

Trustee Board Meeting – Minutes

Date: Tue 4 Nov 2025

Trustee Board Meeting Time: 1 – 4pm

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
Shraddha Chaudhary (SCh)	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

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 this **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	Co-opted Chair/Chair
1.1	DECISION: All 13 trustees FORMALLY APPROVED the Student Co-Chair Varenya Mehrotra (VM) as mentioned in the Board Rules:	

	<p>Process of Election of Student Co-Chair:</p> <p>Election of the student or officer Co-Chair will be by the incoming Board, on a recommendation for approval by the sitting Board of Trustees at the last full board meeting of the year, following a ballot if needed, for a term beginning on the first day of the new Trustee team.</p>																												
1.2	Trustees NOTED the welcome from the Chair VM.																												
1.3	<p>Trustees NOTED trustee members present:</p> <table> <tbody> <tr><td>Ella Lovibond (EL)</td><td>Sport & Student Development Officer</td></tr> <tr><td>Jessie Yeung (JY)</td><td>International Students Officer (P, C & EDI Co-Chair)</td></tr> <tr><td>Katie Poyner (KP)</td><td>Union Affairs Officer</td></tr> <tr><td>Linlu Ye (LY)</td><td>Equality, Access and Liberation Officer</td></tr> <tr><td>Lucy Pears (LPe)</td><td>Student Living Officer</td></tr> <tr><td>Mia Stevens (MS)</td><td>Undergraduate Education Officer</td></tr> <tr><td>Sharan Khemlani (SK)</td><td>Postgraduate Education Officer</td></tr> <tr><td>Ismail Zarif (IZ)</td><td>Student Trustee</td></tr> <tr><td>Kreeshi Shavdia (KS)</td><td>Student Trustee (FARG Co-Chair)</td></tr> <tr><td>Varenya Mehrotra (VM)</td><td>Student Trustee (Trustee Board Co-Chair)</td></tr> <tr><td>Allan Allison (AA)</td><td>Co-opted Trustee (FARG Co-Chair)</td></tr> <tr><td>Helen West (HW)</td><td>Co-opted Trustee</td></tr> <tr><td>Shraddha Chaudhary (SCh)</td><td>Co-opted Trustee</td></tr> <tr><td>Steph Harris (SH)</td><td>Co-opted Trustee (Trustee Board Co-Chair)</td></tr> </tbody> </table>	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)	Varenya Mehrotra (VM)	Student Trustee (Trustee Board Co-Chair)	Allan Allison (AA)	Co-opted Trustee (FARG Co-Chair)	Helen West (HW)	Co-opted Trustee	Shraddha Chaudhary (SCh)	Co-opted Trustee	Steph Harris (SH)	Co-opted Trustee (Trustee Board Co-Chair)
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1.5	Trustees NOTED apologies from Shubham Kulkarni (SKu), Lucinda Parr (LP) and Keith Feeney (KF).																												
1.6	Trustees NOTED the meeting will be recorded for the purpose of those not able to attend and to support the minutes. The recording will be deleted in 14 days.																												
1.7	Trustees DECLARED no other business.																												
2	Register and Declarations of Interests	Chair																											
2.1	Trustees RECEIVED and NOTED the Register of Interests. Both Committees received this at their meetings, and one conflict was related to the Register of Interest at FARG as Steph Harris (SH) noted she is an honorary life member which is a type of Associate Member.																												
2.2	Trustees DECLARED no new interests have arisen, or corrections are needed on the register.																												
2.3	Trustees DECLARED no conflicts related to the Register of Interests or relating to any agenda item.																												
3	Minutes of Last Meeting	Chair																											
3.1	Trustees RECEIVED the minutes of the last Trustee Board Meeting on 19 Jun 2025. These have been formally approved by the last board.																												

