

Trustee Board Meeting – Minutes

Date: Wed 14 Jan 2026

Trustee Board Meeting Time: 10am – 1pm

Venue: 5.20 Senate House and online

Trustee Members - Full-Time Officers

Ella Lovibond (EL)	Sport & Student Development Officer
Jessie Yeung (JY)	International Students Officer (P, C & EDI Co-Chair)
Katie Poyner (KP)	Union Affairs Officer
Linlu Ye (LY)	Equality, Access and Liberation Officer
Lucy Pears (LPe)	Student Living Officer
Mia Stevens (MS)	Undergraduate Education Officer
Sharan Khemlani (SK)	Postgraduate Education Officer

Trustee Members – Student Trustees

Ismail Zarif (IZ)	Student Trustee
Kreeshi Shavdia (KS)	Student Trustee (FARG Co-Chair)
Shubham Kulkarni (SKu)	Student Trustee
Varenya Mehrotra (VM)	Student Trustee (Trustee Board Co-Chair)

Trustee Members – Co-opted/Nominated Trustees

Allan Allison (AA)	Co-opted Trustee (FARG Co-Chair)
Helen West (HW)	Co-opted Trustee
Steph Harris (SH)	Co-opted Trustee (Trustee Board Co-Chair)
Lucinda Parr (LP)	Nominated Trustee (P, C & EDI Co-Chair)

In Attendance

Ben Pilling (BP)	Chief Executive
Suzanne Doyle (SD)	Governance and L&D Manager and Clerk
Hannah Khan (HK)	Governance and Complaints Administrator
Keith Feeney (KF)	University Legal Contact
Janette Joyce (JJ)	Auditor

Please remember that these papers and discussions are confidential within the trustees and staff at the meeting.

Agenda items needing approval by People, Culture & EDI Committee and FARG Committee go to the full trustee board for approval.

All the papers are in the Trustee Meetings folder on the Trustee SharePoint site as well as in the agenda items below.

No	Item	Lead
STANDING ITEMS		
1	Welcome, Introductions and Apologies	Chair
1.1	Trustees NOTED welcome and introductions from the Chair Varenya Mehrotra (VM).	

<p>1.2</p> <p>1.3</p> <p>1.4</p> <p>1.5</p> <p>1.6</p> <p>1.7</p>	<p>Trustees NOTED trustee members present:</p> <p>Ella Lovibond (EL) Sport & Student Development Officer Jessie Yeung (JY) International Students Officer (P, C & EDI Co-Chair) Katie Poyner (KP) Union Affairs Officer Linlu Ye (LY) Equality, Access and Liberation Officer Lucy Pears (LPe) Student Living Officer Mia Stevens (MS) Undergraduate Education Officer Sharan Khemlani (SK) Postgraduate Education Officer Ismail Zarif (IZ) Student Trustee Kreeshi Shavdia (KS) Student Trustee (FARG Co-Chair) Shubham Kulkarni (SKu) Student Trustee Varenya Mehrotra (VM) Student Trustee (Trustee Board Co-Chair) Allan Allison (AA) Co-opted Trustee (FARG Co-Chair) Helen West (HW) Co-opted Trustee Lucinda Parr (LP) Nominated Trustee (P, C & EDI Co-Chair)</p> <p>Trustees NOTED those in attendance present:</p> <p>Ben Pilling (BP) Chief Executive Hannah Khan (HK) Governance and Complaints Administrator Keith Feeney (KF) University Legal Contact</p> <p>Rebecca Miller (RM) and Janette Joyce (JJ) attended the audit report item 3. The Directors attended the SMT Operational Report item 6. Paul Arnold (PA), Thea Wright (TW) and Vikki Hanley (VH) attended the SU lettings item 7. Jemma Harford (JH) attended the Student Group Leaders item 8. Cassie Agbehenu (CA), Maya Al-Khouja (MA-K), Nicola Harrison (NH) and Andy Page (AP) attended the Student Engagement item 10.</p> <p>Trustees NOTED apologies from Steph Harris (SH) and Suzanne Doyle (SD).</p> <p>Trustees NOTED a change to the agenda as some of the items had been swapped due to availability.</p> <p>Trustees NOTED the meeting was being recorded for the purpose of those not able to attend and to support the minutes. The recording will be deleted in 14 days.</p> <p>Trustees DECLARED no other business.</p>	
<p>2</p>	<p>Register and Declarations of Interests</p>	<p>Chair</p>
<p>2.1</p> <p>2.2</p> <p>2.3</p>	<p>Trustees RECEIVED and NOTED the Register of Interests. There had been a change since the last meeting as Shraddha Chaudhary resigned from being a trustee due to personal commitments so has been removed.</p> <p>Trustees DECLARED that no new interests had arisen or any corrections were needed on the register.</p> <p>Trustees DECLARED no conflicts related to the Register of Interests or relating to any agenda item.</p>	
<p>COMPLIANCE AND ASSURANCE</p>		

