

BUCS BOARD MEETING

Date: Wednesday 30 April 2025
Time: 10:30-16:00
Location: CE106 Boardroom, University of East London, Stratford Campus;
Water Lane; London; E15 4LZ

ATTENDEES

ROLE

Amanda Broderick (AB)	Board Chair
Alexandra Duggan (AD) (online)	Board Trustee
Carrie Stephenson (CS)	Board Trustee
Cathy Gallagher (CG)	Board Trustee
Chris Anthony (CA)	Board Trustee
Ella Williams (EW)	Board Trustee
Kath Russ (KR)	Board Trustee
Katy Storie (KS)	Board Trustee
Russell James (RJ)	Board Trustee
Simon Wilson (SW) (online)	Board Trustee
Fiona Dick (FD)	Senior Managers Executive Vice-Chair
Rhys Hayward (RH)	BUCS
Sam Bell-Minogue (SBM)	BUCS
Will Roberts (WR)	BUCS
Adrian Van Schalkwyk (AVS) (online)	BUCS
Jessica Melling (JM)	BUCS
Gemma Sykes (GS)	Governance United

MENTIONS

ROLE

Barry Squires (BS)	University of Brighton
Amy Porter (AP)	BUCS
Stew Fowlie (SF)	Scottish Student Sport
Ross Simpson (RS)	University of Newcastle
Leyanne Jenkins (LJ)	BUCS

Maria Karlsson (MK)

BUCS

<u>Item</u>	<u>Action</u>
Welcome and apologies for absence. AB welcomed the Trustees to the meeting. It was noted that AD and SW would be joining the meeting late. AB noted that following ratification by correspondence, the Board approved the extension of RJ's tenure on the Board for a further term of 3yrs. AB noted that RJ has stepped down from the position of Senior Independent Trustee in light of the work he is doing through Bazballers to support BUCS commercial work. CG noted the sad news of the passing of BS. The Board noted their condolences to the family and colleagues of BS and requested that this be shared formally.	ACTION: WR to send a note of formal condolences to BS colleagues and family.
Declaration of interests RJ noted the work of Bazballers with BUCS. KR noted her role as Chair of England Hockey, and also a conflict for the ratification of the Senior Independent Trustee position. KS noted that she is a member of RFU Council.	
Notice of intention to speak to starred items No requests were raised.	
Minutes of the board meeting held on 27/01/2025 JM noted an amend to add RH to the minutes prior to publication. AB explained that the minutes show both the full minutes and the text to be redacted in red. The Board approved by simple majority the minutes of the meeting held on 27 January 2025 as an accurate and true reflection of discussions.	Action: JM to add RH to the attended and publish redacted minutes to the BUCS website.
Matters arising JM provided an overview of the actions that have been completed, deferred and are still in progress. GS joined the meeting at 10:44 and explained that they would be observing the meeting as part of the external evaluation process.	
Committee Updates Finance, Audit and Risk Committee SW noted that the Committee met on April 16 th and noted the following key points: <ul style="list-style-type: none"> The Committee explored the FY25 forecast and FY26 budget, including scrutiny and challenge prior to presentation to the Board A risk was added to the register regarding cladding and a risk level amended following check and challenge by the Committee. There are changes to the financial reporting standards which will affect the production of next year's accounts. Governance and Nominations Committee CS noted that the Committee met on 10 th February and 31 st March and gave the following key updates: <ul style="list-style-type: none"> The Committee approved the award of the tender for external evaluation of the Board to Governance United. CS welcomed GS to the meeting. 	

- Compliance with the governance action plan and A Code for Sports Governance has improved, with additional feedback from Sport England having been requested.
- Nominations and elections for member positions within the Board and Competitions Group will take place at the summer conference.
- There has been significant progress in safeguarding with regards to understanding BUCS' scope of liability.
- CS and KR are jointly acting as interim for the Welfare and Safeguarding Lead role, however this will need to be addressed on a permanent basis.
- An internal Environmental Sustainability Group has been established to support BUCS work in this area and the development of an action plan ahead of the 2027 deadline for Sport England.

Advisory Group

CA noted that the Group met on April 3rd and highlighted the following points:

- Thanks were extended to Edinburgh University for hosting the previous meeting. It was noted there was significant value to members hosting the meeting in Scotland.
- Substantive items of discussion included the Articles of Association and Regulation 1.
- An exploration discussion took place regarding masters categories and flagship events, with the aim of testing these concepts with the members.

