

**MEETING OF THE BOARD OF HUU LIMITED**  
**Held on 13 OCTOBER 2016 at University House**

- Present: Trustees: Simon Clements (SC), Stuart Ferguson (SF), Robin Gilchrist (RG)  
Student Officers: Matt Evans (President); 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: Rebekah Greaves (RGr), Osaro Otobo (OO), Shannon Webb (SW), Andrew Paulszkiewicz (AP)
- Attending: Jackie Berry (CEO); Andy King, Commercial Services Director (CSD); Liz Pearce, Membership Services Director (MSD); Stephen Willis, University CFO (UCFO)
- Apologies: Kevin Pearson, Finance Manager (FM)

Apologies

Received from Kevin Pearson, Finance Manager (FM).

- 1 Minutes of last meeting  
The minutes were approved.
- 2 Matters arising from last meeting  
The matters arising from the last meeting were noted as completed or on the agenda.
- 3 Governance Review Presentation  
Tania Struetzel, Democracy & Governance Co-ordinator (TS) presented the HUU governance review proposals to the board; supporting the proposals with student feedback and research from visiting other student's unions to see their governance models. The proposed changes are to amend the Student Officer teams to include 4 Vice-Presidents who each represent a different faculty and a Union Affairs Officer. There would then be a student panel of randomly selected students to replace Union Council and ensure fairer student representation; along with 3 forums to replace the Academic, Activities and AU Council meetings. Accountability panels for Student Officer Teams are being trialled at other unions and could be implemented at a later date.

AP asked if there had been enough promotion of course and faculty rep positions to returning students, as in his first year, information was in the induction pack. TS advised that the roles have been promoted online and around campus, a by-elections video covered all roles. VPE added that feedback from first year students is positive, but communication needs to be maintained when welcoming back returning students.

RG asked how we would maintain the positive levels of international nominations seen in the 2016 by-elections if the governance review proposals were to be implemented. TS advised that the new structures would make it easier for all students to get involved; it is hoped this will increase diversity within Student Officer Teams and part time officer roles.

VPWC queried whether 25 students on the student panels would be enough, as Liverpool Guild currently use 50. TS said the student selection process would use more staff time, as they would need to invite students and follow up on attendance; the number of attendees would be reviewed after the first year. SF asked if HUU have the technology and staff in place to support the student panel process; TS advised that the website is being updated to make it easier to use and that extra money will be available following the closure of the Scarborough campus next summer. TS added that other unions have seen an increase in student engagement once new governance structures were introduced.

SC asked whether the Student Officer team support the proposed changes, President said the team would be discussing their views at the next UEC meeting to agree on a formal stance from the team.

AP asked the board if low engagement was due to the current structures or was more due to communication with students. TS said Officer teams have tried different ways of engaging with students, but engagement and turnout at elections is still low, which may reflect political apathy in the wider community. Students have advised through surveys and forums that the current governance structure does not work.

OO likes the proposed changes, but it needs to be made clear to students that sports and activities will still be a part of the process and will be more efficient with the new structures. VPA added that staff have raised questions over increased workloads and said the change should have minimal impact on staff. President said that AGD hope to remove the administrative side of Officer roles and allow knowledgeable staff to cover the admin. VPS agreed that the proposed changes need to be clearly communicated to students during the consultation. SW asked if the new forums would restrict attendance, ME advised that the new system would be more inclusive.

#### 4 Governance Review

The board agreed to call a referendum in December 2016 to propose changes to Student Officer roles following the governance timeline. TS received thanks for her work on the governance review and presentation.

#### 5 Building Development

President updated the board on changes to the CAPEX agreed at the last meeting to reflect a change in approach. President and CEO are working with the University to create a joint strategy for the building; which aims to look holistically at the offering to students and how the building and its services can be used effectively. The building approach will be considered in line with other changes on campus. SF said it was positive that the project would be joint and recommended that service delivery across campus and within the wider community is considered. CEO said there may be the opportunity to have some space within the proposed accommodation on the West Campus. It was agreed that there was also potential opportunity with the new faculty hubs being set up.

CEO said that the costs for the CAPEX agreed earlier in the year were higher than expected, but some priority works will be carried out in the next 12 months. The University Director of Estates (UDOE) has been positive about possible funding for refurbishment for example, the toilets. CEO asked the board for their views on which areas should be a priority. AP said the delayed works should be communicated to students, as some expected the building to have changed when they returned in September. CSD advised that new furniture has been added

to improve the atmosphere in the Clubhouse and Asylum. Investment had also been made with Asylum lighting, the Sanctuary kitchen and the Union Shop bakery.

