



# Trustee Board Meeting

Monday 3<sup>rd</sup> November 2025, 18:00– 20:00  
Mandela Room, Guild of Students

## Present

Ruth Pipkin, External Trustee **(RP)** (Chair)  
 Antonia Listrat, Guild President **(President)**  
 Jacob Dyke, Education Officer **(EO)**  
 Abhijeet Patel, Sports Officer **(SO)**  
 Simrah Inamdar, International Officer **(IO)**  
 Emeline Brown, Activities & Employability Officer **(AEO)**  
 Abby Kenrick, Welfare & Community Officer **(WCO)**  
 Aliasgar Gandhi, Postgraduate Officer **(PGO)**  
 Helen Stone, External Trustee **(HS)**  
 Emma Wedge, External Trustee **(EW)**  
 Penelope Hackett, External Trustee **(PH)**  
 Mikey Brown, Postgraduate Student Trustee **(MB)**  
 Mitali Gohel, External Trustee **(MG)**  
 Simone Hawley, BAME Student Trustee **(SH)**  
 Mark Price, External Trustee **(MP)**  
 Umar Sabir, Undergraduate Student Trustee **(US)**  
 Harshitha Naidu, International Student Trustee **(HN)**  
 Neil Hanley, University Representative Trustee **(NH)**

## In attendance

Jo Thomas, Chief Executive **(JT)**  
 Adam Sheridan, Director of Engagement **(AS)**  
 Nick Bailey, Director of Finance & Systems **(NB)**  
 James Lindsay, Director of Community & Representation **(JL)**  
 Amy Simon, Executive Assistant **(ASi)** (note taker)  
 Mark Gurney, Dains Auditors **(MaG)** (Agenda Item 1 only)  
 Jessica Thompson, Communications & Marketing Manager **(JeT)** (Agenda Item 12 only)

## Apologies

Emily Badger, Director of Operations **(EB)**

The Chair welcomed all attendees and introduced the new Trustees. The meeting began at 18:02.

No	Item for Discussion	Notes	Action
	<b>Audit Completion Report 2024/25 &amp; Financial Statements</b>	MaG joined the meeting at 18:00.	<b>Noted</b>
		MaG presented the Audit Findings Report and summarised each section.	<b>Noted</b>
		MaG reminded the Trustees that they need to give a “true and fair view” in the Financial Statements. MaG also noted the Trustees statutory requirements.	<b>Noted</b>

		<p>MaG noted they are independent of the Guild and are able to issue an unqualified audit report.</p> <p>MaG noted section 3 has been reviewed with the Director of Finance &amp; Systems and Audit and Risk Committee.</p> <p>MaG noted that there have been no adjustments to section 4 during the audit period.</p> <p><b>The Board approved the Audit Completion Report 2024/25 &amp; Financial Statements.</b></p> <p>MaG left the meeting at 18:11.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Approved</b></p> <p><b>Noted</b></p>
2a	<b>Minutes of Previous Meeting (08.09.25)</b>	<p>The Chair presented the minutes of the previous meeting, dated 8<sup>th</sup> September 2025, for the Board's approval.</p> <p>PH queried her comment on page 9 and noted her point was a question regarding the non-guild societies, and whether they skew the NSS results in any way. Minutes to be adjusted and sent to PH.</p> <p>President noted that a non-confidential line should be added regarding the letter from the Charity Commission that may impact student group policy.</p> <p><b>The Board approved the Trustee Board minutes subject to completion of the above edits.</b></p>	<p><b>Noted</b></p> <p><b>Asi</b></p> <p><b>Asi</b></p> <p><b>Approved</b></p>
2b	<b>Matters Arising</b>	<p>The Chair presented the Action Tracker for the Board's information.</p> <p>NB noted an updated legal advice letter will be acquired and circulated.</p> <p>MP noted a query about Student Groups representing themselves as a part of the Guild should be included.</p> <p><b>The Board noted the Action Tracker.</b></p>	<p><b>Noted</b></p> <p><b>NB</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>
2c	<b>Declarations of Interest</b>	<p>The Chair asked Trustees to declare any possible conflict of interests relating to the items on the meeting's agenda.</p> <p>No conflicts of interests were declared.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p>
3	<b>Audit &amp; Risk Committee Minutes (14.10.25)</b>	<p>EO presented the Audit &amp; Risk Committee Minutes (14.10.25) for the Board's approval.</p> <p>EO noted the Fraud Policy has been updated.</p> <p>EO noted the Complaints Log.</p> <p>EO noted that SO was in attendance and this should be reflected in the minutes.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Asi</b></p>