Senior Managers Executive and Senior Managers Network

CG noted that the Senior Managers Executive met in February and the Senior Managers Network (SMN) on 11 March and gave the following updates:

- Significant conversation occurred with the members regarding the proposed amends to the Articles of Association.
- Conversation occurred around the significant challenges being faced by the sector with regards to finance and the resultant redundancies.
- Work with CUBO and SMN through a working group was noted, with the aim of exploring business opportunities.

KS noted that key strands of themes at the summer conference would support organisations with the development of business cases for staff attendance through the link to CPD. SBM noted that BUCS conference will be following themes to support ensuring relevance for attendees. It was noted that WR and SBM met with CUBO and are in the process of developing a MOU. SBM noted the conversations with CUBO include the opportunity to review and support BUCS conference and facilities and operations forum.

CG noted that the redundancies are resulting in the overall resource within sport being reduced. AB questioned if there is sufficient support through the SMN for new individuals in post. CG noted that institutions are equipped to support the induction, and that the SMN will continue to act as a platform for individuals to engage in to get support.

WR noted the consideration of reaffiliation communications in light of the turnover, and the importance of ensuring contacts are updated.

KR noted the importance of considering the audience whom BUCS are trying to influence and ensuring that the action being taken is informed by the audience. WR noted that this is part of the budget for FY26.

<p><u>Student Officer Network</u></p> <p>EW noted that there had not been a formal meeting of the Student Officer Network since the last meeting of the Board, highlighting the following key points:</p> <ul style="list-style-type: none"> • There were informal touch points between officers at BUCS Big Wednesday. • Student union elections have been taking place over the last few months and there has been a significant number of re-elections which will support continuity within the group. • The Student Officer Network and the BUCS Executive met to talk through the proposed changes to the Articles of Association. • Professional development networks are in place in partnership with BUCS and Ad Victor. EW and AD have been working with AP to support this. The next session is taking place next week and to date these have been well received and well attended. 	
<p>Risk Summary and Serious Incident Reporting</p> <p>SW talked to the paper provided in the pack and noted 2 new risks had been added to the register. He noted the risk regarding the investment portfolio has been added due to the volatile nature of the investment performance at the moment. The rating of this risk was check and challenged at the Audit, Finance and Risk Committee meeting and was subsequently reduced.</p> <p>SW noted the risk regarding the safety rating of the office cladding and the challenges that have arisen due to the certification organisation viability. SW noted that additional work is being explored through Bench Freehold Ltd to ensure necessary action is taken from a legal and a health and safety perspective. WR noted that BUCS are not in a majority position to require Bench Freehold Ltd to act however have requested this. WR also highlighted that £34k has been spent to upgrade the fire alarm system in the building since the original inspection on cladding.</p> <p>It was noted that Bench Freehold Ltd shares are held by organisations who have a lease within the building. There are 11 shareholders, with all holders holding 1 share, except BUCS which holds 3.</p> <p>WR noted that AVS is seeking guidance from the Institute of Fire Safety Engineers (IFE) on any action required in regard to determining the accuracy of the existing EWS1 certificate for the property.</p> <p>RJ questioned if there are implications for staff contracts in light of the situation. WR noted there are not currently any implications, however this will be dependent on the outcome of the review.</p> <p>KR noted the importance of ensuring that the safety of the staff is the priority consideration during this process.</p> <p>CS requested sight of the lease for the building.</p>	<p>Action: AVS to send CS a copy of the lease for the BUCS office.</p>
<p>CEO update</p> <p>WR noted his thanks to the management team for their contributions to the CEO update.</p> <p>WR noted the following key points</p> <ul style="list-style-type: none"> - The event NPS scores and their positive attainment - The work that has been undertaken by SBM to ensure the health of the international programme - The work being done regarding the review of BUCS major events 	