3	Annual Report and Financial Statements	RM/JJ
3.1	Trustees RECEIVED the Annual Report and Financial Statements including the following:	
3.1.1	Audit Planning Report 2025	
3.1.2	Audit Findings Report 2025	
3.1.3	Annual Report and Financial Statements 2024 – 2025	
3.1.4	Reconciliation of Management Accounts to Financial Statements 2025	
3.1.5	Going Concern Paper 2025	
3.1.6	Letter of Representation 2025	
3.2	Context on the financial year was shared. Key changes include changes to pay and reward to improve retention and continuity, and the new finance system which has been a massive project but much needed as the last one was outdated and not secure enough. The implementation has been successful but with challenges and still more to do. The budget was delivered to better than budgeted, so it's been a successful year amidst a challenging context of high inflation and cost pressures. The audit was later this year due to the finance system changes and staff sickness. It's a good audit report, although there were more adjustments than usual.	
3.3	Janette Joyce (JJ) shared the auditors view. It's been a challenging period with staffing and changes but the audit was successful and a clean report will be issued; Rebecca Miller (RM) and the Finance team were thanked for their work. The audit is required by charity law and ensures everything is compliant and there are no material misstatements in the financial statements. JJ confirmed the SU has all the statements needed. She summarized the Crowe methodology, noting only one high unadjusted item which is well under the materiality level. There was full cooperation from the team and no concerns about unadjusted items.	
3.4	JJ summarized the audit report. Management override of controls is the only significant risk area mentioned as its required in the report, but there are no concerns. The three key areas of risk – fraud risk, judgements and estimates, and significant transactions outside of business – were summarized and nothing concerning has been found. Some data hadn't been cleansed during the migration which caused issues for the audit but it's now accurate and reliable. One person has superuser rights and day-to-day business use, which isn't ideal but is common in charities of this size. They recommended making sure there are compensating controls, such as audit logging. The SU team identified and addressed most adjustments during the audit – less than £2,500 net total was adjusted.	
3.5	The CC8 internal financial controls checklist was summarized. An area raised previously about opening post has more controls and another on the crypto-assets policy has been addressed, so next year these should be clear. Accounting and reporting regulations are being updated for year-end 2027. The SU may have to bring operating leases onto the balance sheet and include additional reporting in the trustee report. Changes to income accounting are unlikely to impact the SU but must be considered and documented if there could be significant impact.	
3.6	JJ asked the trustees to confirm there were no other post-balance sheet events they needed to be aware of, e.g. key substantial restructuring changes or significant litigation or liability. Nothing was raised. They confirmed the accounts were in a good place for trustees to approve and authorize. The	

