

BUCS BOARD OF TRUSTEES MEETING - MINUTES

Date Wednesday 31 July 2024
Time 10:00-14:00
Location Microsoft Teams

ATTENDEES

Amanda Broderick (AB)

Russell James (RJ)

Chris Anthony (CA)

Simon Wilson (SW)

Carrie Stephenson (CS)

Kath Russ (KR)

Katy Storie (KS)

Alexandra Duggan (AD)

Sam Bell-Minogue (SBM)

Jessica Melling (JM)

Adrian Van Schalkwyk (AVS)

Will Roberts (WR)

APOLOGIES

Cathy Gallagher (CG)

Ella Williams (EW)

Fiona Dick (FD)

MENTIONS

George Christian (GC)

Andy Gilvary (AG)

ROLE

Board Chair

Board Trustee

Board Trustee

Board Trustee

Board Trustee

Board Trustee

Board Trustee

Board Trustee

BUCS

BUCS

BUCS

BUCS

ROLE

Board Trustee

Board Trustee

Senior Managers Executive Vice-Chair

ROLE

Board Trustee

BUCS Executive

Item	Actions
<p>Welcome and Introductions The meeting commenced at 10:00.</p> <p>AB welcomed everyone to the Board meeting and thanked everyone for their attendance. A challenge with attendance was noted due to the time of year, with apologies being received from CG, EW, and FD. It was noted that every effort will be made to host meetings in person in future.</p> <p>It was highlighted that following a vote of the member representatives, AD has been successfully elected to the position of Student Director, with her tenure starting at this meeting. The Board congratulated Alex on her successful election following Hustings.</p> <p>It was also addressed that GC's tenure has elapsed on the Board, and therefore George will no longer fulfil the position of Student Director, with effect from today's meeting. The Board extended their thanks to GC for his contribution over the last 2 years.</p> <p>AB congratulated the BUCS staff team on the recent BUCS Conference and awards and extended thanks to EW, KS, KR, CA and CS for their contributions to the programme.</p>	
<p>Conflicts of Interest AB asked the Board to declare any conflicts of interest based on the agenda. No conflicts related to the agenda were declared.</p> <p>The progression of a service-based contract with Bazballers and BUCS was noted, and a conflict of interest relating to this for RJ.</p>	<p>Action: 31/7/24: RJ to record the relationship with Bazballers on the register of interest.</p>
<p>Notice of Intention to Speak to Starred Items None were raised.</p>	
<p>Minutes of the Board Meeting Held on 13/05/2024 AB welcomed comments on the previous meetings minutes, any matters arising. No comments or amends were received.</p> <p>The Board APPROVED the minutes by simple majority.</p> <p>It was agreed that the due dates on some actions would be extended to allow for Executive capacity challenges.</p>	<p>Action: 31/7/24: JM to run a training session for Trustees on the use of Monday.com</p>
<p>Update of Business Discussed at Standing Committees <u>Finance, Audit and Risk Committee (FAR)</u> SW noted that HaysMacintyre attended the meeting to discuss the audit plan. The Committee also explored the following:</p> <ul style="list-style-type: none"> • How the presentation of risk information could be improved, • The investment portfolio and the ethics of this • The relationship between BUCS and BUCS Trading and the financial obligations around this to comply with HMRC. <p>It was suggested that there is need to review the ethicality of the investment portfolio and BUCS banking. British Universities Finance Directors Group was noted as having</p>	<p>Action: 31/7/24: WR to consider a principles-based review of BUCS investment and supply chain.</p>

produced a beneficial report on this. It was noted it is important to review this from a principles-based approach and how this review should be extended to the supply chain.

Governance and Nominations Committee

CS noted discussion regarding the use of the terms 'equity' and 'equality' by BUCS. WR updated that he had worked with Inclusive Employers to explore use of the terminology and a new executive position of Head of Belonging (Equity, Equality, Diversity and Inclusion) will be advertised. It was noted this position is to embed culture change across BUCS, rather than just drive compliance.

The People Plan was discussed, noting that a revised version of this would need to be circulated in due course to reflect the adoption of equality, equity, diversity and inclusion.