<p>SBM highlighted that NPS scores show student experience is significantly greater for BUCS staff delivered events compared to third party event delivery. SBM noted that all of BUCS events are being reviewed and a matrix developed to allow clarity on how the quality gap is addressed.</p> <p>SBM celebrated the fact that 141 athletes are being sent to the FISU World University Summer University Games. It was noted delivery of this is supported by SF and RS, inclusive of a HQ staff team of 21 and a range of NGB technical leads. Work is currently ongoing with NGBs to define performance outcomes. It was noted that there is not financial support from the majority of NGBs to send students and students are therefore self-funding, a number of which are doing this through crowdfunding. The need to advocate for support for students to attend and recognition of the competition in the performance pathways was identified. SBM noted there is also the EUSA championships across Europe over summer with ~200 athletes due to represent UK/GB and their universities.</p> <p>KR questioned the quality of the athletes in the international delegation. SBM explained that each NGB works to develop selection criteria and there are selection panels overseeing this. It was confirmed the majority of athletes who are selected attend the event.</p> <p>KS noted that a reason that NGBs don't fund is because the competition will take place without it and the students will continue to self fund. This is an important consideration for BUCS delivery and the sustainability of the competitions.</p> <p>It was explained that SBM, WR and LJ are undertaking an international planning day, prior to presenting to the International Advisory Group.</p> <p>SBM noted her significant thanks to LJ for their work in this area. KS noted a need for clarity on the NGB's criteria for recognising the university games as part of a performance pathway.</p> <p>SBM noted conversations with Advisory Group which tested the waters around flagship events with members. SBM noted that Nationals and Big Wednesday have significant delivery costs to BUCS, however the value of the events to students is recognised.</p> <p>The Board supported the proposals. CA noted the importance of considering the sports that are part of nationals to allow consideration of different venues. CG noted the success of Big Wednesday this year, noting the level of performance as well as the atmosphere. RJ suggested BUCS talk to UK Sport as part of this process. FD noted the importance of open communication to members on the locations, to support with the facilitation of travel. CS noted that at major events BUCS needs to ensure that all opportunities for viewing are capitalised on.</p> <p>WR highlighted that a formal review of AHDB was undertaken with their Board and noted the success of the initial year with them.</p> <p>WR noted the pertinence of the supreme court transgender ruling on BUCS activities. It was explained that a holding statement has been developed to allow consistency of response. BUCS follows NGB and International Federation policies and so will be continuing to monitor changes in this space closely.</p> <p>WR noted that MK is departing BUCS and recruitment for their replacement is currently in progress. WR also noted second stage interviews for the Director of Business Operations are taking place next week.</p> <p>CG questioned the strategic position of BUCS with regards to staff turnover. WR noted that for 3yrs staff turnover had been high, but is now at a normative level. Staff</p>	<p>Action: SBM/WR to reach out to UK sport to facilitate a conversation regarding BUCS major events.</p>
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<p>feedback has showed that the concept of BUCS as a career starter organisation is not well received by the BUCS staff. WR noted a reduction in the turnover at administrator and co-ordinator level.</p> <p>AD joined the Board meeting at 11:50.</p>	
<p>Key Performance Metrics</p> <p>WR talked to the paper shared with the Board prior to the meeting which set out the performance metrics that will provide the Board the required management information on progress towards the 2030 goals to prompt confidence, discussion, and potential course correction as required.</p> <p>It was emphasised that whilst BUCS had a strategy, there was a lack of metrics accompanying this which posed a challenge for delivery. WR thanked the Board for their support and steer in reaching this point today.</p> <p>WR noted the deliverable period has been extended to 2030 and that each objective has a highly ambitious goal for 2030, four key levers to achieve this goal and a specific metric to indicate progress against levers.</p> <p>Subject to the approval of the KPI's, WR confirmed he will bring an overall business plan to the July Board meeting and that this will allow the continued development of the PDR process.</p> <p>SW noted the improvement of the KPIs against previous iterations of targets.</p> <p>There was a discussion followed surrounding the metrics 'on a page'.</p> <p>It was noted that there was a need for sensitivity regarding what data is counted and how with regards to the goal. It was noted that BUCS needs clear parameters on where BUCS influences and supports activity, so that the figures reported are an accurate reflection of BUCS work. It was noted that existing models such as BUCS work within football development support this and could be replicated with other sports. Concerns were also raised regarding the semantics of growth within the levers, and recommendation was made to review each.</p> <p>Participant value - Collaborating with our members, support 1 million students to be active each year by 2030.</p> <p>With reference to KPI 1, it was noted that clarity in communication was needed to ensure understanding that the growth refers to the capability of the competition, not the competitors to ensure that BUCS has a competition programme that is fit for the purpose for the future generations. The ability to use this KPI to support BUCS advocacy work within and beyond the sector was highlighted. It was noted that to support the articulation of success in this area, a lever may be needed which reflects BUCS role in facilitation of wider participation.</p> <p>It was noted that Complete University Guide data that already exists, provides a good indication of BUCS ability to deliver on this KPI. It was noted that a clear socialisation process of this is needed to ensure there is buy in, transparency and understanding by the members.</p> <p>It was questioned if there is the pool of organisations available to increase BUCS membership numbers. Reassurance was provided that this is achievable due to member drop offs and the increasing number of colleges delivering higher education, subject to any potential future change in the higher education landscape.</p>	<p>Action: JM to add overall business plan as an agenda item in July for WR to talk to.</p>

