

BUCS ANNUAL GENERAL MEETING 2022

Tuesday 13 December 2022 – 13:45-14:15



Minutes of Meeting

Attendees

There was representation from 49 members at the Annual General Meeting.

Chair: Professor Craig Mahoney (CM).

1. Welcome from the Chair

CM welcomed the members present to the British Universities and Colleges Sport (BUCS) Annual General Meeting (AGM) and thanked them for their attendance.

CM informed the meeting that the AGM would not be able to transact any business due to the quorum threshold not being met within 30 minutes of the time the AGM was due to start. CM acknowledged that the transportation strikes and adverse weather conditions had impacted attendance numbers.

CM explained that the AGM would be adjourned in accordance with Article 38.1 and informed members that the AGM would continue at a time and place which the Board will agree on. CM noted that the Board are exploring ways to virtually continue the meeting in the new year to allow attendance from a greater number of members. Notice will be provided to members in due course.

The AGM was adjourned at 14:15.

BUCS ADJOURNED ANNUAL GENERAL MEETING 2022



Monday 31 January 2023 – 13.15-16:15

Minutes of Meeting

Attendees

There was representation from 70 member institutions at the Annual General Meeting.

Chair: Professor Craig Mahoney (CM).

2. Welcome from the Chair

CM welcomed the members present to the British Universities and Colleges Sport (BUCS) adjourned Annual General Meeting (AGM) and thanked them for their attendance. CM explained that this AGM is the continuation of the AGM that was adjourned due to not being quorate on 13 December 2022.

CM outlined housekeeping rules for the meeting to support the operation of the meeting, explaining the mechanisms that the members have to interact with the meeting.

CM explained that Lumi will be supporting the facilitation of the AGM and will be administering the voting element of the meeting. CM handed over to Lumi who conducted a test vote to allow member representatives to test the platform.

CM introduced that Dave Fletcher (DF) as the returning officer who will be independently verifying the votes for the meeting.

CM noted that representation from 54 member institutions is required for quoracy. It was noted that there were 59 member institutions in attendance at the start of the AGM and therefore the meeting is quorate and will commence. This number increased to 70 as noted above.

3. Apologies

CM noted that no apologies for absence had been received ahead of today's meeting however should people have absences which they want formally noting please contact the BUCS Executive and this will be recorded.

4. Minutes and matters arising from the last meeting

CM noted that the minutes of the 2021 AGM, held on 9 December 2021, have been made available for comment and review on the BUCS website and that no comments or amends have been received for these.

Lumi facilitated a vote for the approval of the minutes. The minutes were approved by majority vote.

5. Chair's report

CM noted that the Summer Student Games were cancelled in 2022, but that the World Winter University Games 2023 were a huge success for UK students. CM extended his thanks to all those involved and congratulated them for their achievements.

CM explained that across the four Finance and Audit Committee meetings held in 2022, the Committee had achieved a lot, noting the following key milestones:

- ☐ Oversaw the financial activity of BUCS (in the region of £4.5 million).
- ☐ Approved a review of the BUCS investment policy and investments fund managed by CCLA (£370k), the reserves (~£340k) and assets (£1.8 million).
- ☐ Reviewed BUCS' cyber security insurance needs.
- ☐ On-boarded BUCS' new auditors, Haysmacintyre, who it was agreed by members would replace RSM at the 2021 AGM.
- ☐ Proposed and gained Board approval to repay the outstanding CBILS loan that was taken out during the pandemic to provide a buffer for business continuity.

□ Ensured BUCS' reserves policy enabled BUCS to retain appropriate liquidity should funding be challenging.

CM extended his thanks to Simon Wilson (SW) for his work chairing the Finance and Audit Committee.

CM updated the meeting that following a lengthy period of discussion with Sport England, Jenny Morris – former Director of Delivery (JM) was able to gain Board support for a submission for systemic funding, which was agreed in mid-2022 (£1.34 million over 5 years). CM explained that this funding has clear objectives for which it must be used, but noted that it adds a significant level of security to one source of funding over the coming years.

CM highlighted that following the 2021 AGM, the Board considered how new members should be agreed and approved for inclusion in BUCS. It was noted that it also highlighted the need to give greater thought to how new sports might be added or others no longer included, however CM explained that the Competitions Group are responsible for advising the Board on these matters.