3.2	DECISION: All 13 trustees APPROVED the minutes of the last Trustee Board Meeting on 19 Jun 2025.	
4	Actions and Matters Arising	Chair
4.1	Trustees RECEIVED and NOTED the actions and matters arising from the minutes.	
4.2	Trustees noted the live Trustee Action register for info which includes completed actions.	
4.3	Trustees asked for an update on item 8.17 from 28/04/2025. The team hoped to be further ahead, but the work with associate membership has involved some of the people needed for the project. They will catch up over November, and significant progress is expected over the coming months.	
4.4	Trustees noted that the other actions in red would be followed up over email.	
4.5	ACTION: SD to follow up with Rachel Tyrrell (RT) and Andy Page (AP) about the two actions in red and update the trustees over email by the end of November - SD.	

OPERATIONAL REPORTS

5	Officer Priorities for 2025/26	Officers
5.1	Trustees RECEIVED and NOTED a presentation from the officers on their collective priorities for 2025/26.	
5.2	Officers set their priorities annually; this is the second year of collective priorities looking at addressing issues as a team and these are similar themes to last year. This presentation was given to University Executive Board (UEB), which is a partnership between the SU and university executive leadership, so some internal work isn't included in the presentation.	
5.3	The officers shared the themes and a key point from each slide. They celebrated a few wins including officer involvement in the rent setting process, funding secured to expand the feedback fellows project, and confirmation that the injury support group would continue beyond the current officer's term. They also noted internal work, such as International Students' Week and wellbeing champions.	
5.4	Trustees RECEIVED and NOTED a verbal update from the officers on the UEB agreement; the full agreement has just been signed and will be shared in due course. The agreement gives each priority an executive lead, so a member of university staff is accountable. Progress is accountable to the Student Experience Committee. The agreement has progressed well since it began three years ago, and overall it is very positive.	
5.5	The UEB Agreement has since been released and is on the SU website.	
5.6	Trustees noted the success of the collective approach last year and asked whether the removal of free bus passes is open for negotiation. Officers understood student frustrations and confirmed this couldn't be renegotiated due to financial pressures. Officers are in talks to make sure a portion of the bus pass savings will be passed back to students. They are also looking at other options to minimize costs for student buses within Bristol, such as supporting the mayor's bid for free fares for under 21s.	

5.7	Trustees asked about barriers to the student guarantor scheme and the likelihood of it happening. The university has said there's no appetite so officers are working with the accommodation manager to negotiate with two companies who act as guarantors for students to get the best deal. The new Renters' Rights Bill brings positive changes. The current priority is moving the costs of guarantor schemes away from students.	
5.8	Trustees noted the officer updates item was discussed in the governance review. The item is about supporting the officers rather than scrutinizing their work to create positive changes for students. Trustees were asked to consider what this item could look like and how they can be of value.	
5.9	Trustees noted the item is useful for risk scanning. Supporting trans students and taking a strong stance is part of our responsibilities under Equality Act 2010 but we must assess our actions and balance how we serve all groups, especially being mindful of our charity status. Shades Chaudhary (SC) noted she was happy to support with framing and communicating this.	
5.10	ACTION: Trustees to think about officer priorities and their roles in risk scanning and feedback any suggestions to Suzanne Doyle (SD) before the next trustee meeting in January 2026.	
6	SMT Operational Report	BP/Director
6.1	Trustees RECEIVED and NOTED a verbal update from the Chief Exec. This was raised in the governance review and all members of SMT (Senior Management Team) are invited to the boards.	
6.2	Trustees RECEIVED and NOTED the SMT Operational Report included in the cover paper. Directors Thea Wright (TW), Paul Arnold (PA) and Christy O'Sullivan (CO'S) were in attendance for questions on the report.	
6.3	SMT consists of six roles across five directorates, two are student facing, two are central services and one is a combination. Directors have equal strategic responsibility across different sized teams. SMT meet once a week and also join department Heads of for management group every eight weeks. Heads of drive the day-to-day operations and will also be joining more trustee meetings. The SMT report aims to give trustees an idea of what's been going on and what's being prioritised, trustees were asked to see if these aligned with our strategic direction and if they feel anything needs more attention.	
6.4	Ben Pilling (BP) shared his reflections. It's an important period and sets the tone for the year, we're in a brilliant position with a great officer team working well together and with staff and the university. Staff often feel burnt out by this time, but this year it feels like staff have more energy, possibly because of the spread-out Welcome Week, good planning and an experienced officer team. The big challenge is associate membership changes. There is a good team ethic and motivating spirit across the organisation with staff eager to highlight and applaud each other's successes.	
6.5	The directors introduced themselves and shared highlights, challenges and opportunities in their directorate. TW highlighted the success of the new finance system, challenge of the backlog of management accounts, and opportunity of working with enterprise to access better data and hopefully increase profits. PA highlighted marketing's success in designing and delivering the new strategy in-house, data's success with the university data agreement, and enterprise's success with achieving over £1 million income for the first time. A challenge is the new Renters' Rights Bill's impact on Lettings, and an opportunity is working with officers on their priorities. CO'S highlighted the success of Give It A Go takeover day on the Friday of Welcome, challenges of noise complaints from Richmond Building residents which could lead to new opportunities or restrictions on activities, and the opportunity of taking on more space as it becomes available, including at TQ (Temple Quarter).	