		<p>EO noted a suggestion to have a risk register section on the Trustee Board agenda.</p> <p>JT noted the Risk Register will come to the Board after a full committee cycle has been completed.</p> <p>MB requested an update on the Korean Society litigation, and JT summarised the Korean Society litigation and noted the Guild is currently in the Civil Claims process. MB noted the costs need to be kept as small as possible.</p> <p>EW joined at 18:21.</p> <p><b>The Board approved the Audit and Risk Minutes.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Approved</b></p>
4	<b>Finance Committee Minutes (23.10.25)</b>	<p>President noted the Finance Committee Minutes (23.10.25) for the Board's approval.</p> <p>NB noted the financial summaries and statements will be presented later in the meeting.</p> <p><b>The Board approved the Finance Committee Minutes.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Approved</b></p>
5	<b>CEO Report</b>	<p>JT presented the CEO Report for the Board's information.</p> <p>JT reminded Trustees to respond to the email in respect to declaring any conflict-of-interest declarations and requested all to respond by the deadline.</p> <p>JT noted at Welcome Week there was a 13% increase year on year in terms of unique engagements.</p> <p>JT noted use of the new teaching spaces, Council Chambers and Debating Hall.</p> <p>JT noted the departure of Stuart Reynolds as an Independent Person on Audit and Risk Committee.</p> <p>JT noted the Digital Systems and Data update; this consisted of a SharePoint update and data on Halls of Residence and Welcome Week.</p> <p>JT noted MedSoc has now joined the Guild website. HS noted it would be interesting to understand more data about MedSoc and integrate them further into the Guild. JL noted the MedSoc fair is hosted in the Guild which increases the access to the other students.</p> <p>AEO noted there is an increase on non-medicine students joining the MedSoc activities due to the difference in timetable timing. AEO also noted the Officers are improving relationships between MedSoc leads and FTO's.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>

		<p>MG queried whether the teaching spaces are monetised, and whether the university pays to use the space and whether the Guild can capitalise on the increased footfall. JT noted the University funded the renovations. JT also noted the team are exploring monitoring footfall through Wi-Fi data.</p> <p>AS noted that there are different classes using the spaces every week, which is good as it means more students are exposed to the Guild.</p> <p>AS noted student group membership has increased.</p> <p><b>The Board noted the CEO report.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>
6	<b>2024/25 Income and Expenditure Summary</b>	<p>NB presented the 2024/25 Income and Expenditure Summary for the Board's approval.</p> <p>NB noted the Guild reports net income of £248k which is £233k better than the forecast.</p> <p>NB noted after the reserves and pension allocations, the Guild is in a positive £63k position to Free Unrestricted Reserves. NB further noted the position is positive in comparison to the approved budget.</p> <p>HS queried the hold regarding the pension scheme. NB noted the pension is not a last man standing scheme and in the event another organisation cannot pay their section of the pension deficit it will not be the Guild's responsibility.</p> <p><b>The Board approved the 2024/25 Income and Expenditure Summary.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Approved</b></p>
7	<b>2024/25 Cashflow Statement &amp; Balance Sheet</b>	<p>NB presented the 2024/25 Cashflow Statement &amp; Balance Sheet for the Board's approval.</p> <p>NB noted an increase of £248k to Net Assets from £77k to £326k. NB also noted the pension deficit is the reason for the lower Net Assets current position of the balance sheet.</p> <p>NB noted the net book value of fixed assets increased by £177k to £357k with new investment totalling £305k and depreciation charges of £128k.</p> <p>NB noted the net current assets fell by £194k to £3.413m linked to investing cash into fixed assets.</p> <p>NB noted a negative movement of £139k in total current assets, excluding cash which fell by £44k.</p> <p>NB noted total cash/investments of £3.94m at the end of July 2025 and an improvement in the reserves position compared to 2023/24.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>