CM acknowledged the current economic climate and the challenges that this brings to operation, noting that BUCS have had to think carefully about how to maintain efficiency and effectiveness and ensure a value for money proposition for members. CM explained that BUCS' commercial activities have been developing momentum over the last few years, and it is expected that this area of the business will continue to grow with the advice and counsel of Russel James (RJ) as a Board Trustee. CM expressed that in an ideal world BUCS will generate a level of commercial income that means the current affiliation fee system is not required, however noted that BUCS is not currently in a position to be able to remove affiliation fees, and as such there would be a discussion around this later in the meeting.

CM highlighted the work and discussions that are ongoing with regards to broadcast and BUCS TV, which is an initiative in partnership with Joymo. He also drew attention to BUCS' work in eSports with the commercial partner National Student eSports (NSE).

CM noted that consultation work has commenced on a Brand refresh which is long overdue for BUCS, explaining that it has been more than 10 years since this was last updated and many things have changed.

CM explained that normally the Chair of the BUCS Board would be appointed for a term of 3 years and can serve a maximum of 3 terms. CM expressed that whilst he would like the opportunity to be reappointed for a further term, he wants to ensure that an extension for a further term is only offered once his performance as Chair has been rigorously evaluated. He noted that as BUCS is a membership organisation, members need a Chair who they feel is delivering their aspirations and ambitions for BUCS. CM explained that the evaluation process was not ready for implementation at the end of his first term and so the Board agreed to extend his time in post for a year so it could take place prior to a recommendation being made at the 2023 AGM. CM expressed that if following evaluation, the Board feels that he has not met the expected standard then an external recruitment process will commence for the appointment of a new Chair.

CM noted that whilst Vince Mayne (VM) will be delivering an update on the BUCS strategy later in the meeting, he wants to explain some of the circumstances surrounding the delay in releasing BUCS' new strategy. CM explained that the previous strategy covered the period of 2017-2021 and since then considerable work has taken place to explore values, themes, pillars, aspirations, intentions and deliverables, to inform the strategic direction for 2023-2027. CM thanked all those involved in helping develop the strategy and explained that all of the feedback and input has been collated into a draft high-level document that will undergo scrutiny at a facilitated workshop on 9 February 2023, with the intention of the strategy gaining Board sign off by summer 2023. CM explained that he is comfortable a strategy which reflects the collective aspirations for BUCS and meets the external expectations placed on BUCS as a Charity and registered company will be produced. CM thanked the members for their patience with the process and noted that from a Board perspective, Trustees would be negligent in their statutory obligations if they did not allow sufficient time and give due diligence to the process.

CM talked to the BUCS Annual Conference, expressing his delight that in 2022 this was able to take place in person and that BUCS Patron, The Princess Royal attended the event. CM explained that the feedback gained from the members has been taken onboard by the BUCS Executive and has been used to inform the planning of the 2023 conference. CM noted that Advisory Group would also support this process in the future.

CM ended his update by thanking the Board of Trustees for their support, guidance, energy and input over the past year.

CM welcomed any questions from members at this time.

Ben Clubb (BC) sought clarity on quoracy; was it 54 member representatives being present or 54 institutions being present. CM confirmed that it was 54 institutions as it is 1/3 of the BUCS membership. This was confirmed by DF.

6. CEO report

CM introduced Vince Mayne (VM) – Chief Executive Officer to deliver an update on the work of BUCS over the last year, the successes that have been achieved and the role that the BUCS Executive plays in supporting the membership.

VM noted that BUCS set out in August 2021 to deliver the best ever BUCS season and it is the belief that this has been achieved. It was highlighted that the first full BUCS in person season was delivered following the return from COVID, networking events were provided for the sector and at the heart of everything that BUCS does was the mission to provide all University students with the opportunity to engage in sport and physical activity. VM noted that this was made possible for over 100,000 students and University sport was showcased on the Olympic, Paralympic and Commonwealth stages.

VM expressed that the season was not without its challenges and noted that a significantly different cultural environment was experienced. It was suggested that this is likely due to the return to an in person environment following the impacts of COVID and the desire to be free of restraints. VM noted that the last season experienced the highest number of appeals and disciplinary action in recent history and at times the behaviour towards the BUCS Executive was below the standard expected. VM noted that as a result of this, new policy and process was developed to protect the BUCS Executive and to reset the cultural compass. He noted that the response from the BUCS Executive and the members has been extremely positive and improvements have been seen since the start of the current season. VM thanked members for their work in this area.

