

# DSU Board of Trustees Minutes

Meeting One of the academic year 2023-24

Monday 7<sup>th</sup> August 2023 / The Gresham Works

Members	Initials	Meeting 1 11.10.22	Meeting 2 13.12.22	Meeting 3 07.03.2023	Meeting 4 02.05.2023	Meeting 5 04.07.2023
Geoff Kershaw (Chair)	GK	✓	✓	✓	✓	✓
Phil Gilks	PG	✓	✓	A	✓	A
Laura Arends	LA	A	A	NA	NA	NA
Beverley Shears	BevS	A	✓	✓	✓	✓
Nyashadza she Nguwo	NN	✓	✓	✓	A	NA
Aashni Sawjani	AS	✓	✓	✓	A	NA
Amir Iqbal	AI	✓	✓	✓	✓	✓
Aliya Khan	AK	✓	✓	NA	NA	NA
Meera Dasani	MD	✓	✓	NA	✓	NA
Luke Martin	LM	✓	✓	✓	✓	✓
Mehul Parekh	MP	A	✓	✓	A	✓
Benjamin Smith	BS	✓	✓	✓	✓	NA
Stephanie Glazebrook	SG	✓	A	✓	NA	NA
Sarah Bradley (CEO)	SB	✓	✓	✓	✓	✓
Paula Heneghan (Clerk and HOF&CS)	PH	✓	✓	✓	✓	✓
Elgan Hughes (HOMS)	EH	✓	✓	NA	NA	NA
Andy Reynolds (HOIGE)	AR	✓	✓	✓	✓	A
Amy Horner (HOMS)	AH	A	A	✓	✓	✓
Catherine Searcy (Minutes)	CS	N/ M	N/ M	N/ M	N/ M	N/ M

Komal Shahzadi	KS	NA	NA	NA	NA	✓
Destiny Mazaiwana	DM	NA	NA	NA	NA	✓
Adejumoke (Fluffy) Adewola	AA	NA	NA	NA	NA	✓
Gurupriya (Priya) Karasala	PK	NA	NA	NA	NA	✓

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 from PG and AR.</p> <p>Welcome to new Exec team from GK. Introductions from all present.</p> <p>Conflict of Interest updates being confirmed from new Exec Officers, but PH does not expect any. Any other changes to be communicated to PH asap.</p>	
2. Minutes of the previous meeting	<p>No comments/amendments.</p> <p>Minutes approved.</p>	
3. Executive Officer update & introductions	<p>Round-up of 2022/23 academic year by AK.</p> <ul style="list-style-type: none"> <li>• TEF submissions</li> <li>• Lobbying for HLS students to online exams</li> <li>• Black History Month and Disability History Month activities</li> <li>• Welfare goody bags during exam period</li> <li>• Responsible Futures accreditation with DMU</li> <li>• Honour based abuse project particularly training for staff</li> <li>• Student Council – governance changes implemented</li> <li>• Free breakfast for students and staff until June 2023</li> </ul>	

