

In attendance: Nick Entwistle, External Trustee (NE); Anish Faruk, President/Chair (AF); James Hunt, External Trustee (JH); India Jordan, External Trustee (IJ); Asif Khan, Student Trustee (AK); Kaya Masler, VP Charities & Community (KM); Roisin McCallion, VP Welfare & Equal Opportunities (RM); Neil Misra, VP Graduates (NM); James Nevett, Student Trustee (JN); Sarah Owen, External Trustee (SO); Marcin Pisanski, Student Trustee (MP); Amber Sparks, VP Women (AS); Ray Williams, VP Access & Academic Affairs (RW).

Also in attendance: Jacqui Clements, Interim CEO (JC); Kate Dawson, CEO (KD); Melanie Duncan, Executive Assistant (MD); Kristy-Anne Field, Head of Finance & Organisational Effectiveness (KF).

	Item	Actions
1.	Apologies  - No apologies received.	
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  - <i>Audit update.</i> Approval of audit plans will be requested in Item 6 of this agenda. - <i>CEO Recruitment update.</i> The Board noted that Kate Dawson was appointed by the Board's recruitment panel. Full update in Item 7 of this agenda. - <i>Media Board update.</i> Media Board bye-laws have been updated and recruitment of editors is taking place. RW may provide further update once they join the meeting.	
5.	COVID-19 Update  JC gives an overview of the Covid-19 report:  - (JC) The situation is under constant monitoring and assessment. Main issues: o Finances and managing business critical activity. o Measures for onsite working; is being onsite essential for activity? How can we make the environment safe? Is there mutual agreement with the staff member? Key risks: o Second wave of COVID-19 o Changes to the block grant	

	<ul style="list-style-type: none"> <li>○ Student engagement</li> <li>○ Ability to prioritise work.</li> </ul> <p>Next steps are key immediate priorities:</p> <ul style="list-style-type: none"> <li>○ Budgeting</li> <li>○ Planning return to the office</li> <li>○ Reviewing of priorities</li> <li>○ Continuing scenario planning.</li> </ul> <p>JC invites questions and comments from the Board:</p> <ul style="list-style-type: none"> <li>- (AF) The way we assess risk has changed. We now weight the impact as per the Charity Commission guidance.</li> <li>- (SO) There still seems to be a lot of priorities listed. Could priorities be reviewed to focus only on the business critical? Is there the possibility of combining inductions? (JC) There are some elements of induction we can bring together (e.g. new external trustee training can combine with part of the Sabb induction). There is likely to be changes to the priorities as the situation progresses.</li> <li>- (AK) Suggest we look at:             <ul style="list-style-type: none"> <li>○ <i>How other student unions in UK and globally are responding to the COVID situation.</i> (JC) I attend online weekly sessions with all UK student union CEO's, so we have a good idea of what is going on nationally. There are weekly NUS emails to keep us up to date and their website has operational guidance.</li> <li>○ <i>The impact on International students and the plans for mandatory quarantine.</i></li> <li>○ <i>Welfare of students.</i> (RM) We have created a welfare survey with the Conference of Colleges which will be launched on Monday and is open for 2 weeks. (JC) Welfare advice and guidance is on our website, signposting to university and government info.</li> <li>○ <i>Institutional memory due to new CEO and new Sabbatical team.</i> (AF) Current Sabb team spend one week handing over to the new team and we are currently creating an all team Sabb handover document. The new CEO's induction is taking place over a 2-month period before the new Sabb team starts.</li> </ul> </li> </ul>	
6.	<p>Financial Update &amp; Budget 20/21</p> <p>KF gives a financial update and overview of the reforecast 19/20 and budget 20/21:</p> <p><i>Reforecast 19/20:</i></p> <ul style="list-style-type: none"> <li>- University grant income set to be the same, other income has reduced by £66,000 overall.</li> <li>- Savings on direct costs:             <ul style="list-style-type: none"> <li>○ Staffing (government job retention scheme, staffing gaps, salary</li> </ul> </li> </ul>	<p><b>KF to send insurance policy to IJ to review.</b></p> <p><b>KF to send final budget to Board for approval.</b></p>