VM noted that the Summer Games that were scheduled to take place in Chengdu in China were postponed and that BUCS took a strong stance on the potential that the games may have gone ahead to start lobbying FISU on their position over the Russian invasion of Ukraine. VM highlighted that this was complicated by the fact of the elected President of FISU was the Russian Minister for Sport. VM expressed that BUCS asked for greater transparency, earlier communication, and for clarity on the FISU position. VM noted that BUCS also released its own position statement which was guided by DCMS, UK Sport and the BUCS International Advisory Group, that although was not well received by FISU, was welcomed by National Sport Federations, Sport Agencies and National Governing Bodies in the UK.

VM acknowledged the contribution that the sector has made to an extremely successful summer of sport, drawing particular attention to the Commonwealth Games and the work of the University of Birmingham to facilitate this. VM also congratulated Cardiff Metropolitan University for their contribution on ~1/3 of the athletes representing Team Wales.

VM noted that BUCS were successful in being appointed as a Systemic Partner which has benefits for the whole of BUCS, not just institutions based in England. VM explained that the funding will allow BUCS to apply better governance in its programmes, and also to enhance the collection and utilisation of insight. It was also noted that this funding will allow the provision of resource to support the scaling up and delivery of the strategy and to drive member benefits. VM expressed that it is important to BUCS that this is replicated and addressed with other home nations and that Sport England will be supporting this.

VM celebrated the strengthening of relationships with key organisations across the sector such as CIMSPA, the Sport and Recreation Alliance, UK Coaching, UK Active and Commonwealth Games England and expressed that this cross sector collaboration is being driven across the home nations. VM thanked Scottish Student Sport and members in Wales for the opportunities they had created.

VM celebrated the success of the 2022 domestic competitions and events and outlined key statistics from the season:

- ☐ >26,000 fixtures
- ☐ 5000 teams
- ☐ 26 league and knockout sports
- ☐ 4 new sports for the season (basketball, dodgeball, baseball and softball)
- ☐ 124 events over 200 days of event delivery
- ☐ 10 para events
- ☐ Flagship events at BUCS Nationals and BUCS Big Wednesday powered by New Balance
- ☐ BUCS Big Wednesday 2022 showcased the students taking part in BUCS featured:
 - 57 fixtures
 - 16 sports

- 114 teams

VM highlighted that BUCS' work goes beyond just participation in sport, and over the last year there has been a focus on development, with exclusive employment opportunities being offered at leading global brands through BUCS partnership. VM also credited the University of Wolverhampton for their research into race and equality and the impact that this will have. VM also drew attention to the Female Leadership Programme in partnership with the FA which has won the FISU Gender Equality award.

VM celebrated the success of the BUCS UNiversal gym scheme over the last year, noting that 81 Universities are signed up to the programme which increases opportunities for access for students.

VM expressed that BUCS Active 4 Participation involves 22 institutions, 46 projects, 12,439 participants to a target of 7500 and 70,000 throughput. He also noted that significant improvement on the mental wellbeing scale using the Warwick-Edinburgh mental wellbeing scale from 23.2 to 25.2 had been demonstrated.

VM talked to the work that BUCS have completed in football development, highlighting that >34,000 individuals participated at the recreational level, including 437 individuals with disabilities. There was also >3700 female participants which was 464% greater than the target.

VM noted that BUCS has >68 Football Accredited Universities, compared to a target of 60, demonstrating success in this area of the business.

VM also noted that supporting staff and volunteers had been at the forefront for BUCS over the last year, with 83 individuals being supported to complete continuous professional development, compared to a target of 60.

VM noted that over the last year a range of workshops for students on topics such as club officer training were delivered and the Coach Parker scheme, in partnership with Our Parks continued to grow.

VM highlighted the BUCS Conference 2022 and celebrated the return to in person delivery. VM thanked the University of Warwick for hosting this and expressed his gratitude to the individuals delivering key note sessions. VM also noted that there had been multiple lessons learnt from the conference, and these along with feedback from members would be used to inform the 2023 conference in Leeds.

