

University of Derby Students' Union

Trustee Board Summary Sheet

Agenda Reference:	TB/2022/
Title of Report:	Minutes of the last meeting – 02.11.2021
Written By:	Sally Cunningham – HR & Admin Manager
Presented By:	Chris Hughes, Chair
Action Requested:	Approval

Trustee Board Meeting

Tuesday 2nd November 2021– 5 p.m. Via Microsoft Teams

IN ATTENDANCE:

Chris Hughes (CH)

Chair

Trustee Board:

Joseph Webster (JW)

Student Trustee

Matthew LeDoux-Deakin (ML-D)

Student Trustee

Nicola Hartley (NH)

External Trustee

Officer Trustees:

Jack Tymon (JT)

President

Beth Baxtrem (BB)

VP Activities

Nina Cupric (NC)

VP Education

Owen Marques (OM)

VP Welfare

Union of Students:

Vicky Hossack (VH)

Chief Executive

Martin Beaumont (MB)

Head of Operations

Suzy Stevenson (SS)

Head of Membership

Heather Gunn (HG)

Marketing, Brand and Partnerships Manager

Jen Allam (JA)

Peer Assisted Learning (PAL) Coordinator

Sally Cunningham

HR & Admin Manager (Minutes)

APOLOGIES:

Michael Spencer

External Trustee

Tony Atherton

External Trustee

Steve Taylor

Finance Manager

Absent:

No one

1. Welcome and Apologies - CH

Chair welcomed all to this meeting. Duly noting we are a Company Limited by Guarantee and a Charity.

Apologies / absentees are noted.

2. Peer Assisted Learning (PAL)– JA

Presentation

An informative presentation delivered by Jen Allam - PAL Coordinator, covering the following,

- An explanation of what PAL is and how the scheme works
- Examples of engagement
- Example of a training session
- Wellbeing tips and support
- 2020/21 overview of the highlights, including a summary of the end of year survey data
- Auto Enrolment
- University recognition scheme and the skills enhanced

Additional comments/clarification/recommendations:

- As we have grown in our funding for PAL it is refreshing to see the University are realising the value of this scheme.
- Academic buy in is still something that the Union are working towards, particularly the hard-to-reach areas.
- The Union report back to the University's task group and so far, they are very impressed by what we have achieved. There is still a challenge for us to demonstrate the impact of retention on retention and progression rates of students.
- Look After Your Mate training is not only a benefit to the students but also as a support mechanism and development opportunity for the PAL Leaders themselves, we will definitely continue with this.

The Board thanked JA for a positive presentation showcasing the work achieved so far, the Board particularly look forward to seeing that impact of progression and achievement in the future.

The Board **received** the Peer Assisted Learning (PAL) presentation
JA left the meeting at 5:20 pm.

3. To approve the minutes of the Board Meeting held on 06.07.21

TB/2021/029

Minutes from the last meeting *agreed* as a true and accurate record.

4. Matters arising from: 06.07.21

*Once further information has been sought resulting from conversations today the Board to approve Market Research company via email – to appoint in time for September – data completed with reports by the end of January 2022 – **completed.***

*To look at getting messages across to prospective students and local businesses in terms of the Impact Report – **completed** – forming a strong baseline for our conversations as part of the Marketing Derby Bond Holder Group, particularly as we look ahead to forming new profitable partnerships.*

FOR DECISION**5. Annual Trustees Report & Draft Accounts - VH**

TB/2021/030

Annual Trustees Report

The report and text are there for comments from the Board and if there is anything additional members would like to see within the report.

Additional comments/clarification/recommendations:

- In terms of key achievements, they are all Covid related and that is very much what formed the starting point of the Impact Report for last year.
- What the Auditors may come back with is the same as last year – the Going Concern statement with less emphasis on Covid in the report that was there previously, this is because of the large surplus we posted and the reduced overall, financial impact.

Final Management Accounts (Draft) – 2020/21 Actual-Forecast “Bridge”

These are for information and are not the same as the Audited Accounts, Trustees who attend the Audit and Risk Sub Committee have already looked over these in some detail.