6.6 6.7	<p>Trustees asked about the opportunities and risks of the Renters' Rights Bill. The risks largely come from landlords who are waiting to see what risks the Bill brings, some have already left the market. These are mostly smaller landlords and the team is trying to negotiate their property sales to bigger landlords we work with. Landlords will likely have longer tenancy breaks over summer as students ask for earlier exit clauses which may be a challenge. There is less financial security for landlords so it depends on the risks they're willing to take.</p> <p>Trustees were asked to think about the SMT report and how to get the most out of the item as it's the first time they've done it this way.</p>
7	Welcome Week Report
	RE/BP
7.1 7.2 7.3 7.4 7.5 7.6 7.7 7.8	<p>Trustees RECEIVED and NOTED the Welcome Week Review and Research & Insight team's Welcome Insights report. Rebecca Evans (RE) presented the Welcome Week Report but not the Welcome Insights Report so trustees were asked to send any questions on that to Cassie Agbehenu (CA).</p> <p>Trustees received a presentation from RE. Welcome Week went really well and key headlines were shared. It takes a real team effort to pull it off and stats show it's worth the staff time invested. Changes in key stats show we're a reactive organisation and students appreciate the changes. They looked at considerations for next year including two new campuses in Temple Quarter and Mumbai, and funding, costs and resources.</p> <p>Trustees asked for feedback or insights on university services running similar events to the SU over Welcome. We're really aware of this as many departments see our success and want to replicate it. This will likely keep increasing, so we need to centre ourselves as the best place for students to build their communities. This is about how we differentiate ourselves and share our objectives.</p> <p>Trustees asked whether the metrics were based on current student numbers. This is a question for the Research and Insights team but they have been working on getting granular data such as course, year and home status so it's likely representative of the whole student population.</p> <p>Trustees asked for reflections on the increase of international students' attendance. Some of this is due to better data collection, but a lot of work has been done to test the comms and language to make sure it's accessible to international students so they understand what the events are without the same cultural knowledge as home students.</p> <p>Trustees noted Postgraduate Researchers were the least satisfied group with a small sample and asked how feedback is collected. Previously, targeted questionnaires were sent out whereas this year everyone who attended any event was asked to fill out a short feedback form. The team is still seeing what works for postgraduates as they prefer postgraduate-focused events and it's harder to retain their interest after Welcome. They're a diverse group with lots of different responsibilities.</p> <p>Trustees asked if they'd consider advertising events on the Bristol Doctoral College website. The team is cautious about co-promoting as they used to co-promote with Global Lounge but students would get confused about who had organised the events. However, we could work with them to create a model that complements each other's offer, as well as with others like Global Lounge.</p> <p>Trustees noted the Saturday had limited commercial opportunities and asked whether more external partnerships and sponsorships could mitigate costs. This is the model we've chased but commercial income has become less certain as some brands feel a physical presence is less needed than a digital one. The Enterprise team had noted that fewer brands wanted to send staff on a Saturday.</p>