It was noted that Sport England had still not provided BUCS with approval for the Diversity and Inclusion Action or the Governance Action Plan, due to delays within their central team. Confidence was given to the Board that work continues to address the areas of non-compliance contained within the action plans.

The Articles of Association review was discussed, noting that this had been shared and was well received at BUCS Conference, however more work was needed to enhance the understanding of Articles within the membership. It was noted that JM and CS would be utilising the Regions and Nations meetings to support this.

The recent launch of Sport England's Environmental and Sustainability Strategy was talked to, highlighting the need of BUCS to have produced a sustainability action plan by 2027.

Advisory Group

CA highlighted the following discussions that took place at Advisory Group:

- An update on the work completed by the subscription fee working group,
- UK Coaching presenting on safeguarding within sport,
- Exploring the value of sport,
- The structure of sport – Credit was given to AG for his work in this area,
- Review of the Advisory Group operations.

CA noted the desire to better engage students and sabbatical officers in the Advisory Group moving forward and ensure that time has been given to ensure that student voice is captured in the discussion.

Senior Managers Network

AB shared the following on behalf of FD.

The recent Senior Managers Network meeting took place at BUCS Conference with ~40 attendees. The following topics were discussed:

- The 'Value of University Sport' research – Progress was shared on the development of a template pack to help institutions to demonstrate the value of sport has on student populations in regards to retention, continuation and graduate outcomes,
- The ongoing Articles review,
- Subscription Fee working group – thanks was extended to WR and SBM for their work on this. The next group meeting is 28th August,

Action: 31/7/24: MK to update the People Plan to reflect the adoption of equality, equity, diversity and inclusion

Action: 31/7/24: JM to add development of ESG action plan to Governance and Compliance VMOST.

- International representation – eligibility rules for athletes based on institution status to be reviewed working with the International Advisory Group
- Following the SportHE podcast session, a significant number of female leaders in HE sport all agreed to look at a “networking” opportunity for them and aspiring leaders.
- All members reported funding challenges, of varying sizes, for their institution for 24/25.

It was also noted that BUCS work on Safeguarding will be of interest to a number of senior managers.

The Board recognised the need for BUCS to ensure there is executive input driving the subscription fee working group. It was noted that at present, only the calculation model is being explored, however future consideration will need to be given to the subscription fee and competition membership income figure. It was suggested that in support of the subscription fee group work, it should be explored how the value of membership, and the associated benefits could be better communicated to members.

WR noted the need to improve BUCS relationship with NGB’s. KR noted a potential conflict of interest due to her position with England Hockey, should the conversation include reference to BUCS driving NGB income.

Student Officer Network (SON)

AB shared an update sent by EW in her absence.

It was noted that the most recent Student Officer Network meeting took place at BUCS Conference, with the main purpose being for the newly elected officers in the network to meet and establish connections between each other and returning officers.

It was also highlighted that three editions of the Sabbatical Officer Network newsletter have been released and well received by officers, with a 4th scheduled for September to welcome new sabbatical officers to BUCS and introduce the new officer team.

AD noted the discussions during the SON meeting highlighted the challenges caused by the cost of sport within institutions, and explored how the Student Officers could support working as a collective to tackle such challenges.

It was requested that the Student Officer Network work with the Board and the BUCS executive to better showcase the work of the network to the wider membership.

Action: 31/7/24: JM to share the SON report with the Board.

Risk Summary and Serious Incident Reporting

WR and SW talked to the paper shared with the Board which shows BUCS severe risks, along with commentary on the mitigations.

It was noted that future papers should consider insurance and how this impacts risk.