	Letter of Representation will confirm there's nothing else they need to be aware of. It's a standard template and needs to be signed by the Chair.
3.7	Steph Harris (SH) was originally going to sign the accounts, but due to illness VM will sign them. An updated letter was sent before the meeting.
3.8	JJ and the team were thanked for their hard work doing the audit. The trustees had no questions or comments.
3.9	DECISION: All 13 trustees approved the Audit Planning Report.
3.10	DECISION: All 13 trustees approved the Audit Findings Report.
3.11	The financial accounts were summarized. This is a statutory report which goes to the Charity Commission and Companies House. There was some movement in the designated and restricted funds, as well as a shortfall on unrestricted funds. Designated funds decreased due to strategic changes, investments and depreciation of assets. This was planned and there should be benefits going forward. Restricted funds increase because student groups bring in a little more money than they spend every year.
3.12	Trustees had no questions or comments on the financial accounts.
3.13	DECISION: All 13 trustees approved the Annual Report and Financial Statements 2024 – 2025.
3.14	DECISION: All 13 trustees approved Letter of Representation.
3.15	Trustees thanked the auditors and the Finance team, especially with the new finance system which made it an even more difficult process. They were congratulated on a great audit report and a massive achievement.
3.16	JJ left the meeting.
3.17	The Going Concern paper was summarized. Trustees were asked to confirm that Bristol SU will continue as a going concern for at least 12 months from the accounts being signed. Management team had agreed Bristol SU is a going concern and this year also had confirmation from the Bristol university auditors that they're a going concern, giving extra confidence.
3.18	DECISION: All 13 trustees approved the Going Concern paper.

COMMITTEE UPDATES

4	People, Culture and EDI Committee	Chair – LP
4.1	Trustees RECEIVED an update from the People, Culture and EDI Committee on 16 Dec 2025 from Lucinda Parr (LP). It was a really rich discussion and covered a variety of key areas such as inclusive recruitment with some policies approved.	
4.2	Trustees NOTED the minutes and items which were discussed.	
4.3	DECISION: All 13 trustees approved the following, which P, C & EDI Committee approved and recommended to the full board for approval:	

	<ul style="list-style-type: none"> a) The previous minutes of People, Culture and EDI Committee on 15 Oct 2025 b) The Staff Terms and Conditions of Employment c) The Staff Dignity at Work Policy d) The Staff Recruitment Policy e) The Staff Data Protection Policy
4.4	<p>DECISION: All 13 trustees approved the following decisions made at P, C & EDI Committee:</p> <ul style="list-style-type: none"> a) It was agreed to focus on legal, EDI and charity governance experience skills in the co-opted trustee advert and applicant pack b) Trustees agreed they were happy with the timeline for co-opted recruitment
4.5	<p>Trustees RECEIVED and NOTED a verbal update on the Remuneration of Full-Time Officers. The committee received a paper from Graham Atkinson on recommendations for officer remuneration. They received and discussed a response submitted by Lucy Pears (LPe), officers weren't present for the discussion. Trustees agreed a salary increase which will go out when recruiting the next Full Time Officers.</p>

OPERATIONAL REPORTS	
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5	Officer Priority 25/26 Updates - Empowering Communities	Officers
5.1	Trustees RECEIVED and NOTED a presentation on Officer Priority Updates with a focus on the theme of Empowering Communities.	
5.2	Officers provide updates on the University Executive Board (UEB) agreement and are focusing on one priority area for each board meeting. They summarized key areas and progress within the empowering communities theme, including breaking down barriers, consent and wellbeing, sport and physical activity, and spaces.	
5.3	Trustees asked where the new SU basement is. It isn't in Senate House but is nearby. A trustee who used it said it was a great space and having a more central place for Friday prayers was appreciated.	
5.4	Trustees asked if there were discussions with the university about changing the crest. The university isn't looking to change it as it would cost too much but they are moving away from using it widely. It's gradually being replaced by the new logo when updates happen, for example when signs are replaced. The SU is looking at creating a new crest as the old one is often used by sports clubs on fleeces.	
5.5	Trustees noted the officer team is really effective, with good collaborative relationships with the university and SU staff. The UEB partnership is really important, and trustees supported documenting how this works and considering the contributing factors to maintain this.	

