

Members of the Board in attendance: Nikita Ma, President & Chair (NM)
 Lauren Bolz, VP Graduates (LB); Tucker Drew, VP Access & Academic Affairs (TD); Nick Entwistle, External Trustee (NE); Ben Farmer, VP Charity & Community (BF); Alex Foley, VP Women (AF); Amelia Holt, VP Welfare & Equal Opportunities (AH), India Jordan, External Trustee (IJ); Asif Khan, Student Trustee (AK); James Nevett, Student Trustee (JN); Sarah Owen, External Trustee (SO) Marcin Pisanski, Student Trustee (MP); Charlotte Potter, External Trustee (CP).

Also in attendance: Kate Dawson, Chief Executive (KD) (except item 9); Sarah Bradley (SB), (item 10 & 11); Kirsty-Ann Field (KaF), (item 7 & 10); Stephen Taylor (ST) (item 11).

Minutes: Nick Smith (NS).

	Item	Actions
1.	There were no apologies to note as all members were present.	
2.	The Board approved the Minutes from the previous meeting without amendment.	
3.	The following conflict of interest arising from the agenda were raised . a) KD had a conflict of interest relating to the approval of their probation. This was noted and KD removed themselves from the meeting for item 9.	
4.	The following matters arising from the previous meeting were noted. a) This was the final board meeting for Student Trustees and they were thanked for their time. b) India Jordan (External Trustee) has been successfully appointed for a second term of four years. Other board members noted their congratulations. c) The Audit was fully completed and had been signed by the Chair. d) The Leadership Elections had concluded. The President elect had resigned, and a by-election would be carried out for this role. The election had run smoothly, and turnout had been the highest on record for the SU. All candidates and their teams were thanked for the effort they put in.	
5.	The Board noted the Subcommittee Reports. a) The Finance & Risk Committee reported concerns on commercial income though mitigation efforts were positive. Staff and Sabbatical Officer morale had been considered and options to improve this especially during the pandemic was discussed. b) As well as the papers on the agenda, the OSSL board had reviewed the terms and conditions with external partners and ensuring that client relationships were improved. c) The People and Culture subcommittee discussed their overarching plan, increasing Sabbatical Officer accountability and the specific safeguarding policy. d) At the media board it was noted that Oxford Student were preparing their 30 th anniversary edition. Oxide were preparing to return to full capacity during the next academic year.	
6.	The Board approved the appointment of Nina Musgrave as OSSL Board Chair for a one-year term until February 19th 2022. The following was noted in coming to the decision. a) The panel was made up of AM, KD and KaF. b) A full external recruitment process had been undertaken and advertised and	Nina Musgrave approved at OSSL Chair.

	<p>while NiM was the only candidate the appointments group felt that they had the enthusiasm and skills to take on the role.</p> <p>c) The one-year term reflected a trial period and the board were assured that this would give additional confidence given NiM was the sole applicant.</p> <p>d) Due diligence had been taken place in terms of conflicts of interest.</p>	
7.	<p>The Board approved a proposal on payroll. They agreed to retain the status quo but to keep the proposal for a future option.</p> <p>a) This had been discussed at the Finance & Risk Committee</p> <p>b) Leaving the university scheme would crystallise the pension debt which could amount to more than £1M.</p> <p>c) Retaining the status quo had benefits for cashflow (as wages were paid in arrears over a 3-month period) as well as access to the pension scheme and the apprenticeship levy.</p> <p>d) Using the university as a payroll bureau had an initial outlay of £15k and annual costs of £1.4k. Access to the pension scheme and apprenticeship levy could be continued but the SU would have greater autonomy for pay and reward. This work had not been undertaken by the university and as such the timescales and possible implications were not known, although the University had stated it was a 5 week project.</p> <p>e) The greater autonomy from using the University as a payroll bureau would only be of use once a full pay and benefits strategy was in place. At present the possible benefits to be realised were balanced against the unlikely risk that the University would significantly increase staff pay and conditions.</p> <p>f) Should this option be reviewed in the future careful support and briefing of Trustees would be needed.</p>	<p>Board agreed to retain the status quo for payroll at present.</p>
8.	<p>The board noted a COVID and CEO Update.</p> <p>a) Most of the CEO's objectives had been completed. Those on stakeholder engagement and governance were still ongoing. Building stakeholder relationships during the pandemic was particularly difficult and it was also felt that KD should take a strategic approach.</p> <p>b) The representation review was on hold as it was felt that it was not appropriate to talk about the future while students were in such need for representation at the present as a result of Covid-19.</p> <p>c) The work on the new Articles would be pushed forward in the next few months. NS would support KD with this work.</p> <p>Action: NS</p> <p>d) The rapidly changing legislation from the government on what activity could be carried out had been a priority since September. In addition, the workload for staff and their wellbeing during the Pandemic had been the second focus.</p> <p>e) The Trustees noted the good work within the SU prioritising staff welfare.</p> <p>f) Negotiations on the college budget were difficult as the stakeholders involved were not always clear. Estate bursars situated in the college were not necessarily aware of the value of the SU. MCRs and JCRs should be engaged to inform them of what the SU offered. This issue would be covered in handover between Sabbatical Officers to ensure it didn't get lost as well as ensuring it was part of wider strategic conversations.</p>	<p>Board noted the CEO and Covid report and agreed that KD should move forwards the new Articles during Trinity Term.</p>
9.	<p>The Board approved that the CEO Probation should be signed off as complete. The following was raised in discussion:</p> <p>a) SO had led a conversation with BF to undertake an appraisal process with KD. It was agreed that KD had worked exceptionally well especially given the pandemic. Where objectives had not been completed these were for reasons outside of KD's control.</p> <p>b) It was noted that the usual appraisal cycle should be implemented from now on. This should ensure that the annual appraisal and objective setting would take place in the Trinity term and involve the President, President elect and the deputy chair of the board.</p>	<p>The board approved the CEO probation.</p>