<p>WR noted that how BUCS captures and reports risk is currently being reviewed by WR and JM, with changes such as capturing inherent and residual risk planned.</p> <p>WR flagged the risk regarding receipt of Sport England delivery funding and welcomed SBM to talk to this. SBM noted that Sport England have agreed a new funding envelope for the continuation and extension of the development funding for existing partners up to March 2027. It was noted the amount of funding available is not currently known. SBM highlighted this extension will provide financial stability and allow BUCS to explore how it efficiently uses the funding for the greatest impact. It was noted that for FY25 the budget, Sport England funding is guaranteed, and therefore included.</p> <p>[REDACTED]</p> <p>Discussion took place regarding BUCS insurance, the current cover and the level of risk mitigation this provides. It was highlighted that an internal audit of the current cover is needed and suggested that BUCS engage an intermediary to support the process.</p> <p>It was questioned if BUCS could overinvest in Playwaze due to the risk associated with it. The need for a timeline to understand when the risk will be mitigated was flagged, and the benefit of monitoring residual and inherent impact noted.</p> <p>There were no serious incidents reported.</p>	<p>Action: 31/7/24: WR and SBM to explore BUCS current insurance cover and the associated risk mitigation.</p>
<p>CEO Update</p> <p>WR talked through the Appendix 1 presentation shared with the Board in advance of the meetings. It was noted that in future, the presentations will align to the different elements of the strategy.</p> <p>WR thanked the Board members who attended the conference for their contributions, noting the sentiment from members regarding the positive atmosphere felt this year. WR also extended his thanks to the Remuneration Committee for the support shown to staff through the remuneration process, noting it has been well received.</p> <p>Caution was expressed regarding the messaging on social media which is referring to Olympians as BUCS Alumni. The benefit of BUCS recognising the institutions and emphasising the strength of the sector through social media, in a consistent format was highlighted.</p> <p>Discussion addressed the need for clarity, consistency and contextual awareness when referring to BUCS competition, due to the range of offerings. It was noted that Student perceptions of sport, regardless of what level they compete at is that BUCS is the route for competition, highlighting the positive experiences provided regardless of performance level.</p>	
<p>Strategy Progress, Performance Metrics and Direction</p> <p>WR talked through the Appendix 2 presentation shared with the Board in advance of the meeting.</p> <p>It was noted that WR intends to move to a better-defined strategic vision and mission, that will enable clarity on what the future of BUCS looks like.</p>	

<p>WR welcomed the Board to reflect on the objectives and the KPI's shared within the presentation. It was noted that the presentation of information by WR is a positive evolution of the way in which BUCS is operating and reporting professionally to the Board.</p> <p>Discussion focussed on if BUCS should be focussing on transformation to or maintenance, with consensus that before BUCS attempts to undertake new or transformational work, the current work needs to be improved. The need to understand BUCS priorities was also noted, along with the need to better educate stakeholders on the purpose of BUCS.</p> <p>It was also explored what remit BUCS has to play in active wellbeing, noting the significant external funding provided for this purpose. The Board felt that BUCS should be supporting and sharing best practice with regards to active wellbeing but should not be delivering or leading in this area, however further discussion is needed on this. It was noted that should BUCS not enable active wellbeing, a significant contribution to the value of sport and its impact will be lost. It was highlighted there needs to be better advocacy for the work of the members in active wellbeing.</p> <p>The Board confirmed that they were satisfied with the overarching objectives presented by WR.</p> <p>KS left the meeting at 11:36.</p>	
<p>Month 11 outturn (FY24 reforecast) AvS talked to the paper provided to the Board prior to the meeting.</p> <p>The Board were asked to note and, if relevant comment on:</p> <ul style="list-style-type: none"> • The outturn to 31 July 2024 of a [REDACTED] deficit against a budgeted [REDACTED] deficit. USS provision ([REDACTED] using 2023 rate) is not included and would increase the deficit position, • The current cash position of £xxxx and the forecast year-end position of [REDACTED]. • At the end of May 2024, the year end free reserves are forecast to be [REDACTED] including provision for staff remuneration and USS. <p>AvS talked to BUCS investments, noting that the cashflow forecast to July 2024 shows [REDACTED] in the Charities Official Investment Fund (COIF), [REDACTED] of which can be liquidated in 7 days. AvS highlighted that the Property Fund Notice expires in August 2024, following which funds will be moved to the COIF.</p> <p>WR credited the work of the Finance Team and BUCS Executive on the discipline shown in financial management.</p>	
<p>2024-2025 budget approval WR talked to the 2024-2025 budget paper provided to the Board, noting that income had been categorised to provide clarity and assurance to the Board. The Board noted the FY25 budget accounts for the planned revisions to the organisation senior staffing structure.</p> <p>WR noted that the FY25 budget projects a small surplus, however it was noted that this is due to the salary for the vacant Chief Operating Officer role being only partially included for FY25. The impact of staff turnover was acknowledged, noting that this is not a sustainable method to alleviate budget income pressures.</p> <p>SW noted the importance of understanding trends in BUCS financial pressures with regards to income and expenditure. He also highlighted the need for BUCS to continue</p>	