	<p>costs).</p> <ul style="list-style-type: none"> <li>○ Oxstu being unable to print (have budgeted £3000 to update their website).</li> <li>○ No travel to NUS conferences</li> <li>○ No elections event venue</li> <li>○ Communications savings</li> <li>○ Development and training (only what was unable to take place).</li> </ul> <p>- Savings on OSSSL direct costs:</p> <ul style="list-style-type: none"> <li>○ Savings on commission</li> <li>○ Changes to Freshers Fair.</li> </ul> <p>- Have been additional spends in:</p> <ul style="list-style-type: none"> <li>○ Support costs (office staff changes, recruitment fees and changes to employment).</li> <li>○ IT migration from Macs to Dells.</li> </ul> <p>- End the year forecast to be £105k deficit (budget of £141k deficit) and reserves of £192k.</p> <p>KF invites questions/comments from the Board:</p> <ul style="list-style-type: none"> <li>- (NE) Do other SU's use Rockbox? (JC) Rockbox are used by a number of other unions, will ask about any problems encountered on NUS Workplace.</li> <li>- (IJ) Does our insurance policy cover income not received due to Covid? (JC) We are Insured by Endsleigh. The business continuity insurance does not cover Covid.</li> </ul> <p><i>Budget:</i></p> <p>KF invites questions/comments from the Board concerning two budget scenarios presented in the papers.</p> <ul style="list-style-type: none"> <li>- (JC) We are expecting an increased block grant of £825k. The reforecast and budgets will be presented to JSCECSM next week.</li> <li>- (KF) We have not created a 'worst case scenario' budget as we do not believe it would be realistic.</li> <li>- (JH) It will be helpful to work out scenarios in case the block grant is not increased and take these to JSCECSM. Have a clear view to persuade them to honour their commitment to increase the grant.</li> <li>- (KF) The final budget will be presented to the Board at a later date for approval.</li> </ul>	
7.	<p>CEO Induction &amp; Performance Review</p> <ul style="list-style-type: none"> <li>- (JC) Kate Dawson appointed as CEO. Requesting that the Board appoint an external trustee to support the Chair in the development and support of the CEO and to agree and review their objectives. Kate to have input on what these objectives would be, but Board needs oversight.</li> </ul>	<p><b>Board approved SO as CEO support.</b></p> <p><b>Board approved SO as Deputy Chair for 20/21.</b></p>

	<ul style="list-style-type: none"> <li>- (SO) Nominates herself for the position.</li> <li>- (AF) Recommend that the Board appoint SO as Deputy Chair as outlined in our bye-laws.</li> <li>- (AF) Kate has a probationary period of 6-months. Do Board want to extend this due to the Covid situation?</li> </ul>	
8.	<p><b>Nominations Committee Update</b></p> <ul style="list-style-type: none"> <li>- (NM) Recruitment process carried out by Nomination Committee for the new external trustee. Committee recommended Charlotte Potter to Student Council who have approved the appointment.</li> <li>- (JC) Committee is also recommending that Nick Entwistle be reappointed as an external trustee for another 4-year term. Requesting Board approve this to be sent to Student Council in 7<sup>th</sup> week.</li> </ul>	<p><b>Board approve appointment of Charlotte Potter.</b></p> <p><b>Board approved Nick Entwistle as External Trustee for another 4-year term, subject to vote in Student Council.</b></p> <p><b>NM to take to Student Council in 7<sup>th</sup> week.</b></p> <p><b>Board recorded thanks to James Hunt at the end of his term.</b></p>
9.	<p><b>CEO Report</b></p> <ul style="list-style-type: none"> <li>- (JC) Report updates the Board on my 4-months in the organisation and what I am focusing on for the next 4-weeks. Recommend that a steering group be created to take the governance review forward.</li> <li>- (AF) Formation of the steering group to be discussed at a later date via email.             <ul style="list-style-type: none"> <li>o (RW) Would suggest starting the steering group with current sabbs to gain their input. (JC) Sabbs to put together collective thoughts and make sure the steering group have this as part of the consultation.</li> <li>o (MP) Could Sabb-elects be on the steering group without being members of the Board? (JC) Practically not ideal as they are not yet elected officials or employed by the SU.</li> <li>o (JN) I have concern over delays due to the changing of Sabb positions in the steering group and busy schedules. Would suggest it is made up predominantly of non-Sabbs.</li> </ul> </li> </ul>	<p><b>AF to email Board re. the formation of steering group. Noted that the group should contain at least one external trustee, one student trustee, a staff member and someone from Student Council</b></p>
10.	<p><b>Articles Review</b></p> <ul style="list-style-type: none"> <li>- (JC) An extensive consultation was carried out for the articles review which is currently being reviewed by the University. It will then go to Student Council and the Charity Commission (to approve changes). There will be a General Meeting in MT for student members to vote on the articles. Asking Board to approve that the article review can move forward to the next stages.</li> </ul>	<p><b>Board approved Articles to continue to the next stage of the process.</b></p>

