

MEETING OF THE BOARD OF HUU LIMITED
Held on 9 March 2017 at Student Central

Present: Trustees: Stuart Ferguson (Chair, SF), Simon Clements (SC), Robin Gilchrist (RG)
Student Officers: Matthew Thorneycroft, Vice-President Education (VPE); George Bainbridge, Vice-President Welfare & Community (VPWC); Amy Jackson, Vice-President Activities (VPA); Matt Bramall, Vice-President Sport (VPS); Simon Hernandez, Vice-President Scarborough (VPSc)
Student Trustees: Andrew Paluszkiwicz (AP); Osaro Ootobo (OO); Rebekah Greaves (RGr); Shannon Webb (SW)

Attending: Jackie Berry, Chief Executive (CEO); Andy King, Commercial Services Director (CSD); Liz Pearce, Membership Services Director (MSD); Kevin Pearson, Finance & Resource Manager (FRM); Kate Jude, HR Manager (HRM); Rachel Kirby, Marketing & Communications Manager (MCM); Stephen Willis, University CFO (UCFO), Emily Normington, Executive Support Co-ordinator (Minutes, ESC), Communications Manager (CM) and University Director of Information & Communication Technology (DICT) attended for part of the meeting.

Digital Strategy Presentation

John Hemingway (University Director of Information & Communication Technology) presented the University's digital strategy to the Board. DICT said the University have made significant investment in the digital provision on campus in the last 5 years; including the implementation of WiFi. DICT said the University must have a flexible digital approach to keep up with student expectation and needs and hope this ambition will be reflected in national sector league tables. Digital capabilities can be used to improve services across campus, including attendance monitoring and online assessments. The University recognise that students require a personalised and interactive digital experience, to reflect their course or skillset.

RG asked how HUU can work with the University to increase engagement around the digital strategy; DICT would like to work with HUU to ensure the strategy is inclusive and engaging for all users. UCFO said HUU can support the strategy by helping the University understand student requirements. VPSc believes digital engagement with postgraduate students who do not live on campus is important, and offered support with providing feedback on these issues. DICT said the University could improve digital aspects of the wider community in the future.

CEO asked how the University are using software such as Google Suite and working with secondary schools in the area to use technology younger students may expect. DICT said the University have continued to use Microsoft, to equip students with a broader range of skills to improve their employability.

Apologies

None received.

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.

4 **Financial Performance P6 & Forecast**

FRM updated on the financial performance to the end of period 6. HUUSL has made a surplus of £72k to the end of period 6. Retail continues to perform well; although wet sales continue to struggle. HUUL is better than budget to the end of period 6. Events continue to struggle, with some changes being made to the running of events, including the removal of the Saturday club night and closure of Sanctuary on a Sunday. There has been some negative feedback following Sunday closures, relating to students accessing meeting rooms; these issues have since been resolved. To date, CSD has received one complaint from an Infinity Card holder regarding the removal of the Saturday club night. CSD is hoping to run one event per month on a Friday night. AP said one off events keep students interested.

The positive risk is the funds to be received following the fraud; the police have confirmed that the first repayment of £248k will be made at the end of March. The budget setting process will start in March, FRM will then have a clearer idea of how the recovered funds will impact on reserves and this can be considered by the Board when the budget is presented for approval in May.

FRM has consulted FARC on the proposal to move to a 12 period year; split into 4, 4, 5 periods. FARC were comfortable with this change, FRM asked the Board for their approval on the proposals. RG added that FARC members and the external auditors responded positively to the proposed changes. The Board approved a move away from 13 periods to 12 per year.

5 **Strategy Work Update**

CEO welcomed the Board's feedback on the paper, outlining the ongoing work to HUU's strategy and KPI's. SMT have reviewed the objectives for 2017/18, which will be used as part of the budget setting process, to ensure staff can achieve their aims for the year. One of the key objectives for all staff members, is the need to work efficiently and effectively to save time and money.

VPA said the Officers had initially provided feedback to ensure the strategy work was based on student needs, this feedback has been considered. CEO advised that the next stage will be creating a visual dashboard to measure KPIs, with different measures of interest to students, trustees and staff. AP asked whether the measures could be accessed through Canvas for students; a table to show the results of fixtures and how sports teams are performing in national leagues may also be of interest to students. VPS said there must be a focus on communicating outcomes to students. SC suggested showing how money is spent on the activities and services provided to students. VPE said live information online could be a simple way of raising awareness of events and activity regularly.

AP queried whether there could be an anonymous feedback section, some students may be put off suggesting their ideas if they can be identified; VPA said a level of moderation must be maintained. VPE said the current Your Ideas scheme does not show surnames, AP and OO said the student ID number would be the best way of identifying students as it is more anonymous.

SF said students should be informed, but not receive too much information. RG would like the dashboard to quantify engagement and show a joint approach with the University to support the student experience. VPA has started a project to ensure University staff and Academic Support Tutors are aware of HUU activities and services, which could utilise the dashboard.