<p>to increase the reserves level to the agreed minimum reserves target ([REDACTED]), to ensure financial security for BUCS. It was noted that work is needed on the proposed FY26 budgets to achieve a break-even budget.</p> <p>The level of investment proposed to mitigate the risk of BUCS safeguarding work was discussed, with the current lack of a dedicated staff lead in this area being noted.</p> <p>It was noted that whilst the current presentation of income and expenditure by department is useful contextual information, the Board would benefit from the presentation of information by revenue streams. [REDACTED]</p> <p>It was noted that at present commercial income is currently being used to compensate for expenditure, and therefore attention is needed to explore future income streams.</p> <p>It was highlighted that BUCS needs to consider the BUCS property and the financial implications of this for future budgets.</p> <p>The Board congratulated the BUCS Executive on the proposal of the Budget and acknowledged the work that had been undertaken to complete this.</p> <p>SW noted that it is expected that the budget may change throughout the year due to organisational demand, however it is key to approve the budget as a framework for the Executive to work to.</p> <p>WR thanked the Board for their support and the valuable conversation around the budget.</p> <p>The Board APPROVED the FY25 budget by simple majority. It was noted any significant deviances from the agreed budget should be brought to the Finance, Audit and Risk Committee and escalated to the Board if necessary.</p>	<p>Action: 31/7/24: AvS to include revenue stream reporting in the financial update</p>
<p>Governance Update</p> <p>JM noted that compliance with the criteria included in the Governance Action Plan had improved from 14% (April 2023) to 77.9% (July 2024), with a deadline of December 2024 for full compliance. It was noted that the significant outstanding actions on this are the development of a people plan and stakeholder engagement strategy.</p> <p>It was also noted that compliance against the full A Code for Sports Governance had improved from 46% (May 2024) to 61% (July 2024), with work ongoing in areas such as the composition assessment and Diversity and Inclusion Action plan to continue to increase this.</p> <p>The composition assessment and trustee appraisal process was discussed, with clarity being provided on the process.</p>	
<p>Welfare and Safety</p> <p>WR talked to the paper presented to the Board, drawing attention to the statistics regarding BUCS compliance with the Ann Craft Trust framework.</p> <p>It was noted that where under 18's take part in competition in Scotland, Scottish Student Sport will be engaged to ensure there is alignment in policy and process, however it was highlighted that their work in this area is not advanced.</p>	

