

MEETING OF THE BOARD OF HUU LIMITED
Held on 20 July 2017 at Canham Turner

Present: Stuart Ferguson (Trustee, Chair, SF); Simon Clements (Trustee, SC); Robin Gilchrist, (Trustee, RG); Gaius Powell (Trustee, GP); Osaro Otobo (President, OO); Salman Anwar (Education Officer, SA); Jennie Watts (Welfare & Community Officer, JW); Caitlin O'Neill (Sports Officer, CON); Jack Craig (Activities Officer, JC) Madeline Holden (Student Trustee, MH); Kathryn Sharman (Student Trustee, KS)

Attending: Jackie Berry, Chief Executive (CEO); Andy King, Commercial Services Director (CSD); Liz Pearce, Membership Services Director (MSD); Kevin Pearson, Finance & Resource Manager (FRM); Rachel Kirby, Marketing & Communications Manager (MCM); Stephen Willis, University CFO (UCFO); Emily Normington, Executive Support Co-ordinator (Minutes, ESC)

Review of Away Day

The Board reflected on the work done during the away day on Wednesday 19 July. CEO said MCM now has a good basis to use alongside input from the staff day for creating a vision; MCM added that before bringing the vision to the Board, it will be tested with staff and students in a workshop. CEO said the away day provided useful observations on how HUU activity fits with the mission, CEO will review how meeting papers can be clearly presented to trustees and how agendas can better align with the mission. Chair would like there to be more strategic discussion at the Board, with operational detail being presented at the sub-committees.

The Board agreed that reports would no longer be submitted by the Student Officer Team; their reports to Union Council will now be circulated to trustees. Action: ESC/OO

Apologies

Received from Andrew Paluszkiwicz (Student Trustee, AP); Rebekah Greaves (Student Trustee; RGr) and Kate Jude (HR Manager, HRM).

1 Minutes of last meeting

The minutes were approved as a correct record.

2 Matters arising from last meeting

The matters arising from the last meeting were noted as completed or on the agenda.

3 Formal Election to Sub-committees

The Board reviewed the membership of the Trustee Board, Finance, Audit & Risk Committee (FARC) and Appointments & Governance Development Committee (AGDC) for 2017-18. Since the circulation of papers it has been agreed that as President, OO will

be a member of both sub-committees. OO added her understanding of the finances will be beneficial as the building redevelopment progresses.

RG informed the Board that he has been invited to be an external non-executive director for a company being established by the University of Hull. RG said the company will employ graduates from the University and provide new opportunities. The Board did not feel this would be a conflict of interests and that RG could take on the role in addition to being a Trustee. SF asked the Board if there were any outstanding conflicts of interest to be declared; none were raised. SF requested that conflicts of interest is added to the agenda as a standing item. Action: ESC

The Board approved the amended membership of the Board and sub-committees for the next year.

4 Rate Your Union Survey & Student Engagement Workshop Rate Your Union Presentation

MCM presented the results of the Rate Your Union survey conducted in February 2017. MCM explained that there are 10 questions asked annually, this year there were new questions that were more strategic and some relating to the rebrand. MCM advised that some results have changed due to amended wording of questions or the addition of a 'don't know' response. MCM said the number of students who know they are a member of HUU has remained high; HUU perform well in this area compared to some benchmark students' unions. Student awareness of the student officer team also remained high. MCM also acknowledged the change to what students want from their union, with an increase in students wanting support from HUU.

MCM asked the Board if the questions should remain the same for 2018. RG said the survey asks some important questions and recommended reviewing how results can be improved. JW queried how students interpret their needs when asked 'do HUU meet your needs'; as it is unclear whether needs are met by support or commercial services. MCM confirmed that positive responses are linked to meeting the commercial needs of students, with more communication required for services. GP recommended introducing a scale of agreement or satisfaction to improve clarity of responses; CEO agreed responses should be standardised. UCFO queried whether focus groups will be held to further analyse the results; MCM said next year there will be more work done to understand responses and make improvements. The Board agreed to continue with these questions for Rate Your Union 2018.

MCM welcomed questions relating to the strategy; RG said these questions must link to the strategic conversations held elsewhere in the organisation. JW was interested in the number of students empowered to be involved with the community; UCFO queried how community is defined in the future with more on-campus accommodation. MCM said the definition of community can be explored at a focus group. Following earlier conversations, MH said the results validate the use of the word change in the mission, as a larger than expected proportion of students want to be involved in making change. GP said the community question could ask if students want to belong to a community, as not all will want to be included. MSD highlighted that 'belong' has been removed from the strategy due to the lack of definition; the preferred term is now 'a part of' due to the

stronger affiliation. UCFO advised that HUU has an important role in improving the feeling of belonging amongst students by supporting them.

RG asked if key questions could be compared against other students' unions to identify trends; MCM advised that there are no standard questions asked by all students' unions. CEO added that comparing results with other unions is a challenge due to being disaffiliated from NUS.