RG suggested using time after Board meetings for trustees and SMT to progress the strategy and KPIs; CEO agreed this could be beneficial to incoming Student Officers and Student Trustees. CEO and ESC to co-ordinate a strategy workshop in May. **Action: CEO/ESC**
CEO will bring a working dashboard to the May Board meeting. **Action: CEO**

6 Rebrand Update

CM presented the progress and findings from the rebrand project to date to the Board. The presentation included the research done by Redbrick with HUU staff and key stakeholders, including University staff and HUU trustees. Feedback from students will be released once the Rate Your Union survey results and responses have been analysed. CM advised that Redbrick were chosen for their experience of rebranding within the students' union sector.

RG queried whether HUU currently offers students the right services, asking the Board whether the rebrand will include understanding what services students would like HUU to offer; then carry out a gap analysis against other students' unions. CM said the project will carry out the research to highlight the gaps, which will then be addressed. MCM said the process for students' union rebrands is different, with the aim to raise awareness of the services we offer to students. MCM hopes to research other charity brands, to create an innovative new brand that is different to those used by students' unions. RG added that the new brand must be creative and work closer with the University and students to encompass the campus community. RG queried whether the brand timeline should be extended; CM and MCM said the brand would be best implemented by September 2017. It was agreed that work would progress as outlined; should more time be required, then the schedule could be reviewed; it was recognised how important this work was for HUU.

SF asked how the brand will link in with the University and wider community; CM said the University marketing team have been involved in the project, the University have recently refreshed their brand. UCFO queried whether the brand could be better promoted on campus; with HUU making better use of digital spaces on campus, such as within the student hubs to promote activities, services and events. MCM said the improved relationship with the University has given HUU more access to promotional space on campus. VPE raised concerns over student groups, including course reps and society members, not feeling like they are a part of HUU. Students must have a strong sense of belonging with HUU. RG said there must be a clear brand and strapline, to make HUU's purpose clear to students. SC added that visibility is crucial to building a new brand; the partnership with the University needs to be carefully considered within the rebrand.

VPS asked whether students have had a say on whether the name should include students' union; MCM said this would be considered at a later stage of the process, adding that a change in name could resolve the confusion. SW said HUU and the University are both considered to be part of the establishment. SF thanked CM for presenting the findings to date to the Board.

7 WelcomeFest Survey

CM presented the main elements of the WelcomeFest survey results. The survey was conducted during October, receiving 936 responses. As WelcomeFest reaches the end of its three year trial; the survey asked students whether WelcomeFest should continue in future years and included questions about City of Culture and the HUU rebrand. Students believed WelcomeFest should continue, as not all first year students relate to the term fresher. 90% of those surveyed believed HUU and the University were welcoming in September. There had been an increase in students knowing that HUU is run by elected officers, proving that additional profiling of the Student Officer team this year has been successful. Help and support, representation and entertainment were the top three free text responses to the

question, what do HUU do for you? 30% of respondents read the WelcomeFest newspaper, the WelcomeFest app proved successful, with a high number of downloads and positive satisfaction rates. CM recommended focusing on digital marketing in future years. CM advised that the University are keen to launch a week 0, to create a campus wide induction week. A project group for WelcomeFest has been set up with the University to co-ordinate the event and welcomed questions from the Board.

RG said the report was well written and congratulated the marketing team for their work on WelcomeFest. OO said WelcomeFest is an inclusive concept, adding that WelcomeFest Reloaded could have been better advertised. CM said WelcomeFest Reloaded has a smaller budget, with an increased focus on digital marketing following survey feedback. CEO said this could be considered when setting budgets for 2017/18. MCM said promotion for WelcomeFest Reloaded should start earlier, so students expect events in the same way they do in September. VPA suggested using societies and sports teams to promote events taking place during this week, as some did not realise there were fairs and events. MCM added that developing networks would be important, yet challenging.

VPS asked if there is any data showing what students would like from the Reloaded event, CM said focus groups could capture these ideas. VPE asked whether it was relevant and should continue; MCM said the decision was made to keep WelcomeFest Reloaded to give students another chance to join in with activities. SW and VPE added that some course start in January, mainly for international students.

CSD said the WelcomeFest branding creates a good atmosphere, but the change in focus of events restricts commercial sales. SF said marketing commercial events during WelcomeFest should be smarter, with material linked to commercial targets. VPE suggested reviewing the length of WelcomeFest, MCM said the first week was well received amongst students, with returning students appreciating the events and welcome. The WelcomeFest project working group will tailor events and services to groups of students or individual faculties. VPSc asked how well received mature and postgraduate student events have been in the last 3 years; CM said the events offering for these students will be developed alongside the Give it a Go programme.

CM said the app would continue, with discussions required over using a WelcomeFest or HUU mobile application. VPA supported the idea of having a HUU app, as it could be used to promote events across the year and remain on students' phones permanently. RG questioned whether HUU material could be circulated to applicants before WelcomeFest; MCM confirmed this happens. MSD added that WelcomeFest branding is used on open and applicant days.

The Board agreed to continue with the WelcomeFest branding and values.

8 **Relationship Agreement**

CEO asked the Board to note the relationship agreement and code of practice, which have been formally updated by CEO, President and the University Registrar & Secretary.

