in 3rd week council, in which he mentioned that he was aware of men who had ticked the ‘women’ box to be able to vote for the VP Women. I would like to ask the Board whether this undermines our confidence in the nature of the VP Women election? Are we doing this correctly and is there anything else we can do to ensure wrongful voting doesn't happen?</li> <li>- (TF) Your online voting system relies on self-identification to vote for the VP Women. If the university are happy (they oversee our elections) then I don't think we should be worried. If there is misuse of the system, do we think this makes the elections illegitimate? No. In this case, there is capacity for abuse, as it is online, but the only way you could mitigate this would be by serious investment in your software. If this isn't possible then it's not worth pursuing.</li> <li>- (TB) Don't want to create a culture where the RO knows about this and is OK with it. (TB) If they know about it, there should be an investigation. (SO) Having seen the video, it seemed like a throw away comment rather than any real thought going into it. I don't think we should invest too much energy and resource into investigating.</li> <li>- (TF) No electoral system is perfect. (RJ) This was unfortunate, and you were right to bring concerns to the Board, but let's draw a line under it. To what extent is there an obligation on the RO to investigate something like this? Because of the way the definition of the role is written, the RO might not be able to investigate it.</li> <li>- (KC) We will draw a line under it, but TB's report should be filed along with the RO report as a record of the incident.</li> <li>- (RJ) The Elections Report is very good. Quinquennial Review is coming up in 2020, elections can be looked at in more detail as part of this.</li> </ul>	<p><b>RB, along with incoming VP CandC and Student Engagement team, to look at ways wrongful votes for VP Women position could be mitigated</b></p>
10.	Officer reflections	

	<p>KC introduces Officer Reflections presentation. Presentation attached as appendices to these minutes. Below are comments and questions regarding some of the points made.</p> <ul style="list-style-type: none"> <li>- (KC) The presentation will be concentrating on what we can improve on strategically. It will be good to come out of this with some actions, whether these be for the organisation or the incoming trustees.</li> <li>- (KC) The Impact Report was circulated with the papers to today's meeting. It will be printed and sent out to our stakeholders. It will also be communicated to students and we are currently looking at how we do that. (JW) Prescom is happening tomorrow if it would be ready for that? (IM) How is the Impact Report going to get to students? (KC) There will be a section on the website but it isn't completed yet. (TF) Communicating it in its current form to students is almost impossible. Would recommend drip-feeding the information to students over the year. (FA) We could change the time of year that it is released. During Freshers' Week? Engagement with student falls off after Freshers' Fair.</li> <li>- (RJ) Do we need to rethink the role of Sabbs on university committees? (KC) Committees are very important part of what I do.</li> <li>- (TF) Look at making use of graduate students in work around policy support.</li> <li>- (RJ) Was there a good range of students at the council hustings? (TB) The usual group of engaged students. The campaign-led session was better attended but, again, it was mainly students who are already engaged with us. Works well give students a stake in our events.</li> <li>- (TF) Access work does not benefit your current beneficiaries; we have to consider as a Board whether access is a priority. (RB) We also need to think about widening accessibility to different groups at Oxford, this is why it is relevant.</li> <li>- (TF) Need to review allowing Sabbs to run for a second term. (KC) This is being looked at.</li> <li>- (JH) We ought to do a research project on working with graduate students. We should be asking them what support they are looking for from us. (TF) Graduate students may not want to engage with us. (MM) The problem is that they don't know who we are.</li> <li>- (TF) Could look at changing Sabb holiday allowance, giving more days? (JH) The problem is that the job is limitless. (RB) We have to recognise that term times are intense and we need to make sure that Sabbs take sufficient holiday outside of term.</li> <li>- (TF) The point you make about organisational pride; you should also have Sabb pride. The organisation is at a point now where you are delivering for students. This is the best Sabb team reflection I have ever been a part of; you are working on a level that is well beyond your peers. You have done a phenomenal job. (RJ) Well done, you have been a brilliant team. (FA) Kate has been incredible at Chair.</li> </ul>	
11.	<p>Campaigns update</p> <p>Sabb-Elects Lucas Bertholdi-Saad, Rosanna Greenwood and Joe Inwood join the Board for the discussion.</p> <ul style="list-style-type: none"> <li>- (RB) At the moment we treat all student groups the same and we need to change this. Our new Head of Student Engagement will take this project forward and bring it back to Board for approval. The guidance document was</li> </ul>	<p><b>RB to take the project forward, taking into account this feedback. To form part of the Campaign Review.</b></p>