		<b>The Board approved the 2024/25 Cashflow Statement &amp; Balance Sheet.</b>	<b>Approved</b>
8	<b>Income Generation Update</b>	<p>AS presented the Income Generation Update for the Board's information.</p> <p>AS noted the Guild is in a current positive net position, £10k better than the original budget for 2025-26.</p> <p>In terms of JD Wetherspoons AS noted the team is working with University Legal Services and finalising contracts and licences.</p> <p>AS noted the Guild will be issued with a supplementary lease, allowing us to give a licence to occupy to Wetherspoons.</p> <p>IO noted that Wetherspoons does not currently offer halal options. AS noted that currently the Guild offers halal certified meat but not a halal certified kitchen. AS also noted, Wetherspoons offer a large range of vegetarian and vegan options. AS further noted, there is potential to increase the number of options and over time a review can be completed to establish other ways in which catering options can be expanded. IO noted that not having halal options is likely to affect the number of Muslim students who use the facilities and also noted that currently they support Joe's as it is an internal University establishment as opposed to an external provider. HS noted that a representative of Wetherspoons assured the team that they are open to suggestions. IO offered to speak to ISOC to see what food options they would be open to.</p> <p>The Chair noted that the Guild will be able to attract other high-quality brands as well and knowing what the students want is vital.</p> <p>AS noted that a long-term commercial plan is vital when considering how to lease out Guild spaces. AS also noted the team is working with Campus Services, Estates and Properties to streamline processes, and establish standard terms and potentially subcontract spaces jointly with Campus Services.</p> <p>EO queried whether there is any artwork to show how the venue will look in reality. EO also queried whether spaces such as the "Chill Out Room" can be protected and not leased out due to their current benefit to students. AS noted artwork and designs have been paused while contracts are signed and this work will resume once the final agreement is signed. AS further noted that the use of the retail spaces will be reviewed</p> <p>MB queried whether the name will be retained. AS confirmed that the name Joe's will be kept.</p> <p><b>The Board noted the Income Generation Update.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>

9a	<b>Health and Safety Annual Report 2025</b>	<p>JT presented the Health and Safety Annual Report 2025 for the Board's approval.</p> <p>JT noted the CEO and Facilities Manager are responsible for the Health and Safety Annual Report.</p> <p>JT noted 1 major incident at the end of July which was related to the building occupation. JT also noted that processes and policies have been updated with learning as a result.</p> <p>JT noted the Building Fire Assessment is ongoing.</p> <p>PH queried whether there are there any implications of non-UoB students being involved in the occupation. JT noted there was a conference at the same time, so the incident is covered under the Public Liability insurance.</p> <p>NH queried whether the First Aid incidents are categorised. AEO noted the incidents are categorised as high, medium, low by the Complaints team and then reviewed by AEO. AEO also noted that most incidents are categorised as low and medium for example, general intoxication, verbal altercation and removal from events. In the next report JT agreed to review and show numbers of each category.</p> <p><b>The Board approved the Health and Safety Annual Report 2025.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>JT</b></p> <p><b>Approved</b></p>
9b	<b>Health and Safety Policy</b>	<p>JT presented the Health and Safety Policy for the Board's approval.</p> <p>JT noted minor amendments to the Health and Safety Policy including name changes and clarity around protest emergency protocols.</p> <p>JT noted the policy has been presented at Health &amp; Safety Committee and Audit &amp; Risk Committee.</p> <p>PH queried what manufacturing equipment is being referred to in clause 3.9. AS noted that it refers to technical services, such as those used for production at theatre shows.</p> <p><b>The Board approved the Health and Safety Policy.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Approved</b></p>
10	<b>Democracy 2030</b>	<p>JL presented the Democracy 2030 report for the Board's approval.</p> <p>JL noted the Democracy 2030 report outlines the Democracy and Representation Review up to 2030.</p> <p>JL noted a FTO structure review is generally conducted every 5 years to ensure the team roles remain fit for purpose. JL noted there are both Policy and Representation reviews planned.</p> <p>EO queried the difference between a Committee and an Executive. JL noted a committee makes decisions, whilst an Executive delivers and this review is about how the students are represented.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>