Summary: Operating results. Income summary 12 Months to 31 July 2021

	Forecast £000s	Actual £000s	Variance £000s
Grant + JRS	1,063.3	1,089.2	25.9
Core/Support	52.1	49.5	(2.6)
Venues	118.9	188.8	69.9
Retail	111.6	159.0	47.4
TOTAL	1,345.9	1,486.5	140.6

Net Surplus/(Deficit) 12 Months to 31 July 2021

	Forecast £000s	Actual £000s	Variance £000s
Core/Support	145.4	161.6	16.2
Venues	(42.3)	(25.2)	17.1
Retail	(60.4)	(27.2)	33.2
TOTAL	42.7	109.2	66.5

“Bridge” comments (highlight major components of £66k gain)

Marketing – [Redacted]

Overheads - [Redacted]

HRA - £3k overspend on staff development (Lime Culture course TW/ET)

Welfare - £3k income recovered for 2019/20 Buxton living room refurb.

Activities - £9k reverse accrued 19/20 costs Nuffield

Commercials

Academy – [Redacted]

Blends - University catering extended subsidy [Redacted] Jun-July. Turnover-driven Margin deficit [Redacted]

Friargate - University catering extended subsidy [Redacted] Jun-July

Trailer – University Trailer funding [Redacted]. Trailer spend £25k

Keddies – £8.4k write-back University rates provision Jun-Aug 2019/20. Turnover-driven Margin gain £9.5k. University catering extended subsidy [Redacted] Jun-July. Retros gain NUS £7k

SUMMARY – I & E	£'000
Forecast (February)	42.7
UoD catering subsidy	32.0
2019/20 write-back provs	17.4
NUS Retros	9.8
Marketing deferred recruit't	11.0
Holiday pay prov	(14.2)
Other +/-	10.5
<u>Final Accounts</u>	<u>109.2</u>

Additional comments/clarification/recommendations:

- We presented the Draft Year End Accounts at the Audit and Risk Subcommittee meeting held in September, noting the larger than expected surplus, the main focus of the discussion. One of the challenges put to us by the University's Deputy Director of Finance was why were the Union so adrift and so far ahead of the last reforecast (that was completed in March)? The University have continued to support the Union through the Block Grant last year and also provided a large subsidy for our Commercial activities, rightly so they were questioning the large surplus we posted and the need for that cash to be released from the University. In terms of the Bridge paper, it was a request that our Finance Manager prepared in more detail as to why we posted a difference between our last reforecast and the final draft accounts, and that is what is included within this paper.

Chair commented on a great performance from the Union, realising there has been assistance in terms of the Furlough scheme and the University, nevertheless we now have this coming year where we expect a deficit budget in order to get our activities back up and running to full capacity.

The Board duly **approve** Annual Trustees Report & Draft Accounts

6. Bean Street Proposal - MB

TB/2021/031

We know some of the options to expand to other sites have been limited over previous years, particularly Markeaton Steet and Britannia Mill where we have struggled to increase our student engagement both commercially and in terms of a more generic Union presence.

A small proposal was put forward a few years ago for a coffee provision, at that point the University went with Aramark, this was framed around protecting the Union from losses due to the uncertainty around that space. However, Aramark no longer operate a coffee provision, because they did not see the point in offering two coffee provisions, so they made the decision not to reopen.

The Bean Street proposal put forward is for the Union to start operating in that space, and is supported by the University, however this is a slightly different approach to previous years, due to the uncertainty around what that space will look like in the long term. The University are putting together a project to extend Markeaton Street by building a large atrium and when that happens the space we were looking at would become redundant, hence the paper today requesting approximately £11,200 to deliver a coffee provision from a mobile trailer that will be based indoors but can be turned into a different provision that will protect the investment.

The numbers within Year One and Year Two are based around OFGS and the footfall we see, the Union believes this is a good indication of what trade levels would look like. However, they could be deemed as conservative as footfall starts to pick back up, but we are confident with Year One predictions, whereas Year two is slightly more cautious, as we are unsure of what student numbers will return.

Additional comments/clarification/recommendations:

- The trailer is well kitted out, the deciding factor is whether the machines are run on a 'free loan' or if they are purchased by the Union, this will become clear in due course.
- It is clear from student feedback that Officer and Union presence at different sites has always been a priority over the years. Recent student feedback is one of the reasons students do not engage is the lack of visibility at Markeaton Steet, this proposal would definitely support the Union under those terms.
- We are able to purchase electric goods such a griddle - should there be a need to offer a different provision in the future.

