

# DSU Board of Trustees Minutes

Meeting Two of the academic year 2022-23

Tuesday 7<sup>th</sup> March 2023 / Adam Redfern Board Room / Microsoft Teams

Members	Initials	Meeting 1 11.10.22	Meeting 2 13.12.22	Meeting 3 07.03.2023	Meeting 4	Meeting 5
Geoff Kershaw (Chair)	GK	✓	✓	✓		
Phil Gilks	PG	✓	✓	A		
Laura Arends	LA	A	A	NA	NA	NA
Beverley Shears	BevS	A	✓	✓		
Nyashadza she Nguwo	NN	✓	✓	✓		
Aashni Sawjani	AS	✓	✓	✓		
Amir Iqbal	AI	✓	✓	✓		
Aliya Khan	AK	✓	✓	NA		
Meera Dasani	MD	✓	✓	NA		
Luke Martin	LM	✓	✓	✓		
Mehul Parekh	MP	A	✓	✓		
Benjamin Smith	BS	✓	✓	✓		
Stephanie Glazebrook	SG	✓	A	✓		
Sarah Bradley (CEO)	SB	✓	✓	✓		
Paula Heneghan (Clerk and HOF&CS)	PH	✓	✓	✓		
Elgan Hughes (HOMS)	EH	✓	✓	NA	NA	NA
Andy Reynolds (HOIGE)	AR	✓	✓	✓		
Amy Horner (Interim HOMS)	AH	A	A	✓		

Catherine Searcy (Minutes)	CS	N/ M	N/ M	N/ M		
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Key: “✓”=Present, “A” =Apologies given, “N/ M” =Non-member, “P” =Partial attendance, ‘X’ =Non-attendance

**Formal**

Item	Discussion	Actions
1. Introduction/ Apologies for Absence/ Conflict of Interest	<p>Apologies were received from PG.</p> <p>Laura Arends has resigned from her role as trustee. She passes on best wishes to all.</p> <p>Welcome to Amy Horner (AH) as Interim Head of Membership Services.</p> <p>TEXT REDACTED.</p> <p>Conflicts – no changes/additions.</p>	
	<p>SB gave a verbal update to all –</p> <ul style="list-style-type: none"> <li>• Governance review required every 5 years as a charity and in line with Education Act</li> <li>• Wrigley’s Solicitors have advised on the review of the Articles and the process</li> <li>• Articles now in line with NUS model Articles</li> <li>• Taken on board comments and feedback from trustees and in meetings</li> <li>• Objects are the same</li> <li>• AI will be taking to Student Council to inform students</li> <li>• Casting vote has been clarified</li> <li>• Deputy Chair and Supervising Trustee can be determined by Trustee Board Chair</li> <li>• PH needs signatures from all as trustees for special resolution as need to sign it off ahead of it going to DMU Board</li> <li>• All agree to proposal</li> <li>• Noted that BevS, AS and BS will also be attending DMU Board and approving document there too</li> </ul>	
2.	No comments/amendments.	

Minutes of the previous meeting	Minutes approved.	
3. CEO Update	<p>SB gave a verbal update. Key highlights –</p> <ul style="list-style-type: none"> <li>• Strategy work going well. All team away day in April where will ask for volunteers to be involved in the Strategic team</li> <li>• Wider HE – national strike action continues. Have seemed impact on campus, not as much as other universities</li> <li>• Launched CEO Learning sessions – hosting once every two months</li> <li>• AS was on BBC Radio Leicester 06/03/23 – cost of living scheme has been huge success</li> <li>• Elections season – really pleased with high levels of engagement from students</li> <li>• Increase to annual leave - consultation completed for all staff. Looking now at student staff.</li> <li>• NUS Staff Engagement Survey launched last month – great benchmark</li> <li>• Payroll outsourcing project being worked on currently by Central Services</li> <li>• TEF input from DSU as part of DMU’s wider submission, cannot be underestimated</li> <li>• Reaction to Turkey/Syria earthquake appeal – student led and supported by DSU. Now have a Turkish Society coming out of it</li> <li>• SHAG week – high engagement from students</li> <li>• Commercial held highly successful Refreshers events</li> <li>• Café/shop conversion rates positive (rising/stable)</li> <li>• Taken decision to close the nightclub due to demand</li> </ul> <p>GK asked all attendees to take a short visit to Function Room 1 to see the changes that have been made in there since the nightclub closed. Pool tables have been installed and the table tennis and football tables from downstairs brought up.</p>	
4. Executive Officer Update	<p>All Execs gave a verbal update.</p> <p>NN -</p>	