VM emphasised the success of the BUCS social media profile over the last year, noting the achievement of >28million social media impressions and live stream coverage which was viewed by >1 million people.

VM noted that BUCS has been through a period of transition over the past few years to become a data rich organisation and noted that the data collected as part of the Complete University Guide would be published in March. He also highlighted that as part of this journey, BUCS has established itself as a trusted partner of Sport England.

VM explained that BUCS moves into its new strategic cycle with confidence and a sense of realism and understanding of the challenges facing the sector and the members.

VM extended his thanks to the BUCS Executive team for their work in delivering another successful season and supporting the members and their students.

VM welcomed members to ask questions.

CM addressed a question relating to his update. Dan Tilley (DT) asked *"I understand there may be some vacancies on the BUCS Board. The Senior Managers Group would like to ask if, either asap or as part of the planned governance review, if greater member inclusion on the board could be explored before the vacancies are advertised?"*. CM responded, noting that there are 2 vacancies on the board at present and that the composition of the board is determined by the articles of association. CM expressed that whilst larger member representation cannot be added to the articles at present, members are able to apply for the external positions which are appointed. CM stated that there is representation from within higher education currently on the board and highlighted that in his time as Chair, he has increased the number of student directors to 2 and made the Chair of Advisory a director on the board. CM noted that the current member representation on the board is through Cathy Gallagher (Chair of Senior Managers Executive), Chris Anthony (Chair of Advisory Group) and Katy Storie (appointed Trustee with expertise in sport and competitions). CM expressed that he would talk to the board regarding this matter.

Fraser Kennedy (FK) shared that he would like to *"echo what you have said Vince in that the BUCS staff have been amazing"*. CM thanked FK for his endorsement.

Stuart Vanstone (SV) asked *"Given that we were not quorate for the AGM in Dec and we have c100 institutions that are not with us today can the board consider relocating AGM back to take place at conference"*. CM noted that he was not aware of the events being separated and that there is logic to having AGM at the end of the calendar year when accounts have been finalised, which would not be the case at the conference. CM expressed that this could

be taken for consideration to the Board, however noted that the issues faced at the adjourned AGM in December 2022 were due to strike action and weather which were unforeseen.

Sophie Williams (SoW) asked *“Before Jenny left, a group of Students' Union CEOs had several discussions with her about amending the articles to better reflect the fact that SUs are not technically members at the moment but many run BUCS sport. Can this be picked back up again?”*. CM responded saying that it could be picked up, however there has been confusion over the purpose of this as there are 2 student directors on the board who are sabbatical officers. CM noted that there are improvements that can be made regarding the representation of the student voice through student unions and the opportunities for engagement.

7. Strategy 2023-2027

VM explained that the BUCS strategy is for the whole organisation and will shape and give direction to the world that Higher Education sport and active wellbeing creates. VM noted that the strategy will be applicable from a local institution up to a UK perspective and is focused on adapting and innovating for the future generations.

VM noted that the strategy puts students at the heart of operations and seeks to gain a greater understanding of their desires. VM explained that it looks at the impact on their physical and mental health and wellbeing, and their student experience.

VM highlighted that there are currently ~1.5 million individuals who do not engage with BUCS and therefore it is crucial to understand how to connect with this population and support them to be more active.

VM extended his thanks to the BUCS strategy review group for their work in helping develop the draft strategy. VM noted that this group is representative of the range of intuitions who are members of BUCS to ensure that all perspectives are captured. VM explained that the group was originally formed in May 2021 and since then the group met multiple times to discuss the strategy. Feedback was also gained from Regions, Advisory Group, Board Trustees and the BUCS staff to support the process.

VM highlighted that a “North Star” has been created which focuses on creating exceptional experiences for any individual who engages with BUCS. There is also a focus on connecting, uniting and inspiring which is aligned to strategies of other key organisations in the sector such as Sport England.

VM explained that the draft strategy is built on 4 main pillars of:

- ☐ Competitive sport
- ☐ Developing people
- ☐ Active wellbeing
- ☐ Advocacy

VM highlighted that the pillars are embedded in the foundations of inclusion, good governance and sustainability, for which there are existing internal strategies already in action.