The Board duly **approve** Bean Street Proposal

7. Officer Pay Benchmarking – VH

TB/2021/032

Trustees are aware of the significant piece of work that we carried out to look at staff pay over the last six months, however we did not consider Officer pay and the changes Officer pay may have gone through regionally and nationally in the time we were carrying out that project.

Since this pay benchmarking work, NUS published a report on pay benchmarking that sampled a huge proportion of Student Unions. The report is helpful firstly to give the Union assurance that the averages we used to set our pay bands to move forward with are accurate. With a point recorded that the National Living Wage increases mean that our assistant band (the lowest band in the organisation), will be subject to a large cost of living increase in April 2022.

The report revealed interesting data around Officer pay and looking at the averages of our regional counterparts in the Midlands and other Post 92 University's, we found there was a discrepancy between our Officer pay at Derby and that of those Officers elsewhere.

8. Remuneration of Officers Trustees – NC

TB/2021/033

The paper has come about through conversations with the Officer team at Derby as well as external Officers around what Unions would do following a resignation from an Officer Trustee. We looked in depth at what our workload would be and, in balancing people's time, the average increase per month equates to an average of 4.8 hours per month.

CLOSED SESSION CALLED – BB, JT, NC & OM STEPPED OUT OF THE MEETING.

Additional comments/clarification/recommendations on Item 7 and 8:

- The principle in paying an additional allowance in order to cover a role that is not going to be filled is appropriate. In order to make that effective there needs to be absolute clarity across the Officers of who is taking on what element of the role, so that nothing gets missed. The danger of not replacing someone like for like is you can miss that figure head.
- Full agreement of maintaining clarity in terms of who is taking on what and what the expectations are, to ensure the remaining Officers do not become overwhelmed, particularly with VH leaving the Union – the wellbeing of the Officers will sit with the Board.
- Concern in the actual number of hours per week an Officer currently does, and the additional hours that this will entail – again a wellbeing issue.
- In addition to the Officers picking up parts of the Presidents role, we have some Student Officers who will be paid to pick up some of those hours to share the additional duties, should this become necessary.
- ML-D and JW have offered ongoing support for the Officers.
- The Officers are keen for this to be an acknowledgement that they have taken on some additional duties - all are confident they can manage those within their 37 contracted hours per week. There have been no concerns raised that this is not possible, and the Union will continue to review this situation by ensuring there is support for them on an ongoing basis.
- A query as to the implications of Trustees requesting further remuneration from the charity was posed but trustees were satisfied that the request being made is transparent.

- There is so many hours in a day that anyone can work effectively, it is for the Senior Leaders of the Union to work with the Officers and if it becomes too much work other people or students will need to step in.
- As a Board we need to show a commitment to our Officer Trustees and to appreciate that extra responsibility which they are taking on.

Proposal from the Chair:

As recognition from the Board of the extra responsibilities the Officer Trustees will be taking on to grant each a bonus of £500.00 to be paid as a lump sum in December. Trustees to also approve the cost of living increase as per Item 7 recommendation.

The Board duly **approve** the Chair’s proposal for additional remuneration and cost of living increase for the Officer Trustees

CLOSED SESSION ENDED BB, JT, NC & OM RETURNED TO THE MEETING

Chair reiterated for the Officers the discussion points raised – Officer Trustees agree and thanked the Board.

FOR NOTING

9. Freshers Commercial Review - MB

TB/2021/034

Thanks, issued to the commercial team for the effort and work that was put in and to the marketing team in terms of sponsorship and store holders. This year’s Freshers’ activity was a huge success, and the initial financial results show that the event ran at a profit of over £4,500.

Due to the refurbishment of the Bar we decided to work with the promoters Stonegate Ltd and Mukky Duck to deliver all of our external Freshers activities this year. This meant that we could focus on improving the delivery of the Freshers Village.

The income figures show commercially we are performing above expectations for the month ending September, some of this was down to negotiating the subsidy from the University until the end of August, alongside the Unions Retail Manager securing the sale to the University of 1,000 Hoodies that income figure shows for August and September.