11.	<p>Sabbatical Reflections</p> <p>NE takes the position of Chair for this item.</p> <p>Sabbatical Officers each give a 2-minute presentation on their work throughout the year. Please see appendices for these presentations.</p> <p>Additional comments:</p> <ul style="list-style-type: none"> <li>- (AF) The impact report will be delayed to next term, but all of our work will be fed into this publication.</li> </ul>	
12.	<p>AOB</p> <ul style="list-style-type: none"> <li>- (RW) There is currently a vacancy on the Media Board for a student trustee. An email will be sent to all student trustees outlining the remit of the role.</li> <li>- (NM) Could we introduce a new policy which requires Board approval on expenditure over £1000 for new contracts? We hire a lot of consultants and this has been a significant expenditure. Is there a sufficient level of scrutiny for these spends?             <ul style="list-style-type: none"> <li>o (JC) I have flagged that the Delegation of Authority document needs to be updated.</li> <li>o (JH) The financial procedures come to Finance &amp; Risk Committee regularly. Would suggest this is referred to KD and KF.</li> </ul> </li> <li>- (NE) Thanks to the Sabbatical Officers on behalf of the Board.</li> <li>- (AF) Good luck to Kate as incoming CEO and thank you to James Hunt.</li> <li>- (RM) Thank you to Anisha for chairing.</li> </ul>	<p><b>Board approved Board resolutions (from below the line).</b></p> <p><b>AF to email details of Media Board to the Student Trustees.</b></p> <p><b>JC to do first draft of Delegation of Authority. Board delegate to Finance &amp; Risk Committee to take forward.</b></p> <p><b>Board record thanks to the Sabbatical Team.</b></p>
	<p>Date of next meeting</p> <ul style="list-style-type: none"> <li>- Friday 13<sup>th</sup> November 2020, 1pm.</li> </ul>	<p><b>Board approves the Cycle of Business.</b></p>

Oxford SU Trustee Board (online meeting)  
**29<sup>th</sup> May 2020, 1pm**  
Oxford SU, 4 Worcester Street, Oxford OX1 2BX.  
Charity number: 1140687  
Company number: 07314850



## **Appendices for Item 11, Sabbatical Reflections.**

### **Anisha Faruk, President**

#### My year as a Sabb

The achievement I'm probably the proudest of is in a meeting with the Estates Bursars Committee, I presented to the colleges and got them to agree to a £20k increase in their contributions to the SU for one year which they'll review next year.

I chaired the CEO recruitment panel for the SU, working with the former CEO around interim arrangements, deciding which external recruiter we should go with and helping make the decision to appoint Kate.

I supported the two rounds of UCU strikes that we've had this year, passing policy reaffirming our support of the strikes at Student Council and speaking at the rallies. I also have established a joint union group with Oxford UCU and Oxford UNISON to create a space for more joint working between the unions.

I've secured Sabbatical Officer representation on the Education Steering Group created specifically to deal with the fall out of Covid.

I've steered Board through numerous governance changes such as regulations changes and bye-law changes and closer to the beginning of the year helped to conduct the review of the Articles along with the VP Access and Academic Affairs.

My suggestions directly changed the University's feedback into the Council's Zero Emission Zone consultation and the University's definition of equality, diversity and inclusion.

Within committees, I've argued for things like the Oxford Living Wage and the funding of Clarendon Scholarships which the university agreed to.

Some fun things that I've worked on so I've done two published interviews with the University – one for international women's day and another on being an ethnic minority student at Oxford. I also worked with the University on their Know Your Oxford app and presented the SU student awards on an Instagram live earlier this week. I've represented the SU on panels such as a 'women in leadership' panel at St Anne's and on international student issues at the Westminster Forum.

I started a conversation with the University around a new space for the SU as well the possibility of the SU administering clubs and societies but these have moved down the list of priorities during covid.

There are lots of things I'm still working on such as the waiver of college continuation fees during the pandemic, setting standards for tutors regarding communications with their students during the pandemic and writing an all team handover document for the next Sabbatical Officer team.