VM noted that a strategy event is scheduled on 9 February 2023, which will be externally facilitated and will involve Board Trustees, members and the BUCS leadership and management teams. The aim of this session is to draw out insight from the strategy and highlight areas that potentially need further attention to refine them. VM noted that the aim is to launch the final strategy at or before the BUCS summer conference.

VM welcomed questions from those in attendance.

Andy Allford (AA) asked *“As someone who was previously involved and put a great deal of time into the strategy development it would be good to know what is missing and what needs reviewing at the meeting next week? Also what will be the timeframe for completion so everyone can get cracking on it?”*. CM responded that the aim is that this is completed ahead of or by the BUCS summer conference. CM also explained that the Board of Trustees is not currently satisfied with the strategy and the content contained within it, which is why the session has been called on 9 February 2023.

Vicky Ackerly (VA) asked *“What are the key objectives of the commercial strategy and how does this link with the overall strategy?”*. CM explained that there has been a commercial strategy supporting BUCS operation for a period of time now and this looks to recognise BUCS as a valuable proposition which is commercialised for the benefit of members. CM noted that to support this, commercial partners have been established. CM welcomed Duncan Jones (DJ) to add comment. DJ explained that the commercial strategy aims to increase the viability of BUCS for its members and noted that there needs to be increased awareness of BUCS outside of the individuals who engage in it. DJ noted that he believes the provision of a high-quality, modern broadcast system will support this by showcasing activity and also provide BUCS with insight and data to drive decisions. DJ also explained that the commercial position and activities of BUCS are discussed at a Commercial Advisory Board, which is composed of industry experts, and there is the desire to design and utilise a brand that speaks to a number of

different audiences. DJ also explained that a key area of focus will be enhancing BUCS Play, to enable a better student and staff experience to be delivered.

Neil Brown (NB) asked *"Can it be clarified what member engagement has been conducted to inform the commercial strategy?"*. DJ noted that the commercial strategy has been shared with the Board of Trustees, elements of it have been shared with Advisory Group, and there is a member advisory group working on the broadcasting pilot. DJ also noted that two sessions were conducted with all members who wanted to attend regarding the revised branding. DJ expressed that if members felt that insufficient consultation had been conducted on the commercial strategy then they should inform BUCS of this.

Ciaran O'Brien (CB) asked *"It would be good to hear a bit about what we anticipate being 'new' within the strategy or indeed existing areas that we anticipate being highlighted for increased vigour and focus?"*. VM explained that the workforce development element, including working with CIMSPA and UK Coaching is new and a key area of focus. VM also explained that external resource would be explored to support the delivery of the active wellbeing pillar of the strategy to explore benchmarking and how to drive this area of work for the future. VM also highlighted that BUCS will be resourcing a member of staff with a focus on EDIA to ensure it is embedded in all BUCS' operations.

Mel Parker (MP) asked *"Do you think the timescale for developing the strategy is reasonable? things will have undoubtedly changed over a 2 year + period?"*. CM noted that things will have changed since the development of the strategy started, however this is mitigated by the session on 9 February 2023.

AA expressed *"I was really hoping for a bit more reassurance that as a membership organisation the work done by the members will form a strong part of the thinking around the strategy - are you looking to polish the strategy or re-look at in its entirety?"*. CM noted that there have been some members who have engaged in sharing their thoughts on what the strategy would include, and members will be included in the upcoming review session. CM explained that the intention is not to re-write the draft strategy, rather refine it and then share it with members.

DT expressed *"Whilst I don't disagree with the broad concepts Duncan outlined and the desire for BUCS to generate money centrally to benefit the wider membership, I think it would be helpful to be clear on the boundaries of this space, as there is potential to overlap and conflict with institutional commercial space"*. CM confirmed that BUCS has no intention to take away the advantages that organisations have created in a commercial space, and instead wants to focus on finding the uniqueness and difference that is commercially available to BUCS.

CM thanked VM for the update.

8. Annual report and accounts

CM introduced DJ – Chief Operating Officer - and Simon Wilson (SW) – Non-executive Director.

DJ noted that the BUCS financial year runs to July 31 and therefore today's meeting would be reviewing the accounts up to 31 July 2022. DJ highlighted that the accounts have been scrutinised by the Finance and Audit Committee and the Board of Trustees.

DJ explained that BUCS operated to break even or make a small surplus that can be put into reserves as a contingency.