With reference to KPI 2, the rationale for growing the elite performance aspect of BUCS work was questioned, with recognition that through the international work BUCS provides a platform for athletes to compete at a high level and support their development, however there is currently a recognition of this from NGBs. The challenge of balancing opportunities for elite performance in BUCS competition as well as external competitions was noted. WR explained this KPI had been included to recognise the credibility and prestige of BUCS international opportunities, and support utilisation of this to drive investment. WR recognised that BUCS international work does not get as much discussion as the domestic programme, but should be discussed more at a strategic level. It was noted that even if members are not involved in the international competition, they see the value in it, and so maintaining the importance of dialogue on this is key. It was noted that in light of the review into BUCS international work, there may be further amends to the KPI. It was suggested that WR reconsider the metric from the perspective of what members need BUCS to do in the international space, to allow them to attract high profile athletes to their university.

With reference to KPI 4, AD noted the KPI related to equity and the diversity of sports within the BUCS programme. It was noted that this would be very well received by the students.

Organisational health - A fully sustainable organisation, growing annual revenue by securing multi-year funding commitments from key partners by 2030.

With reference to KPI 1, significant discussion occurred on if media mentions is an accurate measure of BUCS profile, with recognition of the intention of the KPI, but recommendation that this is reconsidered. It was noted that to promote organisational development and the profile of HE sport, BUCS needs to start work in communications and PR, rather than just marketing. AB recognised the importance of recognising the maturity of BUCS in this journey, noting that BUCS need to start with sector influence before the wider eco system.

With reference to KPI 2, clarification was sought on the metrics relating to carbon impact and if this relates solely to BUCS as an organisation. WR explained that the metrics relate to BUCS as an organisation, however support for the membership will be considered down the line.

With reference to KPI 3, it was noted that the narrative of income growth as part of this is important.

Member value - The trusted and influential voice for UK student sport, achieving a Net Promoter Score (NPS) of 70+ from our members by 2030.

With reference to KPI 2, it was questioned why sense of belonging been chosen as the KPI. WR noted BUCS are already collecting the data and so it allows progression to be tracked. Belonging was also noted also as a proxy that is a measure of success for the VC's. A switch in language between University sport and Higher Education sport was noted as needing review.

It was suggested that KPI 4 lacks clarity. WR noted that this metric looks at the students that are competing in BUCS competitions and those students who take part in the active participation projects that BUCS funds. Check and challenge was provided over where this sits and the rationale provided that the number of students provides value to the members. It was agreed the language could be simplified to better capture the intention.

Action: WR to bring revised KPIs and a communications plan to the July Board.

<p>It was agreed that WR would bring back revised KPIs and a communications plan to the July Board meeting.</p>	
<p>Finance update</p> <p>WR noted that figures presented today may decrease by year end due to the fluctuations in the investment.</p> <p>AVS highlighted the following key points:</p> <ul style="list-style-type: none"> • Group Income and Expenditure forecast result of a surplus of █████ against a budgeted surplus of £████ for FY25. However, due to investment market turbulence we anticipate that the £████ surplus currently forecast may worsen. • The cash position is healthy, with the BUCS holding £████ in current accounts (including COIF Deposit account) and £████ in COIF Ethical Investment Fund on 31 Mar 2025. • The savings on expenditure for the year to date are mostly due to the timing of expenditure incurred. The same applies to the level of income received for the YTD • Free reserves are forecast to be £████ at year end against a target free reserves level of £████ • Whilst the value of the investment portfolio has fluctuated due to external factors, the dividends earned continue contribute to income. • Amends have been issued to FRS 102 with the effective date being accounting periods beginning on or after 1st January 2026. Arrangements have been made with Mazars to support the change • Income should read £████ not £████. <p>AVS provided an update on income streams, noting the following % contributions:</p> <ul style="list-style-type: none"> • 67% = members (subscriptions, competition entry, team entries, member staff events and LUSL) • 17% = Sport England and NGBs, • 8% = commercial • 9% = other (investments, International and English universities) <p>Clarity was sought on the discrepancy in the paper which showed both a £████ and a £████ surplus forecasted. AVS clarified that the amount forecast is £████ (note the income figure amend above to £████ from £████)</p> <p>Reassurance was sought that the COIF investment scheme is the best investment profile for the monies. AVS highlighted that BUCS has explored alternate options, however at the time it remains the best option, noting the track record of the CCLA funds, and the fact funds are readily available should BUCS need them. looked around to see what else is available.</p> <p>The Board reflected on the conversations at the Board meeting and the pressures of the University Sector. It was questioned if as an organisation BUCS are at the reserves target, should we keep the funds in the investments or should some of it be used to support BUCS delivery and operations to support members.</p>	
<p>The need to continue to check and challenge BUCS reserves policy was noted. It was suggested that annually the FAR committee should check and challenge the Executive on the objectives of the investments. This allows BUCS to be agile in how it manages its funds to the furtherance of its objectives.</p>	<p>Action: FAR to annually check and challenge the Executive on the objectives of the investments</p>