<p>created after complaints, which we received earlier in the year, about the actions of some student groups; we hope this will be helpful for campaigns.</p> <ul style="list-style-type: none"> <li>- (FA) I am concerned about some of the terminology used. Students are volunteering their time and we need to make sure it is as easy as possible. Liberation campaigns are in the scope of this review but they should be granted a level of autonomy. (RB) Accountability is important but agree that this guidance needs to be straight forward. In regards to autonomy for liberation campaigns, the review will clarify this.</li> <li>- (AS) What is the motivation behind time limited campaigns? (RB) It is about resource; sometimes, we continue to fund campaigns that aren't active. It is also about flexibility of funding, and it would ultimately be Council's decision as to whether funding continues for a certain group. (KC) A good example is Suscam. When the campaign was set up, there was a lot going on in the university around suspended students. Now there isn't, and the campaign is much less active. Time limited groups will allow us to respond to things which need our attention. (RB) Flexibility is a better description than 'time-limited'. (AS) Some of the campaigns labelled in the report require longevity, they aren't one-off issue projects. (KC) We need to look at language and agree categories.</li> <li>- (JH) Will the finished policy include the financial aspects that Finance Committee have been looking at? Should we look at the amount of campaigns that we can fund? How would we decide this? (RJ) When we last revised the bye-laws, we deliberately put a limit on campaigns. If this hasn't worked, the simplest thing is to get rid of the bye-law. Governance follows what you want to achieve. It should be light touch.</li> <li>- (RJ) The timeline for this project is far too long; would strongly encourage whoever takes the lead on this to create separate timelines for quick wins etc. (FA) I would disagree with this. Delivering quick wins has caused problems in the past. It is a long-term piece of work. (RJ) If this is a large and important piece of work, we may need to bring in a project manager to run it. (KC) Is it worth having a Board representative? We could assign an external to oversee the project. Agree this is not a quick fix, it needs time. (RJ) Great idea to have an external lead. Board needs to take more ownership. (JW) Include a student trustee in this project group also.</li> <li>- (FA) How do we make campaigns feel that they can engage and that the SU are not the enemy? You can come into the SU and ask for things, feedback and criticise if needed. This isn't highlighted in the paper.</li> <li>- (MM) It is important to have enough time to do work on this project; a year sounds like a long time, but it isn't. Could we add 'rewards and recognition' to this? It isn't something which we do at the moment.</li> <li>- (RG) Should have campaign presidents as part of this discussion. (FA) This was the intent, but we have had a problem campaign chairs feeling uncomfortable approaching us.              (RB) The guidance came from complaints and it is being presented to the Board as a draft. (RJ) There is a legal issue here. We must have guidance and advice and this is the context out of which it comes. If we are happy with this guidance we will get it signed off by our external legal advisors. (FA) I don't think it does want we want it to do in its current draft. We haven't consulted with any other SU's, do they have this type of guidance? This is far more stringent compared to the NUS guidance. Don't think this goes in the right direction, need to work on a re-draft and pull in stakeholders to contribute. Feel that this goes too far, is too formalised and stringent. (SO) Is this because of the language or aspects of the guidance? (FA) For example, Section 7 separates out the things which affect students and what doesn't. We want campaigns to be focused on issues that they find interesting and are</li> </ul>	<p><b>External Trustee to be appointed as project lead.</b></p> <p><b>To be discussed at the Board away day.</b></p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------

	<p>passionate about. This guidance stops that. (RJ) There is nothing in there, other than para. 12, which is policy not law, which has been written by myself or RB. This is all pulled from the NUS guidance, the Charity Commission and legal advice. It is focused on the law. (RB) We are a flexible organisation, but we don't have any guidance and it does make it difficult when we are faced with problems. We need to make sure that our activity is inside the law. (JH) It would be helpful to have some guidance if we do happen to get a complaint.</p> <ul style="list-style-type: none"> <li>- (KC) I think there is also a question around resourcing. What money are we putting in to this? What can we support and offer? There may need to be some difficult decisions.</li> <li>- (IM) The guidance document should be pushed forward with the larger report. They should be concurrent processes rather than going for a quick win.</li> <li>- (AS) This guidance has been created without consulting campaigns, this is a problem. The wording also needs looking at. (KC) Our issue is charity law. (RJ) SU's do not fit perfectly in charity structure.</li> <li>- (MM) This can be communicated in a better way. The complaint we handled earlier in the year made us feel that there is an urgent need for this. Would not be comfortable without a guidance document.</li> <li>- (LBS) There seems to be points in the guidance which are more stringent than charity law. 'Not offend others' and 'bring the university into disrepute', is this really illegal? (JW) This may isolate campaigns even more. (TB) Reputational risk of isolating engaged students. Appears to instruct far more than it supports. Need more time to get this right.</li> <li>- (SO) Could we make this guidance the first part of campaign review?</li> <li>- (FA) Try to include a Sabb and a Campaign chair. We don't need to include the 'bring the university into disrepute' point; when you enter the university as a student, you sign an agreement to do this. (MM) Not including this point in the guidance creates problems. If it isn't in our guidance, we would have to pass complaints onto the Proctors. (FA) Do we always have to hand things over? (MM) It depends on whether the Proctors think we have handled the complaint properly. (RJ) Paragraph 12 is free standing and needs very careful thought. It is policy, not law.</li> <li>- (JH) There is a list of guidelines already available online, could we just add to this to cover us in the meantime?</li> <li>- (KC) There definitely isn't Board agreement. We will make this the first part of the campaign review and will discuss it at the Board away day.</li> </ul>	
12.	<p>AOB</p> <ul style="list-style-type: none"> <li>- Last Board for current Sabbatical team. Thank you.</li> <li>- (RJ) Thanks recorded to Kate. Well done for chairing so well.</li> </ul>	
13.	<p>Date of next meeting</p> <ul style="list-style-type: none"> <li>- Trustee Board away day on Monday the 10<sup>th</sup> of September, 10.30am.</li> <li>- Michaelmas meeting on Friday 9<sup>th</sup> November, 10.30am.</li> </ul>	