	<ul style="list-style-type: none"> <li>• Lobbying MP’s across Leicestershire about cost of living crisis</li> <li>• First DMU SHAG week</li> <li>• Turkey earthquake appeal/support which led to creation of new society</li> <li>• International student fees work and CAS statements</li> </ul> <p>LM: Anything were not able to achieve as individuals or team?  AK: Amount of time things have taken to action has meant not everything has been completed. Had to prioritise things due to way the year panned out.</p> <p>LM: CAS statements – what has changed on that?  AK: AS led on so not had update yet. AH confirmed that AS spoke with Nikki Pierce at DMU who will be picking it up with the new Exec team.</p> <p>GK: Cost of living issue hasn’t disappeared. Plan for the future around cost of living, will the free breakfast come back?  AK: New Exec team will be exploring our aims/focus.  AH: Part of induction there is a focus on cost of living, previous actions, ideas, within remits of each role etc.</p>	
4. Student Council Update	<p>Update from AK.</p> <p>Chaired by Nerissa Doran one of our Zone Chairs.</p> <ul style="list-style-type: none"> <li>• EDI Policy wasn’t prepared in time for meeting so will carry over to first meeting of next academic year.</li> <li>• External Guest Policy – significant changes because of new Higher Education Act 2023, but motion was passed.</li> </ul> <p>AH confirmed that this policy is in the papers that were circulated before the meeting.</p> <ul style="list-style-type: none"> <li>• Drugs Usage Policy – motion in Council if still want this policy – it was passed so will be progressed next year.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Bye-law changes: No longer having Zone meetings, but have created a Scrutiny Panel to reduce discussion/time.</li> </ul> <p>AH: Bye-laws need to be ratified by Trustee Board today. Summary sheet was included within the paper distributed before the meeting. AH gave a verbal summary of changes.</p> <p>Vote took place on the changes to bye-laws and all voted in favour of ratifying the changes.</p>	
5. CEO Update	<p>SB gave a verbal overview of paper distributed before the meeting.</p> <ul style="list-style-type: none"> <li>• Koreo – partnership has now ended and TEXT REDACTED. Have come away with some things that DSU are taking forward ourselves.</li> <li>• Staff Survey – will be bringing to People &amp; Culture sub-committee, after discussing with all staff team during staff away day on Thursday 06/07/23.</li> <li>• Policy changes and additions – thank you to PH and Louise Hammond, Operations Manager, for their work on this.</li> <li>• Deficit position from re-forecasted budget has been brought down to approx. £35k</li> <li>• Block Grant – been given unofficial nod that most of these requests have been granted but do not yet have a timeline from DMU</li> <li>• Governance review (once every 5 years) – now completed</li> <li>• Data added to CEO Report by AH and AR – exploring how we present data to Trustee Board going forward</li> <li>• Collaborative event between our Commercial Services and student groups was very successful</li> <li>• Congratulations to AH who has been recruited to permanent role of Head of Membership Services after an external recruitment process</li> </ul> <p>LM: Meeting with TEXT REDACTED – update?  SB: They came to visit us recently with a host of plans on potential partnership with them for both our upstairs and downstairs spaces. Very positive meeting. Are meeting again with them in the next few weeks at their premises to discuss further.</p> <p>LM: Did TEXT REDACTED meet the deadline of June?  SB: They have not met that deadline. Will update when know more from AR.</p>	

	<p>GK: £35K deficit – what was the impact of cost-of-living increase in past year?  PH: £35k.  GK: After traumatic year, it's a breakeven performance so well done. Solid platform to build on.</p>	
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**Substantive items for consideration**

<p>6. Strategic Plan 2023-26</p>	<p>Verbal presentation from Strategic Taskforce – presentation was distributed before the meeting.</p> <p>BevS: Great to see clear KPI's as part of the strategy presentation rather than having to request those separately. Themes align well with DMU empowerment approach. Concerns over asking for more funding from DMU though?</p> <p>SB: Any funding requests would be collaborative project requests. DMU have seen this at Joint Exec Committee a few weeks ago and were really excited by it.</p> <p>GK: New Exec team – there are a number of individual KPI's/how will this become part of day-to-day work etc?</p> <p>AH: This has already been built into the Exec induction this year, with time dedicated in these first few weeks to exploring how the Exec campaigns align/work with these strategic goals. Already evident that they do work well together.</p> <p>SB: PDP'S will also have the strategic goals incorporated into them for all staff.</p> <p>GK: Fantastic piece of work – well done! How will you report back to Trustee Board about these targets?</p> <p>SB: New data format that will discuss at Trustee Board Away Day in August</p> <p>BevS: Pastoral support for GenZ?</p> <p>Kayleigh Ware, a member of the Advice team and part of the Strategic Task Force noted that the team are already very much aware of potential support needs for current and incoming students, and continue to</p>	
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	work to ensure those mechanisms are in place.	
7. Budget 2023-24	<p>SB gave a verbal overview of presentation distributed before meeting.</p> <p>Taking budget papers as read by all.</p> <p>MP: Explain meaning behind phrase ‘...stopped needless activity’?  SB: Stopped Injunction club nights as wasting resources, staff etc. but also smaller events too – previously was an emphasis on packing the agenda with DSU events but students weren’t turning up to them.  SP: Not cancelling anything students really care about then as weren’t showing up already?  SB: Correct</p> <p>GK: Pay progression included in budget two?  SB: Yes</p> <p>GK: What are the parameters that we would reforecast within? Can we set those?  SB: Three scenarios - 1) student groups need more money, so a positive reallocation of resource 2) continuation of public sector strikes. Not just UCU, but travel strikes for example, affect our students and staff.  GK: How do we quantify the impact of a strike?  SB: PH and I looking at business continuity planning ahead of Trustee Board Away Day in August so will include that.</p> <p>PH: £59k is before any enhanced performer, but not likely to be all staff or to happen this year as PDP year wouldn’t end until next financial year, when the PDP year that its launched within ends.</p> <p>GK: So a process change not budget impact for this year.</p> <p>SMT are recommending budget two. Bringing in people who can do the job for us or do it better than us. Includes TEXT REDACTED. It allows for a TEXT REDACTED and target for commercial team.</p> <p>AK: Is there a process that will be in place for this?  PH: Process was frozen this time last year. That will be frozen until we relaunch the policy alongside PDP’s later this year. People &amp; Culture Sub-Committee will be involved in reviewing that policy.</p>	