5.6	ACTION: Document the working relationship and partnership between the officers and the university and consider the contributing factors by November 2026 – BP	
5.7	Trustees congratulated the Officers on their work. Officers felt this year was different and there’s been a lot of work on embedding change, such as securing funding for current work to continue into next year. It’s hard to make phrases like empowering community tangible, but this is being done and resources are being built which will outlast individual officers.	
6	SMT Operational Report	Directors
6.1	Trustees RECEIVED and NOTED the SMT Operational Report.	
6.2	This is a narrative report on activity and a strategic update will come to the next meeting. SMT members working that day were available for questions. Trustees were asked to let BP know if they had reflections on how the item should work.	
6.3	The report was summarized. It’s been a short but busy period. There were some big successes, such as a good turnout at TB1 elections, two well-attended Student Councils, and the positive impact of paid Part Time Officer roles. Challenges include certain staffing areas being stretched, especially in Finance and Lettings, and associate membership. Key events in the next period include elections, with turnout and candidate quality important as it determines the success of the next year, Refreshers, the Big Bristol SU Survey (BBSU) and the Staff Engagement Survey. Changes to the academic year made December feel different for student engagement.	
6.4	Trustees asked how demand and capacity can be balanced in the Housing Advice team. It’s a small, part-time team and a new service, so it was hard to know what the demand would be. Caseload has built smoothly and the team can currently balance demand well although this may grow. More information will be built into the website to minimize demand for the team. They’ve had some excellent wins already including helping a student win £2,500.	
6.5	Trustees asked if there were any early indicators on candidate quality and turnout, and whether anything can be proactively done to support it. Last year’s turnout was one of the highest in the sector, but it’s hard to sustain this and growth may not always continue. Good candidates lead to good turnout and competition, returning candidates can dampen candidate numbers but even with five returners last year we did well. The team has been preparing since September and we have a good basis for healthy elections. We also have good processes for supporting student leaders to become officers. There may be some anti-SU candidates this year, but this can drive exciting, healthy competition to engage students in democracy if campaigning is positive.	
6.6	The biggest risk to turnout is digital systems failing as elections rely on a complex external system (UnionCloud) and last year three hours of voting were lost as several SU’s elections went live at the same time and UnionCloud wasn’t prepared. Trustees asked if we had assurance they were prepared this year and the Digital team has received this. An additional challenge this year is that the Head of Digital is leaving so the team will be short-staffed.	
6.7	Trustees also noted this year is an NUS referendum with strong movement across the country, which should further engage students in democracy.	
BREAK		

STRATEGIC UPDATES AND GENERATIVE DISCUSSION

7	SU Lettings - Opportunities, Challenges and Risks	PA/TW/VH
7.1	Trustees RECEIVED and DISCUSSED a presentation on Bristol SU Lettings and the opportunities, challenges and risks. This is an area trustees have previously asked about.	
7.2	The service is one of the biggest and most trusted student agencies in Bristol, as well as a good income generator for the SU. The team is experienced, resilient and trusted. They are focusing on growing their managed portfolio which is most profitable, but noted the advert-only service has also grown naturally.	
7.3	This year will see changes from the Renters Reform Act which is implemented from 1 May. It will have a significant impact on student lettings, including students not having to pay rent over the summer and a cap on advance rent payments which will impact a lot of international students and cause greater reliance on guarantors. The Lettings timeline will shift and likely become more condensed, which may impact other events such as elections if the team is busy. Landlords may become stricter and more cautious because of the changes.	
7.4	Trustees asked if there were constraints around rent increases. Increases can only be made once a year but there is no cap or percentage guidance. Tenants can go to a free tribunal if they don't agree with a rent increase.	
7.5	Next steps for the service were outlined. The team is being trained and will need to update compliant documents and check internal processes. They're also looking at how to work with smaller landlords considering leaving the market. The team is reviewing capacity with the increased workload. Expected impacts on business include increased admin, tighter timelines, possible rent increases, and landlords pushing back on fees although some may want to change to fully managed schemes which bring in more money for the SU. It's a lot of work but Lettings are resilient with a good team and systems in place, although they need to make sure they have proper staffing support.	
7.6	Trustees asked whether the team covers emergency callouts. They work with a local security company for fully managed properties who are the first call for tenants, they would contact the team if it's an emergency.	
7.7	Trustees asked about property locations and if there's new opportunity to expand with Temple Quarter opening. Properties are mostly focused in key student areas near the university, but they have properties across Bristol and landlords are buying in new places which are popular.	
7.8	Trustees asked if there's ambition to hire more staff and the balance between revenue and cost. They're getting to a point where the team is at capacity, and last time increasing the team really made a difference. They want to maintain a good service for students. There can be a tension between keeping prices low for students and generating income to fund the service, and the team wants to bring rental prices down. The team is ambitious and wants to think about what can be achieved in the next years. No one knows what the market will do and the student rental market will likely shrink, but there's still good demand for rental properties.	
8	Student Group: Empowered to Lead.	JH
8.1	Trustees RECEIVED and DISCUSSED an update on the Student Group: Empowered to Lead project.	