<p>WR explained that prior to September, BUCS will have a first iteration of policy and process developed, the Events Team trained in handling disclosures, and a safeguarding lead identified for each event.</p> <p>It was noted that the work on safeguarding will be iterative, with improvements being made in phases.</p> <p>Discussion highlighted the need to identify where BUCS' responsibility for safeguarding stops and starts.</p> <p>It was noted that a review of BUCS current contracts is important, to ensure liability and insurance requirements are understood. CS offered her support with this.</p> <p>Assurance was given to the Board that the Events Team training would be delivered prior to the 24-25 season starting, providing the team with the knowledge on how to deal with a disclosure. It was noted that work is needed to ensure they are supported by robust policy and process.</p> <p>The need for consideration of the aftercare following a disclosure was highlighted.</p> <p>BUCS policy for DBS screening of volunteers and staff was questioned. It was clarified that this will not be included in the first phase of work in this area, however will be a later consideration.</p> <p>Willingness to act in an interim capacity as Welfare and Safety Lead was expressed by KR and CS, with no objections being made by the Board. The potential to explore recruitment for this skillset was noted, following completion of the composition assessment. WR extended thanks to KS and CS.</p>	<p>Action: 31/7/24: WR to include review of external contracts in the safeguarding work plan.</p> <p>Action: 31/7/24: WR to meet with KR and CS regarding the position of interim Welfare and Safety Lead.</p>
<p>Remuneration Committee Terms of Reference</p> <p>It was explained that following the Remuneration Committee meeting, it was highlighted that the scope of the committee needed addressing, to include staffing too. The Board APPROVED by simple majority, the change of the remuneration committee to remuneration and staffing committee.</p> <p>It was noted that the remuneration committee terms of reference included in the pack would act as interim, and be reviewed to include staffing alongside the Governance and Nominations Committee Terms of Reference. The Board APPROVED by simple majority, the Remuneration Committee Terms of Reference.</p>	<p>Action: 31/7/24: JM to update the Remuneration Committee terms of reference to Remuneration and Staffing.</p>
<p>BUCS Trading Directors</p> <p>It was noted that the following ordinary resolutions were passed, have been issued to BUCS Trading Ltd, and action has been taken to update Companies House.</p> <p>Resolution 1:- That Duncan Eastlake Jones be removed as a director of BUCS Trading Ltd, withdrawing, revoking, terminating and rescinding all powers granted to Duncan Eastlake Jones to act on behalf of, or to represent, BUCS Trading Ltd as a director, officer or in any other capacity, to exercise actual or apparent authority or to act in any manner whatsoever, on behalf of BUCS Trading Ltd, with effect from the date of this notice being received by BUCS Trading.</p> <p>Resolution 2:- That Will Roberts be appointed as a director of BUCS Trading Ltd, with effect from the date of this notice being received by BUCS Trading.</p>	
<p>Matters Reserved for the Board</p> <p>The Board APPROVED by simple majority the Matters Reserved for the Board policy.</p>	
<p>Chairs Business</p> <p>No business was raised. AB extended her thanks to the Executive and the Board during the transition year and showed enthusiasm for the next academic year. It was</p>	

<p>noted that with the improved metrics reporting and consistency of leadership the Board will be able to operate strategically moving forward.</p> <p>AB noted that cashflow tracking is below this time last year, largely due to the draw down and deferral of grant income and so will need to consider these trends when looking for future.</p>	
<p>Remuneration</p> <p>It was noted that the recommendation from the Remuneration Committee to implement ████████ of bonus payments (equalised to recipients at ████████) within the July payment run and a 3% uplift across all staff and individual pay awards was APPROVED via correspondence and majority approval was achieved.</p> <p>WR noted that feedback from staff has showed gratitude to the Board for the provision of financial recognition of performance and also the timeliness of the process this year compared to last.</p>	
<p>Any Other Business</p> <p>Discussion highlighted the challenges of the proposed Board Development Day and July 25 Board meeting date.</p> <p>It was agreed that key event dates would be shared with the Board to promote attendance, along with contact details for staff to liaise with on this.</p> <p>Discussion explored how the Board could better support the Student Officer Network, with the need to utilise the group for constructive check and challenge to inform Board conversations, and also raise the profile of the group through better promotion of their success being highlighted. It was noted that benefit would be gained from the Board attending the Student Officer Network meeting aligned with Winter Summit.</p> <p>Hustings was discussed, with the lack of visible diversity being noted. It was agreed that Institutions have more of a role to play in promoting the opportunities with their students. It was also acknowledged that Regions and Nations and handover provided have a role to play in supporting this.</p> <p>AB noted that BUCS could have a slot in the Universities UK conference to deliver the impact report.</p>	<p>Action: 31/7/24: JM to send a doodle poll to reschedule Board Development Day</p> <p>Action: 31/7/24: JM to review projected attendance at July 2025 Board meeting</p> <p>Action: 31/7/24: JM to share key event dates and event lead contacts with the Board.</p> <p>Action: 31/7/24: WR to pick up with UUK regarding BUCS attendance at conferences.</p>
<p>Adjournment</p> <p>AB thanked the Board for their contributions and the meeting was closed at 13:53.</p>	