9 **Report from Student Officers**

VPE has removed one objective, as it is no longer relevant to students. In addition to objectives, VPE has been working on various projects which will be included in the handover to the next VPE.

VPWC is working on a joint project with VPSc to review the training and handover for Part-Time Officers; with the possibility of including a volunteer agreement to ensure volunteers fulfil the role they are elected to do.

VPA has added City of Culture as an objective, following ongoing work with the University's Culture Campus team to provide opportunities for students. SC queried why student room bookings have become an issue; VPE advised that there are fewer rooms available due to refurbishment works. VPA added that there have been issues with double booking rooms due to the new room booking system. VPA is starting a project to evaluate the usage of rooms on campus, to discover whether any further rooms could be offered to student groups.

VPS had a busy February planning and running events including Varsity. Unfortunately HUU did not win this year's event, but feedback from students has been positive, VPS will provide a more detailed report on Varsity at the next meeting. Sports teams are preparing to hold their AGMs, VPS is hoping to have staff attend AGMs and ensure financial details are covered during the meetings; similar to the way society AGMs are currently run. VPS hopes to ensure University partnership events are better co-ordinated with HUU, so staff can prepare for and promote events. SF asked if sports team committees receive financial training; VPS said historically, financial training has been given to Treasurers by VPS. VPS would like to organise an event for alumni to help train sports team committee members. MSD added that staff will be included in future training to ensure training is delivered consistently.

VPSc has added Part-Time Officer Training as an objective; each year training for these roles is delivered differently. VPSc hopes to create a standard training template for Student Officers to amend as necessary. The training would ensure volunteers knew about HUU and provide information on key operations such as budget management. VPSc will work with Part-Time Officers who currently sit on Union Council, to gain their thoughts and discover the problems facing volunteers. VPSc recently visited Manchester Metropolitan University to review their Part-Time Officer training and to visit their satellite campus, which will be closing. As part of the Scarborough transition, the final phase will focus on the Seaside Story, showcasing the 105 year history of the campus and the developments that have taken place during this time. There will be an open day exhibition in April, where some student bands will reunite to perform on the day.

10 Report from CEO & Senior Managers

CEO updated on progress of trustee recruitment. The successful candidate for the External Trustee vacancy has accepted the position; ESC will circulate their CV to Board members. CEO is hoping to appoint other candidates to sub-committees. **Action: ESC**
Student trustee interviews have taken place, two first year candidates will go to election in March.

SC queried how soon candidates appointed to sub-committees would be suitable to take up a trustee role; CEO said this will be reviewed later in the year. RG queried whether this approach would ensure a balanced skillset amongst External Trustees. CEO clarified that this would be reviewed by AGDC at their next meeting.

CEO advised that other students' unions would like to visit HUU to find out more about SPAR.

MSD said nominations have now opened for the elections. SF asked if there were many candidates, MSD advised that all positions are expected to be contested.

HRM will be reviewing the employee engagement survey results with staff at workshops in April; the findings will be presented at the May board meeting. Performance reviews must be completed by 17 March, HRM will update on the performance review scoring in May. A survey will be circulated to staff to gain their feedback on the review process. Last week the

consultation period started for staff in Scarborough. HRM has met with another benefits and rewards provider, work will now begin on the next steps. SC said People HR appears to have been successful so far; HRM said the system is cost effective and has received interest from other students' unions.

FRM is reviewing the possible legal issues that may arise regarding the sharing of student data, as part of the data protection changes taking effect in May 2018. FRM will keep the Board and FARC updated.

11 **Report from Finance, Audit & Risk Committee**

VPS updated the Board on the Finance, Audit & Risk Committee meeting on 16th February.

The committee approved a spend of £11k to lower the raised floor area of the shop, to make the shop accessible for all of our members; this will take place during the summer. Changes to the End of Year Ball (EOYB) were agreed, with the fun fair being removed due to works to the Wilberforce car park. The ticket price for EOYB was set at £29.99. FRM advised the committee that HUU are now in a formal dispute with HMRC over the tax issue raised at previous meetings. The committee confirmed that a crime insurance policy is now in place. Armstrong Watson will begin their regular auditing in March, to review HUU Homes.

12 **Report from Appointments & Governance Development Committee**

VPA provided an update on the Appointments & Governance Development Committee meeting on 2nd February.

The committee welcomed SF to his first meeting, where the main agenda item was the governance review. VPA advised that since the meeting, the decision was taken by the Student Officer team to not hold a second referendum; this decision was approved by Trustees via email. During elections, slating will be trialled to enable groups of students to run their campaigns together. The committee agreed that improving attendance at the AGM was a low priority for this year, but could be improved for 2018. The committee approved all of the Standing Order changes taken to Union Council in semester 1.

13 **Health & Safety Report**

SMT have agreed to centralise all health and safety training, HR will now be ensuring staff have completed all training.

FRM expects insurance premiums to increase due to increased activity on the insurance this year. The insurance company have provided a settlement of £14k for the water damage to the flooring in Sanctuary which will be repaired in summer 2017.

14 **Any Other Business**

CEO reminded trustees of the AGM taking place in the John McCarthy bar at 2pm.

Next Meeting

25 May 2017 at 10.30am