		<p>MP queried if there would be any cost implications to the FTO and PTO reviews and the impact of this for the Trustee Board. JL noted the structure of how the Guild is represented and the budget would be considered.</p> <p>JT noted FTOs are paid as representatives not Trustees. There is a need for more nonpaid Trustees than paid Trustees due to an agreement with the Charity Commission.</p> <p>President noted some Students' Unions have reduced officer roles, which may result in less time for work on manifestos as each Officer has a large remit. President also noted the democracy consultation has been planned and suggested that there are issues that need to be addressed as soon as possible.</p> <p>EW queried the Nigeria campus and whether it would be useful to build that work into the Guild's representative work, similar to the link with the Dubai campus. JL noted these will be considered in the review.</p> <p>MB noted it is good the team are using inhouse resourcing first and looking at the principles. MB also noted there is a need to integrate democracy into all working.</p> <p>MB noted the 5-year plan is a long timeframe, and highlighted concerns regarding student turnover. MB queried whether the review can be done in less time. JL noted that day to day operation must continue and it is a large review. JL also noted that once the principles have been set in place then work set for year 4-5 could be completed faster.</p> <p>HS noted the clarity of the paper and the timetable is realistic.</p> <p><b>The Board approved the Democracy 2030 Report.</b></p> <p>EW left the meeting at 19:32.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Approved</b></p> <p><b>Noted</b></p>
11	<b>Welcome Week 2025</b>	<p>AEO and SO presented the Welcome Week 2025 update.</p> <p>AEO noted the different activities that the Officers have supported so far.</p> <p>SO noted the demographics attending each activity. SO also noted the popularity of the pizza parties and open-air cinema.</p> <p>AEO noted a 13% increase year on year in unique attendees to the Welcome Week fair.</p> <p>EO noted that the tours of the Guild for the University staff were popular. SO noted they help develop working relationships with the University and the Guild.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>

		<p>JT noted that this year there has been additional data, especially in relation to accommodation which can be analysed to produce actionable next steps.</p> <p><b>The Board noted the Welcome Week 2025 update.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p>
12	<b>Impact Report 2024/25</b>	<p>JeT joined the meeting at 19:43.</p> <p>JeT presented the Impact Report 2024/25.</p> <p>PH noted there are some goals we have not hit e.g. number of student groups being 500 and queried when they will be reviewed. JT noted the KPIs were set during Covid, so some strategy aims do not completely reflect where we are in the world now, but there are still 2 more years of the strategy and plans in place to improve.</p> <p>President suggested that the Officer wins are included to highlight tangible differences that have been made.</p> <p>WCO noted only 50% of students say they feel represented by the Guild and noted more work is required to collaborate with marginalised communities.</p> <p>President suggested the video should showcase outcomes of policy changes and how students feel represented.</p> <p>US queried the timing for “Save a Society”. JL noted the process is quicker than starting a new Student Group and that the Guild supports Groups on a case-by-case basis.</p> <p><b>The Board noted the Impact Report 2024/25.</b></p> <p>JeT left the meeting at 20:00.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>
13	<b>Democracy Operations</b>	<p>JL presented the Democracy Operations update for the Board’s information.</p> <p><b>The Board noted the Democracy Operations update.</b></p>	<p><b>Noted</b></p> <p><b>Noted</b></p>
14	<b>AOB (Any Other Business)</b>	No items noted.	<b>Noted</b>
15	<b>Meeting Reflection</b>	No items noted.	<b>Noted</b>

The Chair closed the meeting at 20:01.

**Date of Next Meeting: Monday 12<sup>th</sup> January 2026**