	<p>BevS: Performance cycle runs Sept-Aug so new process would run Sept 23 – Aug 24, so you want to accelerate that?</p> <p>SB: The review of the policy should not take an entire year, TEXT REDACTED.</p> <p>GK: Could add a maximum allocation as a buffer that is included in budget?</p> <p>PH: Can do that – a lot of staff will not currently hit the criteria due to length of service criteria in the application process.</p> <p>LM: What is the rise?</p> <p>SB: Standard rate of TEXT REDACTED</p> <p>LM: Estimate cost based on average salary rate?</p> <p>PH: TEXT REDACTED previously estimated but have had some leavers since then.</p> <p>LM: Biggest risk of pushing this budget into a deficit?</p> <p>PH: Assumptions around Freshers. If we TEXT REDACTED then we do save money but wristbands/ticket sales have always been difficult to guess the uptake of.</p> <p>GK: Difference between budget scenarios is external partners? Does TEXT REDACTED happen in both budgets?</p> <p>SB: Hot drinks would still be served in scenario 2/external partners budget. TEXT REDACTED remains open in scenario 1 and profit of £15k.</p> <p>LM: If external partners do not materialize, do we TEXT REDACTED?</p> <p>SB: Yes.</p> <p>LM: Loss making as it operates currently?</p> <p>SB: Yes. Great work AR has done in Commercial means that they bolster each other but individually it is loss making.</p> <p>AK: Figures on profit sharing/rent?</p> <p>PH: Had no figures from external partners, conversations are still ongoing. Frees up AR and Commercial time to have those conversations if TEXT REDACTED. £20k is a conservative scenario. TEXT REDACTED – reminder that this information is highly confidential. TEXT REDACTED are included in budget scenario 1 with a difference of TEXT REDACTED. The estimated profit from external partners is shown in budget scenario 2 as 'Other Income' and TEXT REDACTED.</p> <p>AK: Area doesn't look great with shutters down.</p>	
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	<p>SB: Would move a lot of the games stuff to that area and still serve hot drinks so the shutters would be up.  PH: A lot of users of the seating in The Union area have bought food from elsewhere. Wouldn't have it open 8 hours per day.</p> <p>PH: Feels budget 1 is more of a risk.  GK: If external partners don't come off in scenario 2 though there is a risk?  SB: Still have buffer in budget 2 if external partners don't happen. Asking for call to be made on TEXT REDACTED as not working or making us money. Is a bigger risk.</p> <p>DM: If TEXT REDACTED and bringing in games, is it just a case of moving what we already have?  SB: Yes.  DM: Cut-off date for bringing in external partners and TEXT REDACTED then? We would be losing profit whilst renovations may be taken out.  SB: Discussions already in place with external partners and the TEXT REDACTED is a conservative estimate on profit. Some partners may just 'slot' in without a lot of work required. Continuing work with pop-ups which just slot in too, but we do have a lot of space on the ground floor that can be made use of. The games don't cost us anything – 50/50 profit share.</p> <p>DM: Research into what students want to go in that space?  SB: Has happened already with AK involvement and that's how TEXT REDACTED involvement came about.</p> <p>KS: Who will make the decision then – students or staff?  SB: We look at what students want and then Trustee Board make that business decision.</p> <p>GK: Scenario 3 – TEXT REDACTED but you don't bake in the 'unknowns'. TEXT REDACTED surplus.  BevS: Have discussed in principle before and the next piece of work is three scenarios with all the assumptions set out within them. If we are going to TEXT REDACTED I think we need to say so, but if we then don't get an external partner coming in, is there a contingency for the money we would have spent or an alternative investment for our students? Also needs to be an assessment on the ambience of the space as felt very masculine last time we toured it.</p> <p>PH: Also proposing to TEXT REDACTED therefore we do not remove this from the budgets in either scenario. This would give us some extra money if it went ahead – TEXT REDACTED.</p>	
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	<p>GK: Give yourself some breathing space and bring that surplus down.</p> <p>SB/PH: Or scenario 3 and we remove TEXT REDACTED</p> <p>GK: Estimated surplus of between TEXT REDACTED</p> <p><b>ACTION: SB and PH to create a 'scenario 3' budget. All are in agreement to work on those parameters and approve subject to the changes discussed.</b></p> <p>BevS: Want it to be very clear about what is forecasted, variance etc and track against that constant otherwise we lose track of what the original budget was and what differences are.</p>	
8. Board of Governors Representative/ Deputy Chair	<p>SB: Reminder to Execs that SB will be sending an email post-Board for nominations. Trustees will then be informed of who has nominated themselves and you will vote via email to SB and GK confidentially.</p> <p>LM and BevS agree that this will be a much more pleasant process for all.</p> <p>AK: Board of Governors second position – is this open to student trustees too?</p> <p>SB: Yes. One position which is officer only and the second is officer or student trustees. If you would like to be considered, then please let SB know.</p> <p>BevS: feel it does work well with two representatives on the DMU Board.</p> <p>PH: Reminder that still recruiting for student trustees too.</p>	
9. Elections Returning Officer	<p>AH: Previously approved at a Trustee Board meeting, to use NUS for the recent bye-election. Pleased to feedback that they were very supportive. AH recommends that we remain with NUS going forward as our Returning Officer. AH will bring back to Board any issues in future for discussion.</p> <p>All approve.</p>	