As of October, Blends is the only outlet performing parallel to expectations, we are continuing to see some close record-breaking performing days. However, in Retail we are currently seeing Keddies approximately 25% down on expectations. Markeaton Street is running slightly better verses expectations, with OFGS running marginally behind.

The main challenge is that early discussions with the University gave us confidence that 100% of students were returning to campus, however student recruitment numbers are down together with University professional staff now working from home 3 – 4 days a week that looks like that will be the norm moving forward. It is this that is having the biggest impact on the Unions commercial performance and is something we did not factor in within the budget process. During the reforecasting process we will be looking at approximately £25k off the bottom line in Keddies.

The reality is over the next two to four years - unless we start opening some new significant commercial outlets, we are going to see our profit levels fall and, we are either going to have to make

cuts within commercial areas and elsewhere in the organisation or approach the University to request additional resources as part of the Block Grant – which is unlikely given their financial circumstances. A meeting will be held shortly with the University where a discussion will be around subsidy where we will seek to learn if Aramark are being given a subsidy, and whether there is the potential for the Union to take over University outlets. The rising cost of the NMW and NLW will also have a major impact in terms of student staff wages.

Additional comments/clarification/recommendations:

- Currently the University in Phase 1 of their approach to hybrid working and are very much encouraging a greater extent to working from home, this is because their office space is still being used for some teaching. Hybrid working is popular amongst staff, and we can see the University continuing with that approach.
- The reforecasting exercise will be complete and ready to be shared with Trustees at the Audit and Risk meeting in December and will be shared with the wider Board by email. Alongside the reforecast process we are very conscious a new CEO will be in place in the New Year, and we are working actively now to plan ahead so that problem will not be passed on for that person to solve.
- The University are now seeking to understand what we can provide and looking for us to give them a solution to some catering challenges. That is testament to MB’s relationship with University Estates and the wider Union in terms of our positioning that we have gone through over the Covid period.
- In one outlet Aramark is currently seeing a 50% – 60% reduction on pre Covid trade.
- Bar refurbishments are starting on 15th November, due for completion around 8th February 2022. We will certainly see an improvement for student engagement through events that we will be able to deliver throughout the year.

Recognition given to the staff at Blends for providing an excellent service they give to customers, as well as being a great team of advocates for the Union. It is worth remembering it is about balancing profit and providing a great service – to which this team have accomplished.

The Board duly *note* Freshers Commercial Review

10. Finance Update (September) – VH

TB/2021/035

Summary: Operating results. Income summary 2 Months to 30 Sept 2021

	Budget £000s	Actual £000s	Variance £000s
Grant + JRS	171.5	168.1	(3.4)
Core/Support	41.1	24.1	(17.0)
Venues	78.2	72.5	(5.7)

Retail	94.9	71.3	(23.6)
TOTAL	385.8	336.0	(49.8)

Net Surplus/(Deficit) 2 Months to 30 Sept 2021

	Budget £000s	Actual £000s	Variance £000s
Core/Support	(7.2)	15.3	22.5
Venues	6.2	6.0	(0.2)
Retail	(1.0)	3.5	4.5
TOTAL	(2.0)	24.8	26.8

Key variances to Operating Budget

Marketing – [Redacted]

Overheads – [Redacted]

HRA - £2.2k CEO recruitment costs, not budgeted

Societies - Salary savings £2.8k

Welfare - Salary savings £4.6k

Democracy – Salary/wages savings £6k, PAL income £5k carry forward (prior year) not budgeted.

Activities - £10k adverse kit income, not received yet (timing only), but offset by favourable kit costs £7.4k

Commercials:

Academy – Freshers set up costs £4k

Blends – Turnover driven margin deficit £7.5k - University catering extended subsidy £4k Aug

Friargate - University catering extended subsidy **[Redacted]**

Keddies –University catering extended subsidy **[Redacted]**

Balance Sheet

Cash - Bank position shows a positive movement by £197k during the period to £1.3m bank balance, drivers being mainly an increase in creditors (£200k), including the upfront University project funding for year of £101k, net income and increased freshers' activity.

Trade Debtors – Balance at £12.8k, UoD balance £1.8k

Other Debtors – Mainly prepayments – September accrued CJRS income £2.7k, NUS affiliation fees £18k, Keddiess rent (2 months) £5.5k, University 60% contribution Sports Centre £2.8k, MSL Licence £8.3k, Fresher's wristband/hoodies income accrual (Radar Leisure Tech) £26.2k.