DJ highlighted key financial statistics regarding income and expenditure:

- ☐ 2019 turnover = £5.0 million
- ☐ 2019 surplus = £70k put into reserves
- ☐ 2020 turnover = £3.9 million
- ☐ 2020 surplus = £53k put into reserves
- ☐ 2021 turnover = £2.3 million
- ☐ 2021 deficit = £130k taken from reserves
- ☐ 2022 turnover = £4.5 million
- ☐ 2022 surplus = £112k

DJ noted that ~3/4 of BUCS income comes from members through entry fees for teams, affiliation fees, fines and event entry fees. DJ also highlighted that expenditure can be categorised into three areas: staff costs (£1.6m million), delivery costs (£2.2 million) and operations and overheads (£512k).

DJ drew attention to the Statement of Financial Activities and noted that it is consolidated as it combines the Charity and trading arm of BUCS. DJ highlighted the net income figure of £111,793 and also noted that a

significant portion of BUCS income is unrestricted as it comes from members and commercial partners. It was explained that ring fenced funds are for use on specified areas of operation and mainly come from Sport England, the English FA, LUSL, English Universities Sport.

DJ explained that the total assets minus liabilities equates to £1,819k, with £1,225k being tied up in the office. DJ noted that digital systems is an asset worth £191k.

DJ explained that BUCS has £342k available as free reserves which would cover 2-3 months of operation. DJ noted that last financial year BUCS had £190k in free reserves which was considerably lower than the reserves threshold agreed by the Board of £300k.

DJ expressed that the Board of Trustees have agreed a balanced budget with the provision to run a £50k deficit for 2023.

DJ expressed his thanks to SW for his time and support to BUCS and handed over to him for comment.

SW introduced himself and explained his role with BUCS.

SW noted that this is the first year that the accounts have been audited by Haysmacintyre.

SW explained that his role on the board is to ensure that financial governance and processes are robust and give confidence to the members. SW expressed his credit to the team for the contents of the audit findings report and noted that the result of the audit is a testament to the work of the team as a clean audit report was obtained.

SW noted that BUCS is not creating large surpluses or deficits and as such is operating in line with the expected parameters of the organisation as a not for profit organisation and Charity. SW noted that this can be attributed to good monitoring, budget preparation and budget management throughout a year.

SW welcomed any questions.

Sean Percival (SP) asked *"Is some of the income from NGBs made up of funding from affiliation fees that members pay directly to the NGBs?"*. DJ expressed that NGB's budgets and the composition of these is not something that BUCS has access to. SW added that each NGB will have its own Board that oversees its financial activity and makes judgement on this.

Phil Steele (PS) expressed his frustration with the format of the meeting and questioned whether individuals could verbally ask questions. CM responded noting that individuals are able to raise their hand and Lumi can unmute their microphone to allow verbal comment.

PS also commented *"Can I pick up on the membership desire to have more member representation - without the need to lose the external / specialist roles. How do we do this without needing to wait for the next AGM?"*. CM noted that changes to the articles of association can be considered at an extraordinary general meeting. He also noted that he would discuss board composition with the Trustees for their perspective.

Paul Carney (PC) asked *"Is the content of the strategy incorrect in your view, or is it a case of insufficient detail? All institutions have had a chance to feed into the process through one forum or another, so I'm unclear as to why the board feels that there is such a big gap between current proposed strategy and what they expect?"*. RJ introduced himself as the commercial director at the England and Wales Cricket Board and explained that he has been part of the board since April 2022. RJ noted that areas that BUCS can focus on are nearly complete. He explained from his perspective the two key areas where additional attention is needed are establishing tangible goals and actions to achieve these and outlining what the north star looks like and how is this operationalised. KS echoed RJ's comments and added that the core pillars are agreed and informed by the members and the intention is not to change these. She noted that the board are seeking to establish clarity on how the 4 core pillars are interconnected and set against a strategic framework that demonstrates the potential and ambition of BUCS.

Suzanne Glavin (SG) asked *"is there any appetite as part of Bucs commercial strategy to consider and lend guidance/ support/ share understanding and good practice to the individual institutes that are required to operate their sport and physical activity service on a commercial basis?"*. VM responded that consultancy regarding culture has taken place in the past and there is an appetite to support organisations within the sector. VM also noted that there are also other organisations within the sector which are expertly placed to support too and it is about bringing these organisations and members together.