<p>It was agreed that a treasury management review and strategic options analysis of different ways forward for reserves would be conducted and presented back to the Board.</p> <p>AVS left the meeting.</p>	<p>Action: BUCS to conduct a treasury management review and strategic options analysis of different ways forward for reserves</p>
<p>FY26 budget</p> <p>SW noted that the FAR Committee had sense checked the budget proposal during the meeting held on 16 April. The Committee requested further information on the likelihood of achieving the commercial income targets. SW noted that the assurances provided within the paper have addressed these concerns and gives confidence that there is a clear plan to achieve the £■■■■ target, therefore it is a realistic budget ambition.</p> <p>WR thanked the management team and SLT for their work on robust budget planning and scrutiny which allowed for the proposal to be brought forward.</p> <p>WR noted the request of the Board to move away from a roll over budget and noted the following implications of this:</p> <ul style="list-style-type: none"> • Ambition for growth (bottom line and surplus) • Clarity on 'what's new' and how that will impact <p>It was noted the proposal demonstrates the above with strategic alignment to the objectives agreed by the Board through the 2024/25 year.</p> <p>The proposed budget includes a year on year income increase by 9.9%, with a year-end annual surplus of £40k, and an increase of the free reserves of around £77k.</p> <p>WR noted the need to generate a surplus, to allow capital expenditure of £50k to initiate the build of a new technology platform. This will happen in parallel with ongoing work with our existing supplier to provide a high-quality experience in BUCS Play for competitors, members and BUCS staff – increasing functionality and speed. It was noted there is an anticipated total build-cost to 2027/28 of £250k, with ongoing revenue expenditure on licensing, hosting, maintenance and development of c.£100k from that point.</p> <p>WR noted the following headline points with regards to budgeted income:</p> <ul style="list-style-type: none"> • Commercial income which will rise from £■■■■ in FY25 to £■■■■ in FY26. • Sport England income across three lines of delivery is increased YOY, reflecting the progress made through our deliverables to date. This is drawn down from Sport England vs a total allowable by March 2027 and was anticipated. • International income will decrease due to no WUGS during FY26. • Due to the acute and high-risk financial challenge facing members we have limited entry fee increases to 1% this year as a show of empathy and good faith which BUCS hopes will secure ongoing entries and engagement. Not applying 3% has 'cost' BUCS c.£50k in income but the Executive believes this will preserve the volume of entries which may have been impacted by such an increase. <p>Key highlights regarding budgets expenditure were:</p> <ul style="list-style-type: none"> • There is budget for introduction of 3 new roles. • Decrease in international expenditure due to no WUGS in FY26 • Increased expenditure to support staff CPD 	

