

**MEETING OF THE BOARD OF HUU LIMITED**  
**Held on 14 December 2017 at Student Central**

**Present:** Stuart Ferguson (Trustee, Chair, SF); Robin Gilchrist, (Trustee, RG); Osaro Otobo (President, OO); Salman Anwar (Education Officer, SA); Jennie Watts (Welfare & Community Officer, JW); Caitlin O'Neill (Sports Officer, CON); Andrew Paluszkiewicz (Student Trustee, AP); Madeline Holden (Student Trustee, MH)

**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); Kate Jude, HR Manager (HRM); Emily Normington, Executive Support Co-ordinator (Minutes, ESC)

Part of meeting: Professor Susan Lea, Vice-Chancellor, University of Hull (VC)

**Apologies**

Received from Simon Clements (Trustee, SC); Gaius Powell (Trustee, GP); Kathryn Sharman (Student Trustee, KS); Rebekah Greaves (Student Trustee, RGr) and Stephen Willis, University Chief Finance Officer (UCFO).

**Conflicts of Interest**

None raised.

**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 complete or on the agenda.

CEO advised that the Vision has been launched to staff using Christmas crackers; trustees and the University Leadership Team (ULT) will also receive crackers. MCM said feedback to date has been positive, with makeitcount.co.uk having 90 individual sessions since the launch.

**3 End of Year Accounts 2016/17**

FRM asked the board to approve the financial statements to 31<sup>st</sup> July 2017, the letter of representation and the proposed plans for the AGM in March 2018.

FRM advised a surplus for the HUU group overall of £666k, and a surplus of £115k on HUU Services. FARC discussed the financial statements in detail with the partner from Armstrong Watson at their last meeting. FRM noted the provision made of £40k for the ongoing potential VAT issue. Provision of £159k has also been made in recognition of the USS pension deficit, as recommended by the auditors. SF queried why the recommendation has been made; FRM said USS have been clearer with their guidelines. The management report details the work carried out by the auditors, with any issues raised in appendix C.

SF said the auditor's report is testament to the processes implemented and thanked FRM and the finance team on behalf of the Board. RG said Armstrong Watson understand the sector; CEO added that an auditor presence at FARC has been beneficial and provided additional context of HUU.

MCM said student media would be encouraged to attend and report on the AGM, with Union Councillors invited to attend the meeting.

The Board approved the financial statements for Hull University Union Ltd and Hull University Union Services Ltd to 31<sup>st</sup> July 2017 and the letter of representation. The Board also approved the proposed date and format of the AGM, to be held on 8<sup>th</sup> March 2018.

4 **Relationship Agreement & Code of Practice**

CEO summarised the annual review of the Relationship Agreement and Code of Practice for HUU and the University of Hull. The documents have been updated by CEO, President and the University Registrar, and formally noted by University Council. JW asked that future versions of the document use 'an individual' in place of he/she.

The Relationship Agreement and Code of Practice were formally noted by the Board.

5 **Terms of Reference Amends**

ESC explained the proposed amends to the FARC terms of reference to ensure meetings can remain quorate following a student trustee stepping down from the committee. The change to the terms of reference for AGDC was a change in title from Democracy & Governance Co-ordinator to Student Voice Manager. The amends were approved by the Board. CEO noted that Trustee Board quoracy will be reviewed by AGDC in February 2018.

6 **University Strategy Presentation by University Vice-Chancellor, Professor Susan Lea**

The VC thanked the Board for the opportunity to meet them. The VC said the University of Hull has a friendly, community feel due to being a single site campus; something which is not celebrated enough nationally. The VC recognised the substantial change that has taken place, noting that change has not always been communicated to staff and students as effectively as it might have been, acknowledging that such communication can be challenging in a large institution. The VC was clear that league table results and performance must improve, with challenges being addressed. The VC is keen to meet with students where possible, including postgraduate students, to understand their needs and improve the student experience. The VC also highlighted concerns regards retention and the attainment gap.

The VC highlighted NSS results as a key priority for the year ahead, adding that student satisfaction must be more consistent across all programmes. The VC is also keen to improve mental health and sexual violence support and awareness on campus; JW will be involved in progressing this project. Recruitment, academic outcomes and an improved programme portfolio will also be a priority, to make the University of Hull an innovative learning environment. The VC welcomed questions from the Board.

RG asked what the most important thing HUU can deliver to improve joint service quality for students is; the VC said NSS and academic representation is crucial. The VC attended academic representative training at the start of the trimester, recognising the fundamental role of reps in ensuring constructive feedback is received. The VC noted that additional work is required to continue to improve the relationship between academic reps and teaching staff.

OO asked how the collaboration between the University and HUU can be strengthened; the VC said the top level relationship with senior staff and student officers is positive, with further work required to ensure an effective relationship at all levels of the institution. MCM said non-academic staff relationships should also be an area for improvement.