<p>8.2</p> <p>8.3</p> <p>8.4</p> <p>8.5</p> <p>8.6</p> <p>8.7</p> <p>8.8</p> <p>8.9</p> <p>8.10</p>	<p>This stems from conversations about how we support student groups. Trustees were taken through the timeline and background, noting the team agreed with the review’s recommendations. The three key focuses of the project and the project team were shared, along with changes for staff and student groups. The four core projects within the overall project were outlined, noting staff across the SU and in other services like Sport Exercise and Health would be involved. They looked at the Student Group Support Assessment Tool, noting a move away from the term ‘risk’, and the two levels of support proposed. Trustees were asked for their thoughts on the tool and group names. Granular details haven’t been decided but the mini projects will help, with reaffiliation the first step. The projects will interact so there’s no traditional timeline but they hope recommendations will start being implemented by March 2027.</p> <p>Trustees were supportive of the tool and approach, encouraging confidence in the timeline and a desire for recommendations to start being implemented by March 2027. The timeline is dependent on a role within the team being recruited but March 2027 is the aim.</p> <p>Trustees asked what informed the scoring, the documents required and how it links to reaffiliation. The current scores come from constitutions, core roles, finances, and institutional knowledge shared at the last reaffiliation. Scores may change, for example if a group needed legal support. At reaffiliation, Supported Independence groups will be asked to complete less whilst the Priority Partnership groups will be asked to complete extra modules relevant to their group. We’re switching platforms in 2027 so the biggest changes will be made then.</p> <p>Trustees asked if groups would be able to see their previous communication history. The current plan is for groups to see a snapshot of all interactions in the current academic year alongside a long-term record of key historical information, such as grants they’ve received.</p> <p>Trustees were encouraged by the project and emphasized the importance of building tailored relationships, but had concerns about capacity amidst day-to-day work and implementing the recommendations. The compliance and risk group will be looking at this to see how much support and time groups will need from staff. The team has grown but it’ll still be difficult.</p> <p>Trustees asked how other SUs managed this and were recommended they read the Organised Fun report as this included benchmarking against other SUs. We’re at the top end in terms of number of groups although others have more. Staff capacity and budget may need to be reviewed.</p> <p>Trustees felt it was a great tool. They asked how umbrella groups work. One of the projects will look at this as the team doesn’t currently have sufficient handle on them or the resource to challenge. They don’t always know how many groups operate under umbrella groups and they don’t all follow SU checks and balances, such as risk assessments for trips. Part of the project will include reviewing how umbrella groups work.</p> <p>Trustees asked how much the Finance team will be involved. Part of the project will look at where expertise sits within the organization, such as whether media groups have a better relationship with marketing so they own that relationship. Some resource may need to sit in a different team, or there may need to be financial resource within Student Opportunities. It depends on the need within groups.</p> <p>DECISION: All 13 trustees approved the tool and student group support levels recommended.</p>	
<p>9</p>	<p>Student Engagement Focus - Engagement Working Group</p>	<p>CA/MA-K/NH/AP</p>