AP asked if technology and charging ports within the building could be better located or be signposted, as students regularly ask in the Union shop if there is anywhere to charge phones when they've forgotten their chargers. CSD advised that EATS has 60 sockets. VPSc agreed with the paper but asked for a breakdown of CAPEX at the December board.

UCFO said it is important to consider the digital strategy in line with the building, which will soon be renamed 'Student Central'. The University would be keen to include HUU in the strategy and encourage use of digital University services. SF asked if we know where on campus students are ie the "hot spots" , UCFO said once attendance measuring begins, this information could be used to engage students.

SC asked the board if they would approve the proposals and suggested that the University Director of Estates presented at the December board. The board approved the proposals.

#### 6 Financial Performance Update

VPE presented the financial results for 2015/16 subject to audit, which show a provisional £46k surplus. UCFO asked the board how HUU can deal with what is next, CEO said this will link into the strategic work streams, which have been delayed due to various stakeholders being on annual leave.

RGr asked if monthly offers could be added to the infinity card to increase sales. CSD updated the board on the recent decision to extend the card to last 12 months from date of purchase; infinity card holders will also be eligible for two or three exclusive offers in each financial period.

AP suggested the idea of a 'man vs food' style challenge in Sanctuary, with nachos or burgers with an infinity card or HUU vouchers as a reward. CSD and Communications Manager will be reviewing promotion of events to students. CEO suggested that changing student trends mean more people want to pay on the door. CSD said this week more students have paid Asylum entry on the door. UCFO added that student registration numbers appear to be up by around 400 students, which is positive for the University and HUU.

VPS asked if issues with QR codes for returning students had been resolved, CSD said that these will improve as students get used to the new system. SW said some students were not happy with having to queue, CSD advised that there was no queue jump last year, but that entry was quicker this year due to the new entry system.

#### 7 HUU Strategic Plan Update

CEO updated on the changes to HUU's strategy, with input from SF to apply the theory of change to the strategy; the approach will now be more outcome focused. The strategy was shared with staff at the summer staff meeting, to get their views on the areas of activity. CEO, President and SF will be meeting to look at ways of bringing the strategic plan to life, CEO asked for the boards input on streaming outcomes whilst the strategy is evolving.

SF said the document is starting to feel like a live document; which will evolve and reviewed regularly. VPSc said it is good that the strategy is now a priority following other board issues

in recent years and asked if KPI's and a timeline will be set. CEO believes there is more work to be done before a timeline is agreed. President advised that the strategy and some services need to be looked at in line with University services. President is keen for staff to be involved in the strategy, so they can see where their roles fit in and how they can reflect this in their daily work. MSD said that the impact of sports and activities on mental health need to be taken into consideration.

RG would like to know how the strategy can be tested with current work; his view was that the governance review tested well against some of the key "branches" on the strategy tree; adding that the strategy document is already live. RG advised including more about alumni in the strategy. CEO agreed that the document is more fluid and enables a change in focus as appropriate. VPE believes the focus should be on academic representation, as this is part of a trend across the higher education sector and the governance review; with some other HUU services being reviewed as appropriate. VPA said some societies are academic focused and that other HUU activity needs to be considered alongside academic offerings.

CEO has been approached by York University Union CEO, to consider funding a review of the implications of changes to NSS on Student's Unions and their strategies; a review may enable the board to better understand the impact of NSS. If progressed, the CEO to bring to the board to show the impact of the NSS on the strategy.

SC summarised that the board agree with the updates to the strategy and appreciated the work done on the document so far. CEO to bring the updated strategy to the December board meeting.

**Action: CEO**

#### 8 Defined Contribution Pension Scheme

VPE updated the board on the decision made at Finance Audit & Risk Committee following the decision to no longer use the Universities Staff Superannuation Scheme (USS). The committee had agreed that it would be best to commission an external financial advisor to find an appropriate scheme, at a cost of around £2,000. The Board supported this decision.

#### 10 Student Officer Reports

VPSc and CEO highlighted that it's a challenging time for Scarborough, with long term University staff numbers decreasing weekly due to the voluntary leaver scheme. SC recognised the challenges and thanked VPSc for a well written, detailed report.

