

Board of Trustees Minutes

City, University of London Students' Union is a registered charity (charity number 1173858) and a company limited by guarantee registered in England and Wales (company number 10834450).

10.35am | 13 July 2023 | Online Meeting, MS Teams

Members	Initials	Meeting 5 12.07.23
Akanksha Kumar (President) (Chair)	AK	✓
Jackson He (Deputy President)	AP	✓
Yavuz Emin Kafadar (Deputy President)	YK	X
Fortune Sampson (Deputy President)	FS	✓
Nick Ratcliffe (Lay Trustee and Deputy Chair)	NR	✓
Alan Latham (Lay Trustee)	AL	A
Liz Williams (Lay Trustee)	LW	✓
Tofunmi Odugbemi (Student Trustee)	TO	A
Saundarya Rastogi (Student Trustee)	SR	A

Key: "✓" = Present, "A" = Apologies given, "N/M" = Non-member, "P" = Partial attendance, "X" = Non-attendance

Included in the circulation	Initials	Reason and Meeting Section
Philip Gilks	PG	Chief Executive (Company Secretary)
Sayed Alkadiri	SA	Interim Deputy Chief Executive
Jeni Turner	JT	Head of Finance
Chris Moore	CM	Head of Communications and Business Development
Aadam Ali	AA	Clerk

Formal

1. Welcome and Apologies

AK welcomed everyone to the meeting and as this was the first meeting for the new sabbatical officer team, trustees all introduced themselves. Apologies were received from AL, TO and SR. YK didn't attend without sending apologies. AK announced that since the last meeting, Rumnique Gill has resigned as a Lay Trustee. The Board thanked him for all his contributions, in particular his work with the EDI Board.

2. Declarations of Interest

(Paper: BT2273)

The Board **noted** the register, and no new interests were declared.

3. Minutes and Actions

3.1 The Board **approved** the Minutes of the meeting held on the 23 May 2023 as being a true and accurate record.

(Paper: BT2274M)

- 3.2 The Board **noted** the Matters Arising (Paper: BT2257A), noting the following:
- Actions will be discussed at the next meeting.
 - AK and PG will go away to bring forward a suggested approach on how we operate Board meetings in the future, to increase opportunities for in person meetings.

4. Decisions taken between the meetings.

There were no decisions taken by the Board of Trustees between meetings.

5. Items brought forward by the Chair.

AK informed the Board that an additional conversation will take place on St Georges, which will be between agenda item 7 and 8.

No items in Section E – Starred Items for Approval or Section F – Starred Items for Information were left unstarred therefore the item was **noted** by the Board respectively.

Section A – Update from the Chief Executive and Strategic Progress

6. 2022/23 Impact Report

(Paper: BT2276)

The Board considered the 2022/23 Impact Report. PG highlighted the following from the report:

- PG said that this year has been an amazing opportunity for the Union to bounce back following Covid-19 and provide an enhanced in person experience for City students, but it has also been a year full of challenges due to industrial action, the cost-of-living crisis and pressures from across the sector.
- PG highlighted the near 100+ events held during Welcome and the engagement of over 10,000 students during that period.
- PG highlighted the over 200+ events held this year, including Wow events such as City Fest, Winter Fest and Culture Fest.

PG and the Board thanked Tamanna Rashid for drafting the report and **noted** the 2022/23 Impact report.

7. Strategy Implementation Plan & Visual Identity

(Paper: BT2277)

PG presented the new Strategy Implementation Plan. He highlighted the following:

- That our new implementation plan's approach is different from our previous, this plan makes clear the different stages each strategic project is at – Discovery, Design, Implement or Embed.
- Pipeline projects in year 2/3 are dependent on the success of the projects in year 1 and are open to review.
- The CEO should bring the strategy implementation plan to the Board twice a year.
- Each strategic promise has a clear KPI, each project has a KPI. This will demonstrate how each of these are contributing to the overall success of the strategy.
- It is hugely important to consider how we will communicate this to students, and hence we are asking to approve a change in the wording of the new strategic purpose from “Making Every Day Better” to “**Make Everyday Better**”.

New Visual Identity

CM shared the new City SU Visual Identity. He stated that the new identity will come into place on the same day of the launch of our new strategy. He stated that the new brand has attempted to incorporate our heritage of the Carrot and showcase our history. He said wearable merchandise has already been printed for staff and officers to showcase at the strategy launch and our website/vinyl's will all change in time for the launch too.