CEO hopes the Advice Centre moving to the first floor will improve visibility of support services and make them more accessible to students. UCFO said it is important that students are able to gain impartial advice from the students' union, as students often fear raising their academic issues with University staff. JW said prospective students on open days like support services such as the Advice Centre and Ask HU desk. MSD said it is emphasised that the Advice Centre are impartial and confidential, but there is no anonymity. Chair asked if HUU are engaging enough students digitally. UCFO questioned whether students can anonymously contact HUU; MCM said students often send message on social media. MSD advised that an online chat for the Advice Centre is currently being explored; JC suggested having an online chat facility where students can login but they remain anonymous during the chat. MSD added that students can access support off campus by using email or Skype.

SC said HUU need a greater presence across campus to complement the work of University staff in enhancing the student experience. MSD said her teams objectives are to improve presence around campus, including visits to the library and buildings on the West Campus. CEO added that the student officers are each assigned a faculty, it is hoped they can hold surgeries in their faculty hub and work closer with academic representatives.

Student Engagement Workshop

MCM explained that there is no clear definition for student engagement, a term which is often used by the University. MCM and MSD separated the Board into four groups and asked them to rate various levels of engagement with HUU on a scale.

Overall the Board agreed that the higher end of the scale reflected an increased amount of time and effort invested in HUU; in addition to trust, responsibility and leadership. RG asked the Board where on the scale efforts should be invested, as some lower level engaged students potentially have a wider reach than a higher level role such as student officer or student trustee. GP said the varied levels offer a choice of ways students can be involved in HUU; adding whichever level a student chooses to engage at means HUU is fulfilling its purpose. Chair noted that the scale misses out those who are not involved with HUU at any level.

KS said voluntary roles within the union, such as course rep, should be appreciated more and more support should be given to increasing the functionality of roles. KS added that HUU must be clear on ensuring volunteers understand their role and the skills they gain. JW said part of the mission should include celebrating the work currently done by students at the various levels. CEO added that course reps are now recognised in a newsletter showing what reps have achieved and their impact. MSD said that skills must be provided to enable students to move to higher levels; KS and JC agreed that if students

are aware of the roles on offer, they may be encouraged to move to a higher level of involvement. JW said students should not feel they need a set level of experience or involvement with HUU to take higher level involvement; MCM said clearer role descriptions would clarify that no experience or knowledge is required to run for a position. MH added that students who have not been involved previously should not be dismissed. RG believes focusing on levels 3 and 4 on the scale would automatically lead to an increase in involvement at level 5 or 6. CSD said transactional involvement is equally important, as it helps to achieve the higher levels; MCM reminded trustees of the importance of providing jobs for students. UCFO said HUU should consider why students engage at any level, there are some services that can only be offered by the students' union. UCFO said HUU should ensure all students are offered a platform where they can learn and voice their opinions in a physical or digital form. CEO confirmed that all staff have an engagement objective for their roles in 2017/18.

The Board agreed that focus should be improved on academic representation. Chair thanked MCM and MSD for the presentation and workshop.

5 Financial Performance Period 11 & Forecast

FRM presented the financial performance to the end of May 2017, which shows a surplus for commercial and charity. Sales continue to do well in retail and catering, with a slight increase in wet sales. FRM advised there has been a slight reduction of sales in period 12 due to the reopening of Canham Turner following refurbishment. KS asked if there will be a large impact on sales in September; FRM said budgets were not pushed for next year to account for the additional outlets on campus. UCFO said the varied offer available across campus should minimise impact.

Charity is better than budget due to underspends to membership services and student officers. RG asked why student officers underspend every year; CEO said some underspend was due to the President only serving for 6 months but believes officers could use more of their budget. RG would like the student officers to spend their budgets on improving engagement and supporting their objectives and campaigns; Chair added the funds must be spent wisely. JW said the officer budgets include the budgets for their zone; MSD said part-time officers have been involved in the budget setting process this year to ensure the funds are reflective of their aims for the year. FRM reminded the Board that student officers inherit their budgets from the previous team, but encouraged student officers to make any amends to their budgets as early in the year as possible. Whilst encouraging the student officer team to spend their budgets, Chair asked the team to consider the value of a campaign or spend and the outcomes they hope to achieve. CEO said changes to how objectives are set this year will allow officers to better consider use of budgets when liaising with marketing on campaigns. GP asked about the reallocation of funds to other activities half way through the year; FRM said the budgets will be aligned clearly to the mission.

Chair asked FRM if anything had been learnt this year which could be beneficial in future years; FRM said there are sensitivities with some areas of the budget, such as student numbers and commercial sales. FRM advised that capital investment would increase depreciation, which could become a deficit. FRM said the trends and graphs are included in the FARC papers, which are circulated to all trustees.

UCFO said it would be useful for the Board to be updated on the recently approved University budget. UCFO then highlighted the relevance of factors including student numbers and degree apprenticeships to HUU budgets.

6 Report from CEO & Senior Managers

CEO updated the Board on the recently approved redevelopment of Student Central. UCFO said the project will make physical and digital improvements to the building; adding the importance of prioritising the key areas during the development. CEO will be meeting with the University Director of Estates to clarify the process and timeline for the project; CEO will then identify an approach for including trustees, staff and students in the planning process and assess any additional support that may be required. UCFO added the project has the potential to be a good engagement opportunity with students.

