

UCB Guild Trustee Board

3rd March 2022, 10am

Location: Teams

Members: Officer Trustee, Alice Young (AY); Student Trustee, Ashlea-Jayne Mallett (AJM); External Trustee, Lorraine Teague (LT); External Trustee, Andy Parsons (AP); Student Trustee, Killoran Wills (KW)

In Attendance: Director, Sarah Kerton (SK)

Minutes: Membership Services Manager, Cassie O'Boyle (COB)

Apologies: Officer Trustee, Blessing Osasogie (BO)

| Item | Title |
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| 1.1 | AP introduced the meeting. AP noted that the Trustee Board was not quorate at this time, but that approval of decisions could be made via e-mail. |
| 1.2 | LT declared her interest as a UCB Governor as she would be involved in budgeting decisions on behalf of the University. |
| 1.3 | The board received the action log. AY provided an update on the board evaluation process that NUS were running and noted that they would be in contact regarding the possibility to support us with this. SK noted that she would be training on the next cohort to be able to provide support to other students' union boards. |
| 1.4 | The board approved the minutes of the previous meeting. |
| 2.1 | AY provided the Executive Officer Update. AY shared the successes of the Officers to date including a successful-refreshers, support for societies, societies forum, AGAP and students feeling at home on campus. The report also included an update on the officer key goals. AY provided an update on her proposal moving forward between March and the end of the academic year, as well as suggestions on the things that might not be a priority for the Officer Team. AP asked AY to provide an overview of the reason behind choosing each of the priorities. - Successful Reclaim the Night à This is something that AY feels particularly passionate about. |

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| | <ul style="list-style-type: none"> - Consent Training à This will make a real difference to students on campus and shows an active initiative to make a difference to students at UCB. - BAME students feel they belong à This related directly to the AGAP that the University leading on, and this is a priority for the Officer team. - Society Leaders à AY noted that she believed that having successful society leads, would provide us with the opportunity to continually build community. - Food Provision on Campus à This is an area of feedback that students are passionate about. <p>AP noted the difference between priority and capacity and the need to consider this in all decisions about how we move forward.</p> <p>AY noted her intention to bring this presentation to Student Council next week on 9th March 2022 to gather some feedback from students. SK feedback that the Officer team should be conscious of their work on Q26 as this is a core piece of work that links to our strategy, vision, and funding opportunities.</p> <p>SK fed back that the Officers should look at reducing-down the priorities as now the capacity is only AY in terms of full-time work. The board agreed that they need to understand more about the capacity of the whole team to move forward.</p> |
| 3.1 | <p>The board received the Guild Director’s Report. SK presented the different way of looking at the annual plan with OKRs. However, this has not worked to date, and this is an area that SK is currently stuck on. In particular, she is stuck on the struggle between being a whole team that work towards a goal and being 2 separate teams, where the Officers perceive a model of existing to tell staff to deliver.</p> <p>The Board agreed it was important to provide AY the support she needs to move forward and achieve throughout the rest of your year. AP highlighted the need to make sure we have a structure of how we deal with dysfunctional issues within the Officer team. LT and AP agreed that there was a need to increase the capacity in the team and SK agreed, noting that the Guild Assistant roles would be an opportunity here.</p> |

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| | <p>SK highlighted that we have a management process with staff who are underperforming or dysfunctional, but that we don't have the culture of accountability within the Guild regarding the Executive Officers.</p> <p>AP summarised the lessons learnt around how we might deal with a situation like this in the future, AJM suggested that 6 months into employment as an officer, there should be some form of accountability. AP suggested that the 360 reviews are sent to HR subcommittee for review in future quarters.</p> <p>AP noted there needs to be agreement theoretically and logistically, on how the team work together (including Officers and Staff).</p> <p>THE BOARD CONTINUED THIS SECTION OF THE MEETING AS A CLOSED MEETING.</p> <p>SK returned to the meeting and updated the success of the conversations with UCB on the budget. REDACTED</p> |
| 3.2 | <p>The Board received the risk register from SK and noted this had been scrutinised and discussed in detail at Finance Subcommittee.</p> |
| 3.3 | <p>COB presented the amended Societies By-Law. The board approved the amendments and suggested new process.</p> <p>The board agreed that there should be a simple process in place to provide training to all staff to allow them all to follow this.</p> |
| 4.1 | <p>SK presented the Guild Strategy presentation to the Board. This was noted as the mission and vision part of the strategy and that to follow, there would be an operational strategy about how we do the things we're aspiring to do.</p> <p>The presentation included an overview of where we have come today, the landscape we are operating in and the opportunities the Guild has moving forward. SK noted that student's feedback was positive and that having our own version of Maslow's Hierarchy means that we can be strategic in our work to bring students up the pyramid to become their personal best.</p> |

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| | <p>AP added that it was important to include multiple ways of engagement throughout the pyramid. The board congratulated Sarah on this work and agreed that they were in favour of the direction we were going in.</p> |
| <p>4.2</p> | <p>SK presented the budget to the board.</p> <p>REDACTED.</p> <p>SK presented the breakdown of the proposed budget. LT noted that this was ambitious but that this wasn't a negative.</p> <p>AP asked if research was considered within this, and SK agreed that grant funding could be a great opportunity for this. The University are due to get back to the Guild soon with some feedback on the feasibility of the proposed budget.</p> |
| <p>4.3</p> | <p>SK presented the proposed staffing structure moving forward. SK noted lots of the groundwork for our staffing development had already happened with the progression framework.</p> <p>The proposed staffing structure would include an operation and a programmes manager, both of which will have a coordinator and student staff that report to them.</p> <p>The operations manager will look after: finance, HR, communications, commercial, organisational government, corporate governance, and student spaces. The programmes manager will look after: activities, societies, course reps and our student facing initiatives.</p> <p>The Guild and the University are keen to look at job creation schemes where there are two-year placements for coordinators, providing the development into management. The University have also offered the opportunity to provide accreditation to these coordinator roles.</p> <p>KW asked why we wouldn't ringfence the coordinator roles to students at UCB. The board agreed that it would be good to promote these roles to UCB students but that these roles should remain open to the wider sector.</p> <p>LT left the meeting at this time.</p> <p>The Board approved this structure being put in place, REDACTED.</p> |

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| | <p>The Board agreed to change the name from Programmes to Student Communities Manager.</p> <p>AP questioned the salaries and noted that the pay was low for our staff in particular our director and managers, when compared with the rest of the sector. AP asked SK to go away and find some additional funding to increase salaries of the managers and directors. The board agreed that the current pay scale for coordinators was correct and aligned with the rest of the sector.</p> <p>SK was actioned to look at pay increases for some staff for this academic year and to amend the budget proposal to include pay increases for the year ahead.</p> |
| 5.1 | The Board received the Finance Update from AP. |
| 5.2 | The Board received the HR Update from SK in LT's absence. SK noted that the organisations culture was core to the discussions and that some of this had been covered in today's meeting. |
| 5.3 | The Board ratified the subcommittee terms of reference. |
| 6.1 | The date of the next meeting was noted as 26 th May 2022. |
| 6.2 | <p>COB presented the Annual Report in Any Other Business, this was approved and signed by AP and AY.</p> <p>SK noted that AP and LT were due to renew their terms as Trustees and it was agreed this would be discussed at the next meeting.</p> |