	<ul style="list-style-type: none"> <li>• TEF submission – DSU had the most student engagement across the UK. Great networking across departments, support from colleagues and DMU</li> <li>• DMU VLE switch – DSU supporting</li> <li>• Change from online to in person exams, DSU supported students in having this change implemented by DMU</li> </ul> <p>BS: Is there anything that might be lost by students in the VLE switchover?  NN: They are trying to model it on feedback from students and how staff deliver content</p> <p>AS –</p> <ul style="list-style-type: none"> <li>• SHAG week – all staff effort</li> <li>• Turkey/Syria earthquake – quick response from DSU to support them particularly with admin required</li> <li>• Student international fee payment structures – continues to be raised by students to us, so now working on with DMU</li> <li>• CAS statements continue to be an issue for students for various factors – just starting those conversations and taking to JEC</li> </ul> <p>AI –</p> <ul style="list-style-type: none"> <li>• UCU strikes cancelled for two weeks – no further announcements about future strikes so still a possibility</li> <li>• Honour based abuse training at the end of March</li> <li>• Responsible Futures – DMU/DSU passed the audit last week and have been reaccredited</li> </ul> <p>LM: How much teaching has been affected during strikes?  AI: 4-14% so not huge amount but still having an impact on students  BS: Any individual courses that have had a large amount of teaching cancelled?  AI: None that I’m aware of.</p> <ul style="list-style-type: none"> <li>• Wellbeing Wednesday continues</li> <li>• Free breakfast in the Food Village ongoing – over 2000 people using the service</li> <li>• BBC Leicester radio coming onto campus 08/03/2023 – led by AS, support from MarComms</li> </ul>	
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	<ul style="list-style-type: none"> <li>Attendance at February graduation ceremonies, including a speech to attendees from Execs</li> </ul>	
5. FHRC Update	<p>Verbal update given by NN in PG's absence.</p> <ul style="list-style-type: none"> <li>Meeting held on 14<sup>th</sup> February 2023</li> <li>Updates given in FHRC on the Function Rooms use, HR policy reviews</li> </ul>	