DT asked *"Do you have to hand which sports / events make a loss and which make a profit? Are there particular sports or events that we are subsidising to a notable extent?"*. DJ responded that he did not have the figures to hand but that these could be shared should members see it prudent to have this information, however noted that there is caution as to what action this data is used to support.

DT also asked *"There have been loose discussions in the past about the London office relocating to help reduce costs. With more staff working remotely / working from home and the pressures on the space in the office if all are in attendance,*

is an office move still being considered?”. CM noted that this has been considered previously and should the conversation be addressed again in the future it will be led by the Finance and Audit Committee who will make recommendations to the Board.

MP asked “Well done to the team on the effective financial management, however should we be reliant on punitive measures against the members (fines) to be generating the surplus?”. DJ noted that fines are included in the BUCS budget, however they should not be relied upon for surplus generation. DJ explained that there has also been considerable work done to support compliance with BUCS rules and regulations for members and therefore reduce the number of fines issues for non-compliance.

AA asked “What are the key financial risks for next year? Do we have a handle whether inflation/CoL will impact some institutions entering BUCS teams, etc?”. VM noted a change in the demographics across the sector has been seen with some institutions now having a significant increase in the number of home-based or international students, which poses a challenge for the fulfilment of BUCS fixtures. VM also acknowledged the challenge institutions are facing with regards to travel costs and the increase in these which is impacting teams. VM also highlighted that students ability to take part in sport due to rising costs and the increased need to take on part time work needs to be considered and noted that BUCS are working with CUBO to support this. CM noted that the Senior Managers Executive, Senior Managers Network and Advisory Group are exploring these conversations and so ensuring that the potential risks are identified and can be mitigated.

VA asked “How do we ensure that we are quorate at the next AGM? On-line is OK when necessary but is nowhere near as valuable as being in person?”. CM expressed that he is supportive of hosting the AGM in person but noted that quoracy cannot be guaranteed as this is the responsibility of the member representatives to register and attend. CM highlighted that BUCS works to ensure that the content at the winter summit is attractive to members in support of them attending the two days.

Josh Clare (JC) asked “I'd be interested to understand if the premier competitions are a net contributor to BUCS or cost more to deliver than they generate in and of themselves? Aware this is a complex sum as there's a lot to unpick about the financials, but I suppose the core of the question is - 'are elite events/activities subsidised by more participatory level sport or the other way around?’. DJ expressed that whilst BUCS has the financial data, he does not have it to hand and so will have to respond to this offline.

DT asked “Craig - re the office - agreed with your points, it was more whether London was the most cost-effective location for the office, noting we are also a national organisation, and would a central location be both cheaper and also more accessible?”. CM responded that this has previously been a topic of discussion at the board and is one that will be revisited.

MP noted “I would appreciate the opportunity to have a further discussion about implementation of fines. coming from an institution that is being fined heavily for failing to get student teams out - when we are trying our best to support student participation, feels unfair?”. CM noted that Sam Bell-Minogue (SBM) – Director of Delivery, would pick a conversation up with MP on this.

DT expressed “Craig / Duncan - the undercurrent to the question about sports making a loss / profit, is to get a level of transparency that focusses the member attention on how they can help the central office team manage costs effectively. We are all under enormous financial pressure and having to make financial savings. It would be useful to understand where the challenges may be within BUCS and see if institutions can provide solutions e.g. by hosting more events rather than relying on external venues for example.”. CM thanked DT for his comment and expressed that SBM would contact DT to arrange a conversation on this.

SoW asked “At Worcester (widening participation, we have over half of our sports club memberships purchased all or part of through a university targeted bursary (they can spend on sports or socs). We cannot make sport any more expensive to play for our members. We already have lower numbers than we would like from disadvantaged areas engaging in sport.”. CM thanked SoW for her comments and acknowledged that work done to support this needs to come from the BUCS EDIA area of the strategy.

CM explained that any questions that are unable to be addressed during the meeting will be picked up following.

9. Affiliation Fees

Fiona Dick (FD) – Head of Sport at De Montfort University introduced herself and outlined that she will be talking to the affiliation fees for the 2023-2024 season.