<b>Other Items for discussion</b>		
10.		

AOB	None.	
	<p><b><u>Code of Conduct</u></b></p> <p>New paragraph added to Code of Conduct on suspension – PH has circulated for signatures which can then be given back to PH or returned electronically.</p> <p><b><u>Trustee Board Away Day 07/08/2023</u></b></p> <p>SB suggested doing an internal audit of ‘good governance’.</p> <p>AI sending apologies for the Away Day.</p> <p><b><u>External Trustee recruitment</u></b></p> <p>PH: Still trying to recruit for fourth external trustee. Interviews will be on 31/07/23. Nick Jeffs from DMU will be attending.</p> <p>GK: Thank you to all for hard work today.</p>	

Meeting closed

**Items for receipt (not discussion)**

Future Meetings

Date	Meeting	Information
Monday 7 <sup>th</sup> August 2023	DSU Trustee Board Away Day	All day event (timings/venue TBC)
Monday 9 <sup>th</sup> October 2023	DSU Trustee Board	

Monday 23 <sup>rd</sup> October 2023	People & Culture Working Group	1:30pm – 3:00pm TEAMS/In person
Monday 4 <sup>th</sup> December 2023	Commercial & Development Working Group	1:30pm – 3:00pm TEAMS/In person
Wednesday 13 <sup>th</sup> December 2023	DSU Trustee Board	
Monday 4 <sup>th</sup> March 2024	People & Culture Working Group	1:30pm – 3:00pm TEAMS/In person
Tuesday 19 <sup>th</sup> March 2024	DSU Trustee Board	4:30pm – 7:30pm TEAMS/In person
Monday 10 <sup>th</sup> June 2024	Commercial & Development Working Group	1:30pm – 3:00pm TEAMS/In person
Tuesday 25 <sup>th</sup> June 2024	DSU Trustee Board	4:30pm – 7:30pm TEAMS/In person

### DSU Trustee Board Action Log 2022/23

Date action added	Action Reference	Action Required	Notes	Action Lead	Target Date for completion	Status
<b>June 22</b>	5. CEO Update	Discussion outside of meeting regarding agreement with SULets		GK/SB		Ongoing
<b>Dec 22</b>	6. Freshers Report	KPI's shared at Trustee Board in either March or June.		SMT		Ongoing
		2023/24 budget to be a breakeven budget.		SMT		Ongoing

<b>Dec 22</b>	10. Reforecast 2022-23	Trigger points identified		SMT		<b>Ongoing</b>
<b>March 23</b>	8. Commercial Vision	AR to explore possibility of a contract with entertainment/games company like NQ64		AR		<b>Ongoing</b>
<b>May 23</b>	4. Exec Officer Update	Check if feedback given to NUS already and if not, then ask AS to do so (re NUS conference)		AS		<b>Completed</b>
<b>May 23</b>	6. Financial Update	AR to reach out to the CEO at Aston SU to discuss their contract with TEXT REDACTED.		AR		<b>Completed</b>
<b>May 23</b>	6. Financial Update	Feedback to PH on format to be incorporated going forward – split back into Finance Report and CEO KPIs		PH		
<b>May 23</b>	6. Financial Update	Online shared space for Trustee Board to access papers etc to be explored		PH		<b>Completed</b>
<b>June 23</b>	7. Budget 2023/ 24	SB and PH to create a 'scenario 3' budget. All are in agreement to work on those parameters and approve subject to the changes discussed.		SB/PH		