### Substantive items for consideration

6. Q2 22/23 Financial Update	<p>PH gave verbal update.</p> <ul style="list-style-type: none"> <li>Q2 Results up to 31/01/2023</li> <li>Reminder that referring to revised budget approved at December 2022 Trustee Board</li> <li>Overall £12k profit to date – higher than forecasted</li> <li>Commercial behind budget by £20k</li> <li>£11k overheads underspend</li> <li>£25k Membership Services underspend – largely staffing gaps, some of which will be filled by May 2023</li> <li>GK: Q2 2022/23 compared to 2021/22? PH: Worse - £12k overall profit compared to £60k profit LY. This is due to Term One Function Rooms performance in particular Freshers.</li> <li>Wednesday night Injunction nightclub closed at end of Jan 23. Focus now on one off events and elsewhere which AR will discuss later.</li> </ul> <p>BS: Are you deep-diving into cause of big drop in profit?  SB: Lost loyalty from student groups, undercut by venues in town, moved away from affiliation with club promoters, customer want/need. Trends are changing quickly.</p> <p>BS: Underspend in MarComms again – this is surprising?  SB: A lot of Mar/coms work is now digital so underspend where not printing materials. Historically some departments were using own budgets on MarComms spends this now must come from MarComm budget.</p>	
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	<p>February 2023 results (not full month) –</p> <ul style="list-style-type: none"> <li>• The Union - £6k sales so far</li> <li>• Supplies - £5.4k so far</li> <li>• Online shop sales are low</li> <li>• Increased commission on graduations from 12% to 20% so additional revenue there</li> <li>• Closure of Injunction nightclub – still some ongoing costs e.g. tills, licencing but have stopped all variable costs. Looking at Function Rooms and this will be part of AR presentation later in board</li> </ul> <p>GK: How are we going to re-engage TB before the next meeting in May on finances? Starting point for GK would be to get back to what was discussed at December 22 TB as the forecast loss is higher than we approved at Dec board.</p> <p>BS: Once we have figures, can TB get an update on actuals including February 23?</p> <p>BevS: Reminder that forecasts change, budgets don't. Agree with GK that need to get back to the loss of circa £55k</p> <p>GK: Reiterate that some great stuff happening. More and more people in the building every time I visit.</p> <p><b>ACTION: Updated figures including Feb 2023 to be distributed to TB outside of meeting once available including update on year end forecast to be back in line with budget.</b></p>	PH
7. Looking forward and block grant application update	<p>Update from SB –</p> <ul style="list-style-type: none"> <li>• Coming to June 23 Board with budget including TEXT REDACTED</li> <li>• Strategic Plan alongside that</li> <li>• Organisational Annual Plan</li> <li>• Freshers planning</li> <li>• Annual Members Survey 23/24</li> </ul> <p>Block grant funding –</p> <ul style="list-style-type: none"> <li>• Demonstrated our worth to DMU, as such conversations with key stakeholders at DMU have gone well. Now at stage of them encouraging us to ask for things.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Going to DMU with a three year agreement, standard/minimum</li> <li>• Including a stable block grant but also our cost of living for staff costs</li> <li>• Ask DMU to fund a Coordinator role to work across Commercial and Membership on events</li> <li>• Use of the Coffee Hut or funding to move Heat &amp; Eat but we need to be inline with DMU's warm spaces initiative over weekends etc.</li> <li>• Going to DMU with best/worse case scenarios re.cost of living increases as we and DMU don't know the actual figures as yet – unions still in negotiation</li> <li>• Will be sending trustees our block grant case for approval before going to DMU for approval and a decision in summer of 2023</li> <li>• Trustee Board Away Day in August 2023</li> </ul> <p>AI: Cost of living increase where do you make that decision from?  SB: We go in line with DMU so we've gone off previous years but will ultimately be in line with their outcome.</p> <p>BS: Efficiency savings?  AR: Utilising space, making staffing structure more efficient across DSU, smarter additions e.g. pool table hire rather than purchase, management of TV's.  NN: Depending on approval on block grant, would there be more scrutiny from DMU on how we use it?  SB: Hopefully so as they are very relaxed and we don't show our worth to them. Not worried about any increase in scrutiny but opportunity to demonstrate how well we're doing to them.</p> <p>BevS: Don't underestimate running a good, efficient student's union where you're trusted.</p> <p>LM: When is first block grant payment usually made?  PH: Normally August but 2022 it was in October due to a delay at DMU.  LM: That new block grant figure is behind inflation too.</p> <p>BS: If three years is approved, is the timeline enough for applying again etc?  SB: Yes, happy with that.</p> <p>LM: When we take the block grant proposal to them, will we ask for a date for payment/s?  PH: Yes we will do</p>	
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	<p>GK: If Events role is intended to generate income through events, why not self-funding?          SB: At a student's union events are not always profit generating.</p>	
<p>8. Commercial vision</p>	<p>Verbal presentation from AR on longer term planning and end-goal for Function Rooms.</p> <ul style="list-style-type: none"> <li>• Target audience of Gen-Z</li> <li>• Additional machines put into Function Room 1 - air hockey, hoops, video games, digital darts and crickets</li> <li>• Live film/events/sports screening</li> <li>• Student group sponsorships</li> <li>• Private hire, student use continues as equipment is movable</li> <li>• Food service offered</li> <li>• Out of term time option of opening to public</li> <li>• Function Room 2 becomes smaller event space with portable stage</li> <li>• Social hub for students, committees, sports groups etc.</li> <li>• Can change machines quite easily if no longer relevant</li> <li>• Gone to a Project Manager to explore bronze, silver, gold investment options</li> <li>• Will then bring to Board and then to DMU to request investment</li> <li>• Events calendar for regular events e.g. quiz night</li> <li>• Freshers – can still use the rooms as a nightclub</li> </ul> <p>BS: would the space remain as two rooms?          AR: Yes at current, as more flexibility on uses</p> <p>GK: Love the scale of ambition, feels game changing. Does feel very male when you visit the FR so need to make sure that it is representative of the student membership. Would like to see the value of talking to NQ64 about them doing it as value in that potentially. Rent and profit sharing opportunity. Get others to invest rather than us taking on that risk.</p> <p>AR: Technically it's a DMU space so may be something to put on hold until they complete their space audit at the same time that Chartwells contract is re-tendered.</p>	



	<p>AI: Reminder of student groups making use of the space too.</p> <p>GK: What's the version for downstairs?</p> <p>AR: 5 year plan for downstairs is not as dramatic. Lots of green shoots coming out of what The Union offers students at the moment.</p> <p>GK: Have this great relationship with DMU so perhaps time to have these exploratory discussions with them.</p> <p><b>ACTION: AR to explore TEXT REDACTED</b></p> <p>BevS: Agrees with reference to feels very male. Companies that do this would support making it welcoming to all.</p>	<b>AR</b>
9. Trustee Board structure	<p>SB: When first joined DSU, structure was very old. Piloted some new structures over recent months – thank you all for that.</p> <p>Have collated feedback from you all on that –</p> <ul style="list-style-type: none"> <li>• Enjoyed could preview substantive items before Board</li> <li>• Exec and trustees' opportunity to Chair</li> <li>• Best use of trustees skills set</li> <li>• Relaxed discussions</li> <li>• Rotating the Chair came up a lot in feedback</li> <li>• Duplication of committees</li> <li>• Reduce agenda repetition</li> <li>• Annual review of memberships to allow trustees to move between</li> </ul> <p>SB has now created a proposal from this feedback. With Articles changes, Board can now make changes to sub-committees easily. Revised cycle would be -</p>	