### **Ray Williams, VP Access & Academic Affairs**

The main achievement has been in building strong relationships between the University and SU that will last into the future. The COVID-19 crisis has meant that we have had to work very closely with the University on academic contingency planning and, serendipitously, this year has been the year of the REACH review and the SU governance review. I believe we are seen as close and reliable partners of the University on access and academic affairs issues. That legitimacy will be invaluable to us going forward as we advocate on behalf of our members.

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I have partnered with the University on a wide range of important projects, the highlights of which include:

- My Teaching and Assessment Student Consultation (which reached well over 5400 students) which provided crucial information to inform the Uni's work adjusting to COVID-19.
- The Remote Learning Feedback Mechanism we set up with CTL which allows students to tell us and the Uni what issues and successes they're facing in TT20.
- VC's Education Awards (which the SU has chosen to support in lieu of the SU's Annual Teaching Awards) where I represented the student voice.
- At SSSWG I got the Uni to donate to the SU's elected charities to encourage engagement with the PTES/PRES surveys.
- The REACH Scholarship 5-year review which I chaired, bringing students and Uni officials together to assess the status of the scholarship the SU founded 30 years ago.
- Oxford SU Quinquennial Governance Review (which, among other things, is bringing ContEd students into the SU) of which I was a member.
- The refugee scholarship which myself and the VP Grads have collaborated with the Uni on.

This has been an unusual year. Its unusualness has required a significant shifting of priorities. However, it has also been a productive one.

#### **Kaya Masler, VP Charities & Community**

- Negotiated a successful divestment and engagement resolution creating new climate conscious investment criteria for the university of Oxford and increasing transparency. by creating a new member of the investments committee.
- Hosted 10 highly popular free bikes service days for students, servicing hundreds of student bikes for free, paid for by the sustainable transport grant.
- Gained a commitment from the Pro VC of education to fund and offer a climate curriculum optional course option to all students of the university.
- Hosted a 3 month consultation with student climate leaders, professors and ethics and environment reps developing a climate action plan which served the basis of the university's new sustainability strategy and serving as an ongoing resource for colleges committees on sustainability.
- Successfully lobbied the university to create a new committee on sustainability that committed to bio-diversity net gain and net zero carbon emissions by much earlier than 2050, with scope 1 and 2 emissions by prior to 2040. These targets will be reviewed by council and become university policy in October.
- This committee also committed to a new sustainable food policy with an 80% meat reduction target among other sustainable interventions.
- Brought together a coalition of students and student groups working on combatting homelessness and rough sleeping and connected these students with professors working in this space as well as
- Successfully lobbied the university to create a new sustainability fund and developed policy on offsetting for the unabated emissions related to the fund.
- Developed support materials and research summaries on policy suggestions and opportunities for college leaders on sustainable dining and alternatives to meat free Mondays.

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- Compiles a list of over 100 local charities to include on our new volunteer portal and supported with outreach to onboard those opportunities to our portal.
- Hosted a 750 person climate assembly to bring together stakeholders and various campaigns working on climate in oxford and launch the climate action plan.
- Hosted events connecting students to sustainably-minded businesses
- Successfully worked with the careers service to survey all of their employees on climate credentials and create a prioritization and engagement hierarchy for those with stronger plans.
- Re-wrote the SU's OSSL restricted partnership policy (not yet ratified).
- Hosted planet pledge with thousands of students pledging mores sustainable habits and helped to promote the student switch off campaign.
- Lobbied the university and college to ensure green, passivhaus building standards.
- Represented graduates in rent negotiations under Covid's straining financial conditions which has led to the development of a new set of criteria allowing students to apply for the university's new hardship fund.

#### **Neil Misra, VP Graduates**

Reflecting upon the year, there are a multitude of initiatives and projects that I am immensely proud of and will hopefully leave a lasting legacy. These include the establishment of the International Peer Mentorship Program, which garnered over 400 enthusiastic participants (which is far more than had been initially anticipated). Furthermore, there is the establishment of the Refugee Scholarship, on which we collaborated with the Student Fees and Funding Office. The scholarship scheme will empower refugee students to come study at Oxford without being charged tuition fees, and will cover the entirety of their living expenses. This is an incredibly positive step in demonstrating the SU's and university's commitment to fostering a welcoming environment for refugee students. Additionally, I am proud of the work myself and this sabbatical team has done in dealing with the university's response to the COVID crisis. From advocating for graduate funding to combatting continuation fee charges, a lot of meaningful work has gone into ensuring the best possible deal for our students. Lastly, I am excited with the amount of progress that has been made in the realm of postgraduate access. This traditionally has not been an issue that has been at the forefront, but is increasingly gaining prominence and relevance. We have labored tirelessly this year to ensure that access opportunities are expanded for postgraduate students.