7.9	<p>It was noted that Welcome Fair is costly, risky and logistically difficult. The team is good at bringing in commercial bookings but costs outstrip income. It's also time intensive for staff. Securing the location is becoming more difficult and costly, whilst groups can sell memberships without Welcome Fair. The sustainability of our Welcome Fair model will need to be reviewed at some point.</p>	
STRATEGIC UPDATES AND GENERATIVE DISCUSSION		
8	Meeting Student Need in the Future	BP/RE
8.1	Trustees RECEIVED a presentation on Temple Quarter and an update on student numbers.	
8.2	RE outlined what TQ is and where its located, noting that it's quite far from the SU geographically. RE recently heard that c. 95% of students there will be international. The ground and first floor plans were shared to highlight relevant spaces, including the new SU Living Room with a mockup of the layout. It's important for us to brand the Living Room and make it clear it's an SU space. We're still figuring out some aspects, such as Housing and Academic Advice services running drop ins. We're hoping to push for a later closing time, especially to increase safety as there are already students living at Avon Point who say they don't feel safe at night.	
8.3	Student number predictions were shared. The university is hesitant to give updated predictions as they're cautious with recent policy changes, so the actual numbers may be lower although TQ will lead to a significant increase in students. The university won't be giving us more funding to cover services at TQ. Student numbers for the Mumbai Enterprise Campus aren't included, this is run by a separate entity and Bristol university is the academic controller, so the numbers sit outside but they are technically our students. We're not sure yet what our role is there.	
8.4	Trustees discussed the opportunities and challenges of meeting student needs. The first group discussed avoiding disparity for international students at TQ, enterprise opportunities, potential student group benefits and civic outreach opportunities, as well as challenges with TQ students engaging in sport without Wednesday afternoons off and what an SU could look like in Mumbai. The second group highlighted the challenge of ensuring equal experiences across different campuses, the opportunity to engage with other SUs in similar positions, and the legal and cultural challenges of having an SU in Mumbai. The third group highlighted the commercial opportunities of TQ but the challenge to international students who may not be able to engage with these due to visa rules.	
8.5	These conversations will continue over the year and trustees were asked to get in touch with BP if they wanted to discuss anything specific.	
9	Strategic Progress Updates	BP
9.1	Trustees RECEIVED and NOTED the Strategic Plans Paper which includes the Strategic Priorities 24-25 Final Report, the National Student Survey (NSS) 24-25 Report and the Strategy Action Plan 2025 – 2028.	
9.2	The three-year strategy was signed off in June last year and launched over summer. Trustees own the strategy and management group look at how to deliver it. They share updates with trustees and the action plan for the first year of the strategy was agreed by them.	

9.3	Reflections on the last year of the last strategy were shared. We have achieved a lot including things that seemed really difficult a few years ago, such as the collaborative relationship with UEB, having 30% election turnout and going above the NSS benchmark. These are important things that previously threatened our ability to work with the university and represent the student body. Many of the changes came about in the final year of the strategy and need continued attention as they can be easily lost, especially the relationship with the university and the SU's reputation.
9.4	Three key areas were highlighted: resourcing student needs at TQ, embedding part-time officer roles and supporting student group leaders. The latter hasn't started in the best way with the associate membership changes, but we still need to drive forward change to support them as best we can. This relationship is our priority for the next period.
9.5	Trustees asked what the main concern with TQ resourcing is. This is due to us having no extra money from the university to support this change, although no other departments have been given extra resource. We've recently done a lot of work to address workload and stress, and teams involved in TQ may feel these pressures again so there's a question of how much we can take away to move resource there. We may get to a point where we can push the university for more resource, especially if there are issues around student safety.