<p>10.</p>	<p>The following was discussed in relation to the development of a new Strategic Plan.</p> <ul style="list-style-type: none"> a) The board noted the work that has been undertaken since 2017 within the SU especially the increased support for policy development, supporting JCRs and campaign support. Internally there were stronger governance structures and a more mature relationship between Sabbatical Officers and staff members. b) Unusually at Oxford, the activities that engage members such as societies, sports and media groups are separate from the Students' Union. In addition, the parallel structures of the colleges and their common rooms meant that there were barriers of engagement that were not present in other institutions. c) It was not feasible to unlock both barriers to increase engagement because of the SU's current capacity. d) Increasing capacity for the SU was a necessity. This needed to involve commercial growth and alternative sources of income before growing staff areas in line with the proposed strategy. Pay and benefits could also be considered in this area. e) Mental Health, EDI, Teaching, Learning & Assessment, Common Room engagement and inter-collegiate work were priorities of election candidates. f) Representation was the key value of Oxford SU and this had become particularly clear during the Pandemic. <p>The board approved the creation of overarching strategic goals as part of a Strategic Plan.</p> <ul style="list-style-type: none"> g) These would have a 3- or 4-year plan to achieve placed beneath these. In addition, there would be shorter and more immediate year on year plans to achieve the overarching goals to progress the strategic aims. These could include sabbatical officer plans. h) As representation was the strongest area of work for the SU, it would seek to develop along the college structures rather than student activities. i) Increased commercial services should not overtake the focus on representation. j) The strategy needed to consider the disaggregate nature of the University's decision-making processes. At times this might mean engaging students across colleges but lobbying in a centralised way would take careful research to get right. k) Building institutional memory was a necessity for the SU and the fact that Oxford was the only SU that restricted officers to one year terms could be an issue. 	<p>The board approved the development of the strategic plan with a focus on representation</p>
<p>11.</p>	<p>The board noted a Virtual Freshers Fair Report. The following was raised in discussion.</p> <ul style="list-style-type: none"> a) The board had been considered by OSSL and Finance & Risk. b) The use of VFairs was successful and interaction with students was high given the challenges of the pandemic. Engagement was in line with that of the physical event and students attended from over 40 different countries. c) A project group for the 2021 fair was due to be set up and this would be in line with the movement towards a wider 'welcome week' of activities. d) Careful management of online and in person activity should be considered under a hybrid approach. 	<p>The board noted the report on the Virtual Freshers Fair.</p>

Oxford SU Trustee Board

19th February 2021. Hilary Term

Oxford SU, 4 Worcester Street, Oxford OX1 2BX.

Charity number: 1140687

Company number: 07314850



12.	The board approved a proposal relating to Student Council Policies. The following was raised a) Trustees for reputation, legal issues and finance should be identified. b) These group should be identified by KD and circulated to board members once created. Action: KD	The board approved a proposal for Student Council Policies to be checked for legal compliance and to ensure issues can be discussed by the student body.
13.	The board approved a Trustee Handbook. a) This was thought to be very useful. The values and principles outlined within the document should be expanded through the training and development – for example what “Transparency” meant in practice. b) NM would make minor changes and circulate to the board.	The board approved the Trustee Handbook subject to minor changes.
14.	Date of next meeting: Friday 28 th May 2021 1pm	