9.1	Trustees RECEIVED and DISCUSSED a presentation on Student Engagement from the Engagement Working Group.
9.2	This links to the inclusive engagement strand of the strategy and aimed to address previous questions from trustees. The group is responsible for reporting on the SU's SPIs and creating the action plan for inclusive engagement. They shared the current priority groups which will be reviewed each year and the key achievements including receiving demographic data from the university. The data dashboard and lake were explained, this is currently on Airtable but the hope is to move it to PowerBI as its more sophisticated with better reporting. The engagement metric was outlined with reports shared at key points of the year. Engagement is in a good place with increases after Welcome and TB1, although for PGR students the data is interesting.
9.3	Next steps were shared as BBSU was about to open and will be a shorter survey without demographic questions which will hopefully increase responses. BBSU includes team-specific questions, key SPIs, and the NSS question. The team hopes to look at trends over time, but they need PowerBI for this and they need more support to set this up. They also hope to link it all to outcome data to show how the SU improves student academics and retention.
9.4	Trustees asked about the barrier to using PowerBI. The team has access to it through the university and has received some training, but they need help setting it up to meet the SU's needs. One of the trustees said he would be able to help with this.
9.5	Trustees asked if they measure engagement with the Advice services and Lettings. The team has discussed this and they currently don't. The Advice services are used when students are having a negative experience with something, so it feels different to other engagements such as attending an event. They would like to measure it for service information and reporting, but they also have to consider confidentiality and data practice. Trustees asked if initial engagement with these services led to positive engagement with the SU; PowerBI would be able to see this.
9.6	Trustees asked if the SU only tracked members booking events through the website, missing more informal events such as turning up to weekly training sessions. Off-website tracking has been tested but it's complex to tie into data sets and the work needs to be sustainable, so although the team would like to it may not be feasible. SU event attendance is captured separately to group attendance.
9.7	Trustees asked if there were patterns of lower engagement in any faculties or nationalities and how the team would address this. The data lake captures this and it's also included in the BBSU. The team tries to flag trends and considers them when reviewing priority groups, but they also consider effort versus impact as there is limited capacity to address every discrepancy. Key trends are shared with staff, such as at the annual all staff day.
9.8	Trustees asked why 90 days was agreed for the decay period. Commitments vary with some lasting the whole year, such as being on a committee, and it's something the team wants to consider. 90 days works for events as if someone did a lot during Welcome and nothing after, their engagement score would have tailed off for the end of TB1 report.

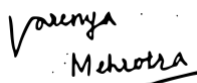
STANDING ITEMS	
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10	Minutes of Last Meeting	Chair

10.1	Trustees RECEIVED the minutes of the trustee board meeting on 4 Nov 2025.	
10.2	DECISION: All 13 trustees approved the minutes of the trustee board meeting on 4 Nov 2025.	
10.3	Trustees RECEIVED the minutes of the trustee board meeting on 18 Nov 2025.	
10.4	DECISION: All 13 trustees approved the minutes of the trustee board meeting on 18 Nov 2025.	
10.5	Trustees DISCUSSED putting the minutes of the Associate Membership board meeting online. The SU publishes all our board minutes with an option to redact anything particularly sensitive. The team has reviewed the minutes from the meeting but trustees were asked to let Suzanne Doyle (SD) know if they felt anything might cause potential problems.	
10.6	ACTION: To send the board minutes from 18 Nov 2025 to trustees to check they're happy with the minutes going online by the end of January – HK/SD	
11	Actions and Matters Arising	Chair
11.1	Trustees RECEIVED and NOTED the actions and matters arising from the minutes.	
11.2	Trustees noted the live Trustee Action register for info which includes completed actions.	
COMMITTEE UPDATES		
12	FARG Committee	Chair – AA
12.1	Trustees RECEIVED an update from the FARG Committee on 17 Dec 2025 from Allan Allison (AA). The committee received the annual report and accounts, discussed future facing finance strategy and the reserves policy, and reviewed the investment policy and some student policy suggestions which have gone to the investment managers to review. They discussed the Student Councils with Officers thanked for their work, and how to respond to the student voices expressing dissatisfaction.	
12.2	Trustees NOTED the minutes and items which were discussed.	
12.3	DECISION: All 13 trustees APPROVED the following, which FARG Committee approved and recommended to the full board for approval: <ul style="list-style-type: none"> a) The Investment Policy b) The previous minutes of FARG Committee on 22 Oct 2025 c) The Draft Election Rules and the Draft Referendum Rules d) The Complaints Policy (noting that the team was still awaiting comments from SRS which would be sent to FARG Committee if there were major changes) e) The Safeguarding Policy f) The Education Act 1994 Code of Practice (this will be added to our website once approved) 	