<ul style="list-style-type: none"> £10k has been implemented for action against safeguarding, environmental sustainability and VC advocacy <p>It was suggested that scenario planning was conducted against the budget to support risk mitigation.</p> <p>It was highlighted that consideration had been given to freezing entry fees, however the risk that this caused was too significant, especially in light of the ambitious commercial income targets.</p> <p>It was noted that the budget contained the following assumptions:</p> <ul style="list-style-type: none"> BUCS national conference will be run in a similar format with a larger audience The Facilities and Operations Forum and Active Wellbeing Network Day will be combined <p>Check and challenge was undertaken regarding the % of costs that come from BUCS staff. WR noted the current capacity challenges within the organisation. It was recommended that the staffing structure be reviewed and discussed at the Remuneration and Staffing Committee.</p> <p>It was requested that a discussion on the utilisation of BUCS investment funds to support the digital infrastructure project and BUCS reserves policy be tabled at a future Board meeting.</p> <p>The Board APPROVED the FY26 Budget.</p> <p>SW and AD left the meeting at 14:05.</p>	<p>Action: WR to undertake scenario modelling against the budget</p> <p>Action: WR to present a review of staff structure and costs at the Remuneration and Staffing Committee</p> <p>Action: Utilisation of investment funds and BUCS reserves policy to be added to agenda for October Board.</p>
<p>Articles of Association and EGM proposal</p> <p>JM explained that since the Governance and Nominations Committee on 31 March, further conversation on the Articles had taken place with Advisory Group and Senior Managers Network, as well as a survey being circulated to continue to ensure that any amends are informed by member voice. This was also key in allowing BUCS to understand the level of support from the members on the proposals, ahead of making a recommendation to the Board.</p> <p>JM highlighted the following 3 key take homes from consultation:</p> <ul style="list-style-type: none"> Independence - support was received by members for defining independence as those who do not hold the vote with the addition of the elapse period for the individuals who are able to apply for the positions. It helped members to understand the process which the Governance and Nominations Committee undertake in scrutinising candidates. Subscription Fee - support was received for the use of single transferable vote method, however there was concern from Members that there was not option to reject proposals and that they would be forced into choosing options as abstaining did not provide an effective way to show lack of support. This has therefore been added through the final statement in 11.2. Board Composition - whilst support was received for the flexibility of allowing for adaptation to business needs, the recognition of board intent for balance in the terms of reference was not sufficient to address concerns. There were requests for a firm commitment to 50% member representation and recognition of the Board striving to operate with 12 seats filled, with a clause to allow for temporary deviation during transition. This has been achieved through the introduction of a Complete Board and a Transition Board. 	

<p>It was noted that feedback received from members suggests BUCS can take confidence that the 75% approval threshold will be achieved if put to a vote. This was caveated by the notion that some members will still reject due to the perception that there is not the need for a transition Board, and the desire for the articles to only state 50% split of members and independent.</p> <p>It was noted that a challenge to holding an EGM, would be the required attendance of 52 members to achieve quoracy. This was supported as being a significant concern by the members on the Board.</p> <p>It was questioned why the member representatives on the Board can be elected or appointed. It was explained that this came at a request of the membership during consultation to allow for flexibility in the appointment model to ensure the right people and a balance of people are around the table.</p> <p>Significant discussion took place regarding the viability of delivering an EGM, the cost of attendance to BUCS and members, and the options which BUCS has to deliver. Whilst a provisional date of June 3rd had been socialised, it was felt that the implications of costs and the risks this posed to quoracy were too significant. It was recommended that an EGM be held at BUCS conference, as staff attendance is more likely to be achieved and therefore quoracy. The Board recognised the challenges this posed with regards to Student officers and highlighted the need for the BUCS Executive to ensure support is provided for new officers in post to allow them to be informed.</p> <p>The Board APPROVED the revisions to the Articles of Association and the recommendation of these to the members at and EGM held at BUCS conference.</p>	<p>Action: BUCS Executive to deliver EGM at BUCS conference</p> <p>Action: JM to run support session for student officer on the Articles of Association</p>
<p>Regulation 1 Review</p> <p>CA noted the collaboration between BUCS and the membership and credited the approach of the BUCS Executive and the time and energy given to the project.</p> <p>The need to promote better awareness amongst members of what they are signing up to was identified.</p> <p>CA noted that that this process has gone a long way to reduce the mistrust of the membership regarding the regulations.</p> <p>WR thanked CA for his time and support on the process.</p> <p>WR noted that through the revisions additional freedom has been granted around content and broadcast rights without damaging what BUCS is able to deliver.</p> <p>Check and challenge occurred to ensure that BUCS had not weakened its ability to sell commercial rights where possible. It was confirmed that this was not restricted, and the consultation served as a good exercise to explain why BUCS needs to have the ability to have commercial rights.</p> <p>It was noted that regulation 2.12 would not apply to BSR fixtures in the same way it applies to others. It was noted that members had agreed to this when agreeing to enter BSR. It was noted that there is disappointment amongst the members that BUCS has not generated income which can benefit the members through commercial proposition of BSR.</p> <p>It was clarified that BUCS are comfortable the degree of constraint that the regulations put in place can be managed on a case by case basis.</p>	