APPROVED

The Board thanked CM for sharing the new visual identity and thanked the entire Communications team for their work on this. The Board commented to say it was a positive we have future proofed the logo in the event of a St Georges merger and had a question about the costs. PG answered to say the University has committed to covering all costs associated with the merger, but mentioned there may be in-year costs with the Office move.

The new Strategy Implementation Plan and new revised purpose was **approved** by the Board.

7.1. St Georges Update

(Paper: N/A)

PG shared a confidential verbal update to the Board on the proposed merger of City University of London and St Georges University.

- PG stated that it is very likely this merger will go ahead for a September 2024 launch.
- Nothing has been officially signed and is currently in due diligence stage.
- PG has met with the CEO of St Georges SU and their SU President to agree an approach in the event of institutional merger. We have developed a shared understanding and have drawn up a draft Memorandum of Understanding, which was presented to the Board. The Board agreed with approach.
- The shared understanding is that by the time of the launch (Sept 2024), we would be operating as a single Students' Union.
- St Georges SU have some red lines, they would like to have a Sabbatical Officer who is focused on representing St Georges students. They would like an extra lay trustee that has a St Georges link to them. They would like their sports teams that play under the hospital leagues to play under St Georges branding, hence there might have to be some separate teams. They would like the sharing of financial information and details of the 24/25 block grant. PG commented he felt these were all reasonable requests from St Georges and he recommends the Board accept them, there were no objections from the Board.
- PG shared he has a conversation with Nick Smith (Governance Consultant and former City SU Deputy Chair) to deliver project management support around the merger, in particular on the governance changes.

The Board thanked PG for the presentation and commented with the following:

- The Board noted that this would be a big piece of work to get everything right and felt it was a good idea to get project management support. They asked what the role of the Board be in terms of the changes to the Governance. PG responded there will be several challenges in terms of governance and democracy, that would need to be agreed by December. The Board will have final sign off but suggested to setup a monthly subgroup to discuss and monitor progress.

8. Trustee Recruitment

(Paper: Verbal)

PG noted to the Board that we now have gaps with both Student Trustees and Lay Trustees. Student Trustee recruitment will take place between September and October. In terms of External Trustees, we should undertake a skills analysis of the current Board, but preliminary analysis suggests we require an individual with either a communications, marketing or commercial background. PG also asked the Board whether they felt we should hold off on recruitment until the decision is made on St Georges.

The Board commented with the following:

- We should recruit sooner rather than later as there is a need to expand bandwidth, both in terms of capacity and intellectually.

Action: The Board actioned the CEO to deliver a recruitment process. This recruitment should put an emphasis on racial and gender diversity.

There were no items presented in this section at this meeting.

Section C – Equality, Diversity, and Inclusion

There were no items presented in this section at this meeting.

Section D - Finance

9. May 23 Management Accounts & 2023/24 Budget (Paper: BT2278 & BT2279)

JT presented the May Management Accounts and the 2023/24 Budget. She highlighted the following:

- This is zero based budget, with no overall increase in activity costs from the 23/24 Block Grant. There is however Block Grant increase to cover new staff posts that were recruited for in year and salary increases linked to cost of living. The Budget's focus is on the implementation of our new strategy, with increased resources for strategic projects.
- Manager were asked to justify rationale and link all spending to specific parts of the new strategy, hence expenditure in the new budget is all linked to our new strategy.
- She highlighted we would be running a budget deficit of £14,900, but with a high level of reserves and moderate risks in terms of non-forecasted expenditure, the Board should be comfortable with this.
- PG added the University is in a difficult financial position, they have implemented significant cuts of around 15% to each department on non-staff spending. We were the only department in the University to not receive a cut and this is a fortunate position to be in.
- This Budget doesn't include the Budget for Sport, which is still being drafted. That Budget is ringfenced for Sport related staff and costs, will be around £300,000. Will bring the Sport budget to the September Board.

The Board **approved** the 2023-2024 Budget.

Section E - Starred items for approval

There were no items presented in this section at this meeting.

Section F - Starred items for information

10. Higher Education (Freedom of Speech Act) 2023 (Paper: BT2280)

This paper was noted, and SA will be providing updated paper at a future Board.

Section G - Other

11. Any Other Business

The Board formally thanked TO, SR and Rumnique Gill for their contributions to the Board as Trustees. The Board wished them every success in the future.

12. Trustees Only Business

All staff left the meeting, and this section of the meeting has no minutes.

Date of the next meeting: 12 September 2023

Board Clerk: Sayed Alkadiri