	<ul style="list-style-type: none"> <li>• August – Trustee Board Away Day</li> <li>• October – People &amp; Culture Sub-Committee, Trustee Board</li> <li>• December - Commercial &amp; Development Sub-Committee, Trustee Board</li> <li>• March - People &amp; Culture Sub-Committee, Trustee Board</li> <li>• June – Commercial &amp; Development Sub-Committee, Trustee Board</li> <li>• Trustee Board away day in August – 1<sup>st</sup> part of day spent electing Chairs etc.</li> </ul> <p>SB: Asking Board to discuss, approve today. Wouldn't come into effect until new Articles are approved later in the year.</p> <p>BS: Anything you think could be lost in this new structure? SB: No.</p> <p>All happy to approve changes to structure and rolling Chair/s of sub-committees.</p> <p><b>ACTION: SB will be in touch with all trustees nearer but outside of June Board meeting, to confirm memberships.</b></p> <p><b>ACTION: Poll re. attendance at Away Day in August will be sent out asap</b></p>	<p>SB</p> <p>CS</p>
<p>10. New Trustee Recruitment Process</p>	<p>Following Laura's resignation, we will now be putting together recruitment for an external trustee.</p> <p>Have already asked for nominations from you to sit on that recruitment panel and had some responses but more required.</p> <p>PH, SB and Jennine Fox will be leading on this.</p>	

Other Items for discussion		
<p>15. AOB</p>	<p>None.</p>	

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Meeting closed

**Items for receipt (not discussion)**

Future Meetings

- 2<sup>nd</sup> May 2023
- 20 June 2023

**DSU Trustee Board Action Log 2022/23**

<b>Date action added</b>	<b>Action Reference</b>	<b>Action Required</b>	<b>Notes</b>	<b>Action Lead</b>	<b>Target Date for completion</b>	<b>Status</b>
<b>Dec 21</b>	<b>5. CEO Report</b>	Contingency plan to be prepared re single points of failure including consideration of block grant allocation.	Consider during commercial strategic review. Include on Risk Register	SB/AR	April 22	<b>CLOSE</b>
<b>Feb 22</b>	<b>9. Board Structure</b>	Evolve discussions outside of board Revised Working Groups	To be reviewed in OCT 22	SB	<b>Dec 22</b>	<b>CLOSE</b>
<b>June 22</b>	5. CEO Update	Discussion outside of meeting regarding agreement with SULets		GK/SB		<b>Ongoing</b>
<b>June 22</b>	8. Risk Register	SB to take all feedback and amend register as required. Trustees to then confirm they are happy with the amendments and also the main focus to be on: 1) EDI 2) National picture 3) Financial risks		SB		<b>Complete</b>

<b>June 22</b>	11. Commercial Vision	Timeline for Wetherspoons for JS to bring to Commercial & Development Committee		AR		<b>CLOSE</b>
<b>Oct 22</b>	5. CEO Report	Add cost of living to Risk Register and contingencies.		SB		
<b>Dec 22</b>	<b>1. Conflict of Interest</b>	PH to update Register with AI additions		PH		<b>CLOSE</b>
<b>Dec 22</b>	6. Freshers Report	KPI's shared at Trustee Board in either March or June.		SMT		<b>Ongoing</b>
	10. Reforecast	2023/24 budget to be a breakeven budget.		SMT		<b>Ongoing</b>
<b>Dec 22</b>	2022-23	Trigger points identified		SMT		<b>Ongoing</b>
<b>Dec 22</b>	12. Deputy Chair appointment	SB to add rolling Deputy Chair to new Articles.		SB		<b>CLOSE</b>
<b>March 23</b>	6. Q2 22/ 23 Financial Update	Updated figures including Feb 2023 to be distributed to TB outside of meeting once available.		PH/SB		
<b>March 23</b>	8. Commercial Vision	AR to explore possibility of a contract with entertainment/games company like NQ64		AR		
<b>March 23</b>	9. Trustee Board structure	SB will be in touch with all trustees nearer but outside of June Board meeting, to confirm memberships.		SB		
<b>March 23</b>	9. Trustee Board structure	Poll re. attendance at Away Day in August will be sent out asap		CS		