<p>It was noted that future significant changes to the general regulations would be ratified by the Board, with the Board having understanding of a separate consultation process existing for sport specific regulations.</p> <p>Questions were raised regarding the potential of a commercial committee to support BUCS work in this area. It was noted BUCS subcommittee structure will be looked at following the Articles approval and as part of the external evaluation of the Board.</p> <p>It was questioned if the rights need to be exclusive or if there is the possibility of a joint rights situation. WR explained that regulation 2.1.5 gives BUCS the reassurance that it needs. Member event is an individual fixture hosted by a member. The rights to sell the rights to a fixture sit with the members. BUCS would not want to sell the rights to an individual fixture in the regular season. It does not stop a league sponsorship, which could be activated at the fixtures.</p> <p>WR noted for further reassurance that there will be an 'Activation Guide' that will accompany the regulations to allow the members to have clarity on what the regulations mean in practice.</p> <p>CS abstained from the vote due to the feeling that they did not have enough knowledge and understanding of the regulation to vote. The amends to regulation 1 were APPROVED by the Board by majority.</p>	
<p>Senior Independent Trustee Ratification</p> <p>KR left the room for this agenda item.</p> <p>Following recommendation of the Governance and Nominations Committee, the Board APPROVED the appointment of KR as Senior Independent Trustee.</p>	
<p>Risk Management Policy</p> <p>JM outlined the key changes to the risk management policy, including:</p> <ul style="list-style-type: none"> • The introduction of project, operation and strategic risk registers, to promote risk ownership at the right level • Impact rating involving delivery impact, reputational impact and financial impact • The introduction of appendices to promote usability. <p>The Board APPROVED by simple majority the revised Risk Management Policy.</p> <p>RJ left the meeting at 15:15</p>	<p>Action: JM to build revised risk register following policy approval</p>
<p>Safeguarding Policy and Scope of Liability</p> <p>WR thanked CS and KR for their support in this area.</p> <p>Recognition was given to the transformation of BUCS safeguarding work over the last year, noting work undertaken with the Ann Craft Trust and the member groups to provide clarity on BUCS' remit.</p> <p>It was outlined that BUCS' scope of liability has been defined in 4 tiers to provide clarity on what BUCS is and isn't responsible for:</p> <ul style="list-style-type: none"> • Tier 1: BUCS Organised Major Events • Tier 2: BUCS Events • Tier 3: BUCS Leagues and Knockouts • Tier 4: Training/Social Environments <p>It was noted that for each tier there is a clear outline of the safeguarding actions that are taken and that work is ongoing on an appropriate whistleblowing process to support this.</p>	

<p>WR noted that the scope of liability will allow future action to progress in this space, with confidence around where BUCS role sits.</p> <p>It was noted that many universities see safeguarding as vulnerable adults and therefore BUCS policy should be a safeguarding and wellbeing policy.</p> <p>The Board credited the work done in this area.</p> <p>The Board APPROVED the Safeguarding Policy and Scope of Liability paper.</p>	<p>Action: CR to update policy title to safeguarding and wellbeing</p>
<p>Stakeholder Engagement Strategy</p> <p>JM talked to the paper provided to outline BUCS' approach to stakeholder engagement, identify engagement approaches, and provide guidance for all BUCS individuals with regards to stakeholder engagement. It was noted that the strategy aims to enable BUCS to continually evolve communication with stakeholders, in order to identify opportunities, inform action and deliver against its ambition. It was explained that stakeholder engagement will be reviewed by SLT every 6 months to inform the action plan that accompanies the strategy.</p> <p>It was recommended that the ranking of major and significant be switched.</p> <p>Subject to the minor amendment, the Board APPROVED the Stakeholder Engagement Strategy.</p>	<p>Action: JM to amend major and significant ordering.</p>
<p>Chairs business</p> <p>There had been no chairs action outside of Board meetings.</p>	<p>For information</p>
<p>Any Other Business</p> <p>KS noted that AD is undertaking work on negative student behaviours with the Student Officer Network. It was noted that this aligns with the content in paper 13, and that internal work will continue to find out what members are doing and then aligning with this, as appropriate.</p> <p>The meeting was closed at 15:34</p>	