12.4	<p>g) The External Speaker Policy (this is a university policy that the SU operates under and will be added to our website once approved)</p> <p>DECISION: All 13 trustees approved the following decisions made at FARG Committee:</p> <p>a) FARG trustees confirmed that they believe Bristol SU will continue as a going concern for the next 12 months and recommend this to the board for the Jan 2026 meeting</p> <p>b) FARG trustees approve all the papers from the Annual Report and Financial Statements 2024 – 2025 item and recommend this to the board for the Jan 2026 meeting (item 2 in this agenda)</p> <p>c) FARG trustees agreed to share the student policies with the Investment Managers and for them to come back to trustees and tell us what the impact would be on our investments if we had more restrictions as highlighted in the student policies, so the board can make an informed decision</p> <p>d) Trustees ratified the motions which passed at Student Council 6 Nov 2025</p> <p>e) Trustees approved the appointment of the Returning Officer for Teaching Block 2 elections in Mar 2026 and approved the Returning Officer for Bristol SU’s NUS affiliation referendum.</p> <p>f) FARG Trustees agreed to use either the words misconduct, conduct or behaviour in the Complaints Policy depending on the context and it was fine to not use the same word every time but that behaviour felt better for students to understand.</p> <p>g) FARG Trustees said they were happy to use the word student in the Complaints Policy if that makes it clearer for students, than the word member.</p> <p>h) Including the words “cultural context and background” in the Complaints Policy includes ensuring as diverse a panel as possible and using an appropriate and culturally competent Investigating Officer when needed.</p>	
13	AOB	All
13.1	Trustees received no other business.	

Approved by Co-Chair: Varenya Mehrotra



Signed:

Date: 05/02/2026

Key Documents:**Charity Commission**

1. 5 Minute Guides for Charity Trustees
 - 1a. Charity Purposes and Rules
 - 1b. Managing Charity Finances
 - 1c. Managing Conflicts of Interest in a Charity
 - 1d. Making Decisions at a Charity
 - 1e. What to Send to the Charity Commission and How to get Help
 - 1f. Safeguarding for Charities and Trustees
 - 1g. Political Activity and Campaigning by Charities
2. The Essential Trustee – What You Need to Know, What You Need to Do (CC3)
3. It's Your Decision: Charity Trustees and Decision Making (CC27)
4. Conflicts of Interest: A Guide for Charity Trustees (CC29)
5. Charity Meetings (CC48)
6. How To Make Changes to Your Charity's Governing Documents (CC36)
7. How to Report a Serious Incident in You Charity

Bristol SU Annual Statement of Legal Compliance

Articles – our governing document which includes our Charitable Objects (our purpose)

Byelaws – one of our governing documents. They are a set of rules and regulations that govern how the union operates

Education Act 1994: Code of Practice – this is the responsibility of the University, it is reviewed annually by the university and Bristol SU

Management Accounts – are circulated monthly to trustees, management group and the University Contact

Policy Library and Policy Register and Review Schedule – all policies are reviewed and approved regularly at the relevant meeting and then formally approved by full Trustee Board

Risk Register – the Risk Register is monitored and reviewed by Management Team and updates are shared quarterly with Trustees at the committees

Trustee Charter

Trustee Expenses Form