VPS updated the board on two objectives; results from AU fixtures were shown on the screens in Asylum for the first time this week, which has received positive feedback so far. The University have today advised that work on the hockey pitch, which were due to reopen next week has been delayed by two weeks. The Sports & Fitness Centre have communication plans in place to keep HUU and students updated. VPS is meeting with AU presidents and captains to explain the Tour decisions and enable them to make choices. SW said some sports clubs are concerned that no Tour arrangements have been made so far; VPS said that planning will begin now clubs are back. VPS has worked closely with the Tour Rep during the process and explained how changes to Tour will affect the role. VPS would like to see HUU more involved with the Hull City Football partnership, VPS has found out about recent events that require HUU or AU involvement at short notice. VPS would like to have a clearer plan of the expectations from HUU and how they fit into the partnership.

VPA is currently working with the University to resolve society issues with room bookings and finding suitable spaces for societies to meet. VPS asked if societies and sports teams would be considered in the wider plans to develop University House; President said student use of space will be reviewed.

AP thanked VPWC for his detailed and well written report.

VPE updated on the by-elections taking place this week, Faculty Reps will be elected for the 5 faculties and there will be 184 course reps. HYMS remains a vacant position, VPE and President are working on a joint project with York to review representation; VPS asked to be updated as some areas may link into HYMS sports teams.

President is involved in the Vice-Chancellor recruitment, all Officers will meet with recruitment consultants Veredus in the coming days. Veredus were chosen by the University for their inclusive approach to recruitment. The Officers have sent a letter to the Chief Returning Officer and National President of NUS calling for a national ballot to carry out an equality impact assessment ahead of the proposed NSS boycott.

SC said all reports were concise and relevant; RG thanked Officers for their briefing notes before his recent meeting with the University's alumni department.

#### 11 Chief Executive & Senior Management Team Reports

The detailed reports were taken as read and SMT gave updates. MSD said the student interns have been engaging with students to promote elections, a full elections report will be brought to a future meeting. MSD updated the board on media law training for the student media, the first session was well attended, with another scheduled for next week.

HRM updated the board on the NUS Employee Engagement survey for 2017, HUU can still take part in the survey despite disaffiliating from NUS in December. This will be the third year HUU have taken part in the national survey. SC said it is good that HUU Homes numbers are up in the FM report, before suggesting that the strategic review of HUU Homes commissioned at a previous meeting takes place soon.

VPE thanked SMT for the level of detail in their reports and for keeping Officers updated with their projects between meetings.

The board thanked HUU Officers and staff for how the fraud announcement was handled; SC suggested that a 3 monthly update letter is sent to the Crown Prosecution Service in relation to regaining missing funds.

#### 12 Report from Finance, Audit & Risk Committee

VPE updated on the Finance, Audit & Risk Committee (FARC) from 5 October, which covered some earlier items on the board agenda. The committee agreed that RG and VPE would be involved in the panel to select a new supplier for the commercial services, following HUU's disaffiliation from NUS. CSD hopes to finalise the new supplier details at FARC in January.

The internal audit process is being reviewed, FM was actioned by the committee to get more information from Armstrong Watson about their internal audit offering. FARC agreed to extend the Business Interruption cover supplied by Endsleigh from 18 to 24 months, at an additional cost of £342.

The committee discussed declining wet sales and actioned CSD to bring hot topics to future meetings and keep the committee updated with any areas for concern.

FM brought an updated risk register to the FARC meeting, many high or medium risks have been reduced due to the implementation of a new financial framework. RG added that feedback following the external audit so far has been positive; an Armstrong Watson auditor

has agreed to be a non-voting member on the committee. SC thanked FM and Finance, Audit & Risk committee members for the level of detail documented.

The Trustee Board agreed to adopt the Financial Framework which had been proposed by the FARC Committee.

13 Report from Appointments & Governance Development Committee

SC updated the board on the Appointments & Governance Development Committee meeting on 8 September. The committee discussed the detail of the governance review and agreed that President would chair future meetings as he is closer to the regular issues.

14 Health & Safety Report

The board had no queries for the health and safety report.

Any Other Business

SF asked if any progress had been made with recruitment for an external trustee; CEO advised that the recruitment process has been agreed, with a focus on finding a trustee with a marketing and communication background. Recruitment has been delayed due to changes in staff, but CEO hopes to have appointed an external trustee by the end of 2016.

Next Meeting

15 December 2016 at 10.30am