CEO updated on interest so far in the External Trustee vacancy currently being advertised; over 20 people have requested information packs with 2 CVs received to date.

MSD has now recruited a Student Engagement Co-ordinator who will join the Student Voice & Opportunities Team (SVOT) in September; the role brings additional resource for engaging with students who may not visit Student Central.

HRM report was taken as read. RG thanked HRM for the Employee Engagement Survey presentation at the May meeting and would like a report on the work done since the survey to be on the agenda for a future meeting. GP said the staff day appeared to be a success and thanked HRM for her organisation of the event; GP asked if it would be possible for the Board to be updated on the outputs of the day. CEO added that it was good for staff to see awards presented by a trustee and thanked GP for attending.

MCM said all WelcomeFest material referred to in her report has now gone to print. KS asked what material is planned for returning students; MCM said a welcome box for second and third years would be in student houses when they move in. MCM and HullSTARS are jointly organising the distribution of boxes; some landlords have already agreed to be involved. MCM added that all returning students will be emailed over the summer to provide digital information for those who do not receive a box. JW asked if the same would apply to Post Graduate and Mature students; MCM advised they will receive information digitally. SC asked that trustees receive a WelcomeFest pack in the post. Action: ESC

MCM is liaising with University Marketing to create joint PR for students ahead of the incoming VC taking up her role. Chair said it is positive that the Student Officers and CEO will be an early part of the VC induction next month.

Chair asked MCM for an update on the restructure of the Marketing team; MCM said 38 applications were received for the two new roles. MCM added that candidates had marketing experience and were keen to make a difference to students.

FRM updated on the General Data Protection Regulations due to be implemented by May 2018. FRM said the University have indicated they may be able to share student data with HUU, however some changes to process may be made. FRM said a HUU Data Protection day will be held for staff in August, to understand the data we hold.

CEO said the strategy dashboard will be circulated to trustees monthly. The dashboard will be updated in line with the mission. CEO will continue to research strategy platforms. Chair reminded the Board that data presented in the dashboards should inform decisions.

7 Report from Finance, Audit & Risk Committee

CON presented the update from the FARC meeting on 6 July. The three big things from the meeting were an agreed CAPEX spend of a further £35k to invest in a futureproof EPOS system; a review of investments with Cazenove Capital Management and an update on the end of year accounts. The committee decided any increase to the strategic fund would be made following the period 4 results. FARC also received an update on the USS pension scheme.

The committee revisited the collective AU team deficit of around £30k; FARC agreed to help teams with a deficit and set regulations to ensure a positive financial position is maintained. RG asked when the item will be discussed by UEC; CON confirmed this would be taken to formal UEC on 15 August.

UCFO asked for an update on sponsorship for sports teams; CEO, MSD and CON are meeting this week to further discuss a potential deal with Mercure. CEO added that a deal would involve some funds and additional benefits such as use of facilities. CEO advised that an update on the deal would be given at the October meeting. Chair said it's positive that corporate partnerships are being explored.

RG thanked CON for a succinct FARC report to the Board, following her first meeting.

8 Health & Safety

CSD updated the Board on the health and safety statistics for the year to date. The number of reports relating to intoxication will be monitored; CSD said University Angels has now been launched and will help students around campus throughout WelcomeFest and on club nights. CSD said there were 40 intoxication incidents at End of Year Ball; 3 knives and 68 hip flasks were confiscated following searches on the night. Chair asked what action was taken against those carrying knives; CSD said the knives were confiscated and either returned to the owner the following day or destroyed.

A member of HUU staff broke their arm during sporting activity at the HUU staff day on 9 June; CSD said sport injuries are not RIDDOR reportable.

CEO said the HUU drugs policy is being reviewed following a recent incident at another students' union venue. CSD is reviewing how students caught in possession of or using drugs in HUU venues are dealt with; the outcome of the review will be presented to FARC. CSD said he will continue to request drug dogs from the police. SC asked if there has been a full review of the licence recently, CSD said the licence is regularly reviewed with advice from a solicitor. A full licence review has been undertaken following the Sanctuary refurbishment.

9 Any Other Business

OO said the Student Officer team are continuing their induction, they are meeting with members of HUU and University staff to provide context on their roles and objective

setting. JW said it is Hull Pride this weekend. RG congratulated OO on the HUU presentation to University Council on 6 July. CSD added thanks to JW for her handling of a recent meeting with local residents.

SC reminded trustees to utilise the trustee mentoring programme, which can be beneficial for external, student and student officer trustees.

SC thanked ESC for preparations made for the board away day and meeting; as well as the ongoing support and information.

10 3 Big Things

The committee agreed the three big things from the meeting were:

1. Trustees and SMT attended an all day workshop on the vision and mission for HUU. SMT will use the work done at the workshop and from the staff day to create a vision statement.
2. The Board participated in a workshop to define what engagement means to HUU. Following this workshop, the Board agreed that more focus was needed for the academic rep system.
3. The Board reviewed the positive financial performance to the end of Period 11. HUU were commended by the trustees and members of University Council for the money recovered following the fraud.

Next Meeting

19 October 2017, 10.30am