MH asked how the University will communicate with students throughout their time at Hull; VC has worked with the student officer team to improve communications, with videos

improving engagement. VC said continuing to find impactful opportunities to maintain engagement with students is vital.

The VC asked the Board if there is anything they feel the VC and University should do differently; RG said Hull has strong strategic plans and investments, querying whether Hull can catch up with other institutions and raise funds through other methods. VC said the University must think innovatively to be a leader in the sector, as well as catching up in other areas. The VC said the financial portfolio of the University needs to diversify its income, particularly attracting postgraduate students. Degree apprenticeships should also be considered, to ensure the University has a clear offering which appeals to people in the region.

SA asked the VC for her view on two year degrees; the VC shared her experience of two year degrees at previous institutions, recognising that this type of course must be targeted at specific needs.

The Board thanked the VC for providing an insight into her vision for the University.

OO said the VC's commitment to engaging with students is encouraging. MCM said improvements in our communications with postgraduate students could play a key role. RG suggested sending a summary of ways in which HUU feels it can support the University with their ideas.

**Action: President/CEO**

7 **Brand Workshop**

MCM presented an overview of the visual brand since 2011; the board then engaged in a workshop with the Studio Manager and Marketing Co-ordinators to review initial mood boards and themes for the rebrand. Feedback on the mood boards from staff, managers and trustees will form research for the next stage of the rebrand.

8 **Financial Performance, Period 3 2017/18**

FRM presented the financial performance for Period 3, to 28<sup>th</sup> October 2017. Figures show a cumulative surplus of £90k for HUUSL. FRM advised that the shop continues to perform well, wet sales have increased due to a change in events; whilst catering sales are down following the reopening of Canham Turner.

HUUL is ahead of budget, with a deficit of £57k. Key changes within the charity are to the marketing budget following the additional work on the vision and rebrand, along with the use of Alterline for surveys. HR costs will also change due to CEO recruitment.

FRM will be reviewing the Period 4 results before Christmas, with a reforecast taking place in early 2018. RG queried when additional funds for the strategy would be reviewed; KP advised this would follow the reforecast.

SF asked if there is a plan in place to improve catering sales; CSD said collaborative working with the University is ongoing, with a joint loyalty initiative due to launch in 2018. CSD has also met with a hummus and pitta company to improve the offering on campus. MCM said social media has been improved, with daily hot specials being shared online.

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

Report taken as read.

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

Report taken as read.

11 **Report from Chief Executive & SMT**

SF queried whether objectives have been agreed for the alumni joint working group; CEO said objectives have been set and will be circulated to the Board. **Action: CEO**

RG asked when the strategy dashboard will be compared against targets; CEO said SMT have agreed departmental KPIs. These will feed into the overall dashboard to allow this comparison to be made.

MCM advised that the first Student Central consultation has taken place with students, sixth form students will be consulted in early 2018. RG thanked MCM and the marketing team for their work on the vision launch and website.

HRM noted that Kings College London shows twice on the CEO recruitment update, and should include Birmingham; Prospectus have also confirmed their intention to tender.

The initial pay data has been received from the consultant; SMT will review the data in January.

RG and the Board thanked FRM and the finance team for the significant progress on improving financial systems and control.

CSD provided an update on the EPOS, there will be one till system across campus, with a view to assigning a loyalty scheme to student and staff cards. Counter Solutions are the biggest cashless campus provider and offer a 1 second transaction time, which will help to reduce queues. The EPOS system will enable customers to register their card on an app and collect funds/points. The EPOS will be installed on 15<sup>th</sup> January 2018. CSD confirmed that ordering via an app will be implemented in Sanc, with the first year as a free trial.

12 **Health & Safety Report**

Report taken as read. CSD advised that the risk assessment project is ongoing, with testing being carried out in all departments to ensure risk assessments are accurate and fit for purpose. Amends and updates to risk assessments will be finalised by the end of January.

13 **CEO Recruitment & Interim Cover**

SF thanked CEO for her contribution to HUU since 2013. HRM has liaised with students' unions and the University to outline a CEO recruitment timeline. HRM also explained the tender process, with companies required to provide detail of the services they offer and associated costs; HRM will be involved in the process to reduce costs. OO noted that the University Registrar and CEO of Kings College London SU will be included on the panel for interviews in March.

14 **3 Big Things**

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

1. The Board approved and signed off the financial statements to 31<sup>st</sup> July 2017 and agreed arrangements for the AGM.
2. Vice-Chancellor, Professor Susan Lea met with the Board to share her key priorities for the University, since joining in August.
3. The Board approved the timeline for the CEO tender and recruitment process.

**Next Meeting**

Thursday 8 March 2018, 10.30am