Trade Creditors – Balance £128.6k, UoD balance £10.6.

Other Creditors – Accrued costs – holiday pay £14.2k, 'hoodies' income £12.3k, Team sports kit income £10k, Project income (incl PAL) £84k, audit £9.6k, PO commitment £21.6k.

Preferential creditors – PAYE/NIC/Pension £23.5k and Apr.'20 VAT £4k Covid deferment to March-Dec '21 (instalments), 4-weekly wages (Sept) £7.7k.

Other creditors - VAT catering challenge provision £42.6k

Additional comments/clarification/recommendations:
None raised.

The Board duly **note** Finance Update (September)

11. Union KPI Q1 Update – SS/HG

To follow

Everything is tracking well and is in progress as we would expect in quarter 1.

Additional comments/clarification/recommendations:
None raised.

The Board duly **note** Union KPI Q1 Update

12. CEO Report & Recruitment Update – VH

TB/2021/036

Additional comments/clarification/recommendations:
None raised.

The Board duly **note** CEO Report & Recruitment Update

MB left the meeting at 6:30 pm

13. Officer Scrutiny Reports – All Officers

TB/2021/037

Main highlights from Officer Reports:

JT – President

Look After Your Mate training will continue, as it provides a good base level of understanding around what the Union Advice service offers and how students can safeguard themselves and others against any risk they may face.

Sanitary products available in all ladies' toilets has been a huge success.

NC – VP Education

Completed all activity that was planned for student support week.

Currently experience a lower engagement with our Student Reps – this is now a priority and being worked on with the Student Voice team.

BB – VP Activities

We are now able to offer Mental Health in Sport training for Sports and Society members. The Mental Health First Aid training has been confirmed for the end of November.

Completed a role description for an Inclusivity Rep, presented to the Sports Council members for any amendments.

OM – VP Welfare

Looking to increasing access to mental health support. Exploring students-supporting-students to pursue a more direct approach in terms of assistance with existing services that are available.

Maintaining inclusive environments within Clubs and Societies that will tie in with the new Inclusivity Rep role. Inclusivity audits will be available with support from our Advice service.

Additional comments/clarification/recommendations:

- Sports Council are pushing the Wednesday Sports Fixtures to encourage student engagement and are posted weekly. 'Blorange' Wednesday hosted by Men's Rugby will be on campus tomorrow as part of RAG Week. The Campus Kitchen is situated at the Sports Centre every Wednesday. Looking at a dedicated Sports Media role within the Sports and Societies Council.
- Girls Night In club boycott - VH has met with University contacts and the Community Safety Officer at Derby City Council where the focus is on student safety on nights out in the city centre. Our Officers have been invited to shadow the Safety Officers and the local Police Licensing Officer to observe the additional measures they are putting in place. They are introducing a Charter for Venues to sign up to, this will look at raising the standards of venues security and safety measures that are currently in place in the city centre, to try and regulate and build a culture in Derby, the Union will have opportunities to feed into those.

The Board duly **note** Officer Scrutiny Reports

14. Any Other Business – CH

JT - final reflections – felt a little unsure when first came into the role as President, particularly with three other Officer Trustees who were extremely engaged, good at their roles and keen advocates for the students and the Union. The four Officers together make a great working environment and getting to spend time with the team and the students makes it worthwhile.

Chair - thanked JT for all he has done and wishes him all the best going forward in his future career in radio.

NC – thanked JT for his amazing contribution to the role who in just four months brought an enthusiastic approach to the Union that has shone through. Paying thanks to VH for all her support over the last year, noting the Union will miss both VH and JT.

Meeting ended at 6:55 pm.

Date of next meeting – Monday 24th January - 3:00 pm for the Strategic Plan Workshop Feedback - Trustee Board Meeting to follow at 5:00 pm. Kedleston Road - Room TBC.

Trustee Board Meeting Action Summary 02.11.2021 – no actions raised

No	ACTION	ACTION OWNER	DUE DATE	STATUS OF THIS ACTION

COMPLETED **OVERDUE** **OUTSTANDING** **ONGOING**

DRAFT