FD gave an overview of the timeline of events that have led to the current affiliation costings and review:

- ☐ AGM 2008 – Affiliation fee methodology moved from BUSA and applied in BUCS.
- ☐ AGM 2012 – Renewed with inflation of preceding January, historically used RPI

- Advisory 2014 – Renewed
- Advisory March 2022 – Review requested of a sub-group
- Advisory June 2022 – No sub-group formed. It was decided that members wish to be notified of estimated affiliation fee earlier, therefore use HESA data from two years previously. It was also established that to calculate the affiliation fee, the BUCS Executive would need to know the number of institutions involved. This means there is the need to change timescales of intention to withdraw from BUCS.

FD explained that to conduct the current affiliations review a working group was established. FD outlined that the remits of the affiliations group are as follows:

- A short-term review of the existing RPI inflationary increase due to be applied to the 2023 affiliation fees, with any recommendations being made to the membership at the 2022 AGM for application to 2023 fees.
- A review of the current model, with any recommendations being made to the membership at the 2023 AGM for application to 2024 fees.

FD noted that the affiliations paper should be available to everyone in attendance and explained that due to the time between the paper being produced and the continuation of the adjourned AGM, RPI is currently slightly different than reported at 10.7%. FD highlighted that this figure is extremely high and to allow alternative increase options to be explored, the BUCS Executive have calculated the inflation increases they are experiencing to deliver business as usual. FD explained this figure was calculated at 7.2%.

FD explained that the affiliations working group discussed at length the figure of 7.2% and scrutinised how it was reached. The details of this can be found in the paper provided on the BUCS website with the notice.

FD explained that the affiliations group decided that the application of an increase to affiliation fees was something that should be taken to the membership and therefore would allow consideration of the varying financial positions of institutions. FD noted that given the current economic climate it was important to consider alternative options to applying the standard RPI as had been done in previous years.

FD explained that today there is the opportunity to vote on a 7.2% increase to inflation fees or a 0% increase in affiliation fees, however noted that the 0% increase would lead to a reduction in services and delivery. CM noted that this vote is not a resolution or binding vote, but rather to show an expression of interest which will be used in an advisory capacity to inform the BUCS Executive operations.

FD allowed the opportunity for questions from those in attendance.

CM thanked FD for delivering the affiliations update and directed members to the papers which were available in support of the meeting.

Lumi facilitated a voting process to capture the expression of interest from member representatives. The vote was ratified by DF and a 7.2% increase was decided by majority vote. CM noted that this would be discussed by the BUCS Board of Trustees.

10. Amendments to the Articles of Association

CM explained that in circulation with the notice and agenda information regarding 2 special resolutions was proposed. To pass these special resolutions approval of 75% of the votes cast by the members entitled to vote is required.

CM outlined that the first special resolution is the amend to article 27.6.1 and explained that this change will mean that new members are required to attend the AGM at which their membership is proposed. CM noted that this is proposed to allow any questions of the potential member to be posed and answered. CM handed over to Lumi to open the vote.

Lumi facilitated a voting process for member representatives. The vote was ratified by DF and the special resolution to amend article 27.6.1 was approved.

CM explained that the second resolution is the amend to 31.1.1 and that these amends are to change the date by which members should communicate their intention to withdraw from BUCS. CM noted that this is proposed following requests from members to be made aware of the cost of the affiliation charge for the following academic year by 31 March. He explained that since the affiliation charge is determined in part by the number and make up of members for the following year, it is necessary that members communicate any intention to withdraw by the end of January of the same year. It was noted that this recommendation was agreed by Advisory Group in June 2022. CM handed over to Lumi to open the vote.

Lumi facilitated a voting process for member representatives. The vote was ratified by DF and the special resolution to amend article 31.1.1 was approved.

Andy Taylor (AT) asked *"What does that mean for this year - given it's the 31st January?"*. CM noted that as the special resolution approval was delayed to the adjournment of the AGM, BUCS will be offering a grace period in 2023, allowing members up until February 28 2023 to notify BUCS of their decision to remain or leave membership.

11. Any Other Business

CM noted that no Any Other Business has been submitted to BUCS in advance of the AGM and opened the floor to members for questions.

CM welcomed those in attendance to ask any questions. No additional questions were raised.

CM extended his thanks to all those involved in executing the AGM and also to the members for their work over the last year and the support for BUCS.