#### **Roisin McCallion, VP Welfare & Equal Opportunities**

- Men's mental health event MT- as a result saw more JCR and MCRs running events and groups relating to Men's mental health
- Mental health strategy- got the uni to adopt BWW and maintain commitment to it - now fully funded. My speech in audit and scrutiny had a big impact on this.
- MYH week.
- Improved relations between SU and counselling service and DAS.
- Currently running welfare consultation.
- Trained welfare reps- welfare reps now directly come to me for advice.
- Engaged with senior college welfare teams about how to effectively utilise welfare reps and peer supporters without overusing them/putting them in positions they are not qualified for.
- Started the care leavers report interviews (which covid-19 ruined).
- Modern Languages Year Abroad: Myths and Realities session.

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- Sitting on the Michaelmas Consultation groups.
- Spoken at lots of colleges on a range of topics (Imposter syndrome, mental health strategy).
- WelfComms- got them all trained on anxiety.
- Ensured domestic abuse victims were housed by the university during the covid-19 pandemic.
- Improved the SU's online accessibility and the way we report access details on events.
- Planet pledge- helped reform 'veggie pledge' so that it was more inclusive for those with eating disorders and other health.
- Worked with the dept of psychiatry, central university, Oxford Brookes and the NHS to start the development of a joint service for those with complex mental health conditions. Whilst the pandemic stopped our quest for funding, I contributed to the planning and am confident in the pitch that will be now put forward.
- Responded to the racist and disableist events at the Oxford Union and provided their committee with diversity training.
- I got @'ed by Piers Morgan which was WILD.
- Lobbied the university on trans rights and welfare and organised the 'Ox with the T' campaign
- Currently organising an online Pride event with LGBTQ+ society

### **Amber Sparks, VP Women**

I've really enjoyed my year as VP Women – it has been completely unexpected, from winning the election to being on a committee deciding whether students should keep their hoods on in deferred degree ceremonies.

Some memorable things from my year which I would like to share with you:

- I started my year with a huge training portfolio, and started work with Student Engagement on delivering a new Diversity Training. I then led the organising and delivering of workshops to 500 students, and more to come, remotely, in the coming weeks. I have recently made our consent workshop online to account for social distancing.
- I have made links with Sports Fed on welfare, training, and consent training which will be fruitful next year.
- Hosting Women's Week, launched on International Women's Day, which was a week-long series of events including a women's history walking tour, art exhibition, self-care session and a speaker panel on intersectional feminism.
- Supporting the SUs It Happens Here Campaign – we are currently working on a sexual violence pamphlet to go to all new students, and a motion to common rooms to urge colleges to follow in the footsteps of St Hugh's and UCL, and ban staff-student relationships. We have worked closely with the SV service this year and built some good relationships there, however I think that some parts of the university remain suspicious of student activism and the SU despite our efforts to collaborate.
- Recruiting our wonderful Head of Finance, and our wonderful interim CEO, and our wonderful new CEO.
- I was chair of OSSL and secretary of our sabb meetings, and I enjoyed learning more about HR and recruitment policies and practice in people and culture subcommittee.
- I worked with SE on the student awards this year from a logistics perspective, which was a really great time to do something good and share the work of students.
- Multiple committee moments where I was able to speak against a proposal that would be damaging to students, and some where the rest of the committee agreed, too.

This exercise in itself has made me realise there's so much more I'd like to have done, and how much I've enjoyed working here. I can quite confidently say that the experiences I have had, and the skills I have learned, through being an elected representative, staff member, and trustee in one, have made doing job applications much easier.

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As I'm sure the others all will, I'd like to say thank you to the external trustees for the advice, expertise and patience that you have given us this year. I have learnt so much from the staff team this year and I hope we can find a suitable way to thank them remotely before we leave. And to my fellow sabbatical trustees, thank you for being the most fantastic team to work with for a year!