ASSURANCE AND COMPLIANCE

10	Key Documents	SD
10.1	<p>Trustees RECEIVED the following key documents:</p> <p>10.1.1 Board Rules and Terms of Reference – the Board Rules were created a few years ago and each year they need to come to the Board for approval. The Terms of Reference for both Committees were approved at the committee meetings in Oct 2025.</p> <p>10.1.2 Trustees noted that we may want to review these after our board composition work.</p> <p>10.1.3 DECISION: All 13 trustees APPROVED the Board Rules and Terms of Reference.</p> <p>10.1.4 Trustee Charter – we have had a trustee charter for the last few years and this is the version that last year's Trustee Board created. In the past we have discussed this at the Trustee Awayday but we didn't have time this year.</p> <p>10.1.5 This will be added to the bottom of the agenda going forward once approved.</p> <p>10.1.6 DECISION: All 13 trustees APPROVED the Trustee Charter.</p> <p>10.1.7 Trustee Board Forward Plan – this is the proposed trustee board forward plan, however there will be changes to this over the year as projects are identified to bring to the trustee board. The Chief Executive, Clerk and Co-Chairs are involved in planning the agendas and all trustees are welcome to add agenda items. Trustees should email Hannah Khan (HK) to add something to any of the agendas.</p> <p>10.1.8 Trustees asked if trans inclusion could be brought to the next meetings as it was discussed at both committees. Once we know the exact timings of the EHRC guidance we will see how it would tie into meetings and it will either go to committees or to board. We need to progress the changes to the staff policy now, this will happen in the next weeks. Trustees requested substantial time to discuss these when they come to the meetings.</p>	

10.1.9	DECISION: All 13 trustees APPROVED the Trustee Board Forward Plan.
10.1.10	Scheme of Delegation - This used to be called the Schedule of Delegation and after the Trustee Awayday some amendments have been made. The Scheme of Delegation explains the way in which the Trustee Board delegates its responsibilities and decisions.
10.1.11	There were no comments or questions.
10.1.12	DECISION: All 13 trustees APPROVED the Scheme of Delegation.

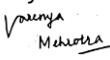
COMMITTEE UPDATES

11	People, Culture and EDI Committee	Chair - JY
11.1	Trustees RECEIVED an update from the People, Culture and EDI Committee on 15 Oct 2025 from Jessie Yeung (JY). There was lots of discussion around the Supreme Court ruling, this included approving the removal of a clause in the staff trans inclusion policy, noting we're still dedicated to promoting trans inclusion amongst our staff.	
11.2	Trustees NOTED the minutes and items which were discussed.	
11.3	Trustees checked the wording of the clause which was removed and were reassured that it was the right thing to do. It was noted those at FARG were asked to note they were satisfied with the legal guidance rather than saying they were happy to approve the removal as it is an emotional topic.	
11.4	<p>DECISION: All 13 trustees APPROVED the following, which P, C & EDI Committee approved and recommend to the full board for approval:</p> <ul style="list-style-type: none"> a) The minutes of P, C & EDI Committee on 15 May 2025 b) The removal of clause 7.1 in the Staff Trans Inclusion Policy given the legal implications (point 6.4 in the paper) c) The Staff Conflicts of Interest and Intimate Personal Relationships Policy (some amendments agreed at the meeting to be made) d) The Staff & Officer Protocol e) The Staff Code of Conduct f) The Staff Menstruation, Perimenopause and Menopause Policy g) SU Risk Register – People and EDI Risks (some amendments agreed at the meeting to be made) h) The Terms of Reference of P, C & EDI Committee i) The P, C & EDI Forward Plan 	

	j) To approve Lucinda Parr (LP) and Jessie Yeung (JY) to be Co-Chairs of P, C & EDI and the makeup of the committee is in the minutes. This was approved by the committee at Remuneration.	
11.5	Trustees RECEIVED and NOTED a verbal update on the Remuneration meeting on 4 Aug 2025 from JY. A paper was brought by Graham Atkinson to the committee and the recommendation was approved.	
12	FARG Committee	Chair – AA
12.1	Trustees RECEIVED an update from the FARG Committee on 22 Oct 2025 from Allan Allison (AA). There were some big topics, including a presentation from Greenbank with some concerns and discussion, trustees were asked to speak to Rebecca Miller (RM) if they wanted to be more involved. They also discussed the management accounts, the democracy report, and the Supreme Court ruling approach, and received an update on Associate Membership with dates now out for a potential Extraordinary Board following the Student Council vote on Thursday.	
12.2	Trustees NOTED the minutes and items which were discussed.	
12.3	<p>DECISION: All 13 trustees APPROVED the following, which FARG Committee approved and recommend to the full board for approval:</p> <ul style="list-style-type: none"> a) Kreeshi Shavdia (KS) and Allan Allison (AA) to be Co-Chairs of FARG and the makeup of the committee is in the minutes b) The Crypto-assets Policy c) SU Risk Register – Finance Risks d) The minutes of FARG Committee on 22 May 2025 e) The Terms of Reference of FARG Committee f) The FARG Forward Plan g) The Internal Audit Plan for 2025-2026 – Scoping for Data Protection h) SU Risk Register – Audit, Risk and Governance Risks 	
13	Life Membership Applications	BP
13.1	Trustees RECEIVED and DISCUSSED the Life Membership Applications Paper.	
13.2	Life Memberships are a type of associate membership and the recommendation for these applications is dependent on the Student Council vote. The SU used to offer this and hasn't sold a membership in the last 15 years. They're not often used but people with them do enquire occasionally. Four people applied when associate membership changes were announced and they were told the trustees would discuss their applications.	
13.3	The recommendation is that if associate membership is removed following Student Council then life membership applications should also be rejected, and if it isn't then we'll discuss it again.	

13.4	Trustees asked about the application process. Life Memberships cost an unspecified fee which in other organisations would be very high. The application only requires a short email. The individuals were told the applications would go to this meeting for discussion.	
13.5	Trustees asked about the general feeling of the Student Council vote. There has been increased interest since the motions were published in the last week, such as at Club Captains Forum. The team isn't sure which way the vote will go.	
13.6	DECISION: Trustees decided that whatever decision the board eventually comes to about Associate Membership will be applied to the Lifetime Membership applications that have been received.	
14	Chief Exec Objectives and PPA Paper	SH
14.1	Trustees RECEIVED and NOTED the Chief Exec Paper which covers Objectives 25 -26 and Personal Performance Appraisal (PPA) from a meeting in Jul 2025 Paper.	
14.2	The Chief Executive BP left the meeting.	
14.3	The paper outlines BP's objectives for the year ahead and his PPA held in July with three trustees. The board's role is to hold the Chief Exec and directors to account. Steph Harris (SH) meets with BP monthly in a supervisory role and trustees were reminded they can share any feedback with SH. Trustees were asked to note that while trustees have interacted with some of the more serious incidents across the SU in the last years, this hasn't happened in all cases. It was felt having a working group or supervising trustee for all these incidents would be a good way for trustees to have oversight and responsibility, as well as to support BP with dealing with them.	
15	For Info	Chair
15.1	Trustees RECEIVED and NOTED for info the dates of Student Council and Annual Members Meeting for 25/26. Student Council 1 – Thu 6 Nov 2025 5 – 8 (TBC) Student Council 2 – Thu 11 Dec 2025 5 – 8 (TBC) Annual Members Meeting (AMM) – Thu 19 Feb 2026 5 – 8 (TBC)	
16	AOB	All
16.1	Trustees asked for any links and agenda items in the cover paper to be included on the agenda as it makes it clearer to know how much time to set aside to read the documents.	
16.2	ACTION: Add both the cover papers and papers into the agendas for trustee board and the committees – SD/HK.	

Approved by Co-Chair: Varenya Mehrotra

Signed: 
Date: 18/12/2025

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 Your 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 Expenses Form