

**Portsmouth Students' Union Trading (PSUT) Limited**  
**Board of Directors**  
**MINUTES**  
**5.00pm 3<sup>rd</sup> October 2017**  
**Room 1, The Union Building**

**Present:**

James Thompson (JB - Chair), Rhian Johns (RJ), Ian Watson (IW), Tom Worman (TW), Marcus Campopiano (AC)

**In Attendance:**

Anna Clodfelter (AC), Laurie Jones - Minutes

**1. Apologies for Absence**

AB

**2. Declaration of Interests**

No declarations

**3. Minutes of Previous Meeting**

Minutes from 27<sup>th</sup> June 2017 agreed.

**4. Matters Arising and Action Points From Those Minutes**

**4.1** Trial monthly management account reporting with new template from Counterculture and review at next Board of Directors (TW) **Ongoing**

**4.2** Circulate the Trading Business Model, including how NUS Extra cards work (TW) **Complete**

TW: Should show this annually to new Sabbs/trustees

IW: Is this similar to how the management accounts will look like?

TW: Haven't had this conversation with Counterculture yet – this is being done by the Finance and Central Administration Manager

IW: Need to build simple workbook that should be a living document that's easy to print and discuss

TW: Once FACAM and Peter Greaney have finished the accounts, and I can share them with you and we can work out what we want and work out a template

**4.3** Run a workshop for PSUT strategic focuses (TW) **Complete**

**5. Business Matters**

**5.1 Year End Trading Report - for note and questions only (TW)**

Report taken as read.

RJ: Found the format useful

IW: Helpful detail but I was forced to add it up. We need a bridge. What is event support services?

TW: We hire out our equipment and staff to other organisations

IW: Trying to temper expectations and be realistic. Would be really helpful to get format from Counterculture that then is presented like this

**BOARD OF DIRECTORS NOTED THE TRADING REPORT**

## 5.2 Freshers Update - verbal update, full report to follow at Board of Directors on 6<sup>th</sup> February 2018 (TW)

Report taken as read

(Additional handout circulated with minutes)

TW: Very recent figures – taken straight from tills and accounting software. Overview – exceeded budget of income for the period and added BAM sales comes in 10 monthly instalments which is why there is a big jump

IW: Why is the phasing of BAM out of sync?

TW: They pay us £47k which is split from starting from September, whereas usually we'd get that income in August

- Pop up shop at Freshers Fayre. Day 1: 76% sales in pop up shop. Day 2: 74% sales in Union Shop due to weather. Extra £3.5k in clothing sales
- Student housing market has changed as students are moving into halls rather than houses. No one was really willing to sign up to August sales. Received £12k from Unite Halls who wanted the Union brand association. Risk of change of housing market – we need to look at the business model. Forecasted to be £23k down but now have £12k boost
- £15k instead of £14k for Freshers tickets sales
- NUS Extra lost the Spotify deal to Uni Days which is massive. Uni Days now have Spotify, H&M, Topshop etc. Co-op is the only benefit we have. Issues with the printing facility for the card printer – not in house

RJ: When do we end this?

JT: Ali is NUS Union Development Officer – Responsible as the NUS Extra representative – from a student representative point of view I'll be carrying forward its current relevance to students

TW: From my point of view – set Facebook workplace for this issue, and getting vague responses – approached Uni Days – to look at receiving £5 commission for every student that signs up

AC: Potential risk - university staff have just launched a staff discount portal. Plus side is that they are up for having a student discount portal – could drive revenue alongside or instead of NUS Extra

TW: No formal respond until today about loss of Spotify contract. We are actively doing things to reduce risk

**BOARD OF DIRECTORS NOTED THE FRESHERS UPDATE**

## 5.3 BAM Progress Report (TW)

Report taken as read.

TW: Generally we're relatively happy – they've made payment and cleared all previous debt with us. If you're in the BAM model you get the big agencies. Theory is that it will give our Business department more time to focus on commercial projects but reality is we've had a new student staff to train. Now all is trained so will have more time. Issues: attention to detail is poor. Good issue: they have sold all our spaces so need to look at other portfolios they can't sell

IW: We're on a minimum guarantee?

TW: Fixed fee guaranteed – 1 year contract. Brought here as needs to renegotiate in January. Have them booked for 3 hours of discussions so will unpick and find out how it's going.

**Action: TW to circulate a debrief after meeting with BAM**

TW: Their total volume of bookings have been down this year maybe with the rise in digital – these are the challenges that advertisers are facing. We're in a good position as we're guaranteed a lump sum in quite a tough market

RJ: AWIP printers – have they been up and running?

TW: Printers have been here for 1 month. In contact with directors and they are sending engineers. I am sceptical. We're losing money and reputation from students who were told that there would be free printing

***BOARD OF DIRECTORS NOTED THE BAM PROGRESS REPORT***

**6. Finance Matters**

**6.1 Year End PSUT Accounts (for approval)**

IW: I haven't seen these papers so I won't make any comments or decisions

MC: Note 5 – 'Creditors: Amounts falling due after more than one year' – why is it not the £120k difference?

TW: UPSU is a creditor and it's about how the money is transferred

AC: The figure that IW was talking about earlier

IW: That was £140k – not the transfer between PSUT and UPSU but a year on year difference

MC: The away day management accounts made sense, but GF didn't take us through these accounts

RJ: We have some work to do before we sign them off because IW hasn't seen them and MC and JT haven't been through them with GF

AC: We'll ask him questions to be shared electronically, approval will be electronic and then they can be signed off

IW: We have a soft budget and we can overachieve it – we need to go forwards and we need to grow as a business

TW: We've budgeted for generating less income – prudent budgeting

MC: Even if we're doing that we're below what we need for P25? We need £300k?

TW: We have an idea that we think we need another £150k but we haven't done any financial planning yet

MC: Regardless, isn't this the wrong way to go?

TW: We are constantly growing, we just did really well last year

IW: When we meet again we can do a Q2 revised budget so we do stretch ourselves this year

JT: We have agreed not to approve the accounts until we have all had a chance to understand, ask questions and then they will be approved electronically

**6.2 Finance & Risk Sub-Committee minutes 22<sup>nd</sup> August 2017 - for note and questions only**

MC: I want to find out how we're going to grow the business when we have an operating profit and surplus money – where can we fund PSUT more because that's where we can make more money. When is this conversation going to begin?

TW: Once the strategy is signed off and approved, then we've got to look at business models - this is where we can look to start this conversation. My view is that PSUT has to pay for itself

AC: Alongside this is the 3-5 year financial planning I'm doing with Counterculture and TW that pulls all of these finances together and looks at how PSUT and UPSU can be funded

***BOARD OF DIRECTORS NOTED THE FINANCE & RISK SUB-COMMITTEE MINUTES***

**7. AOB**

**7.1 P25 Update – verbal update (TW)**

TW: Will circulate the draft strategy. As a project team we're relatively happy with the final strategy – now we will start doing the business models. We will circulate for comment and approval at the next Board meeting with some draft business plans

**7.2 Events Partnership Tender Discussion (TW) Paper went out to BoT (Item 11.3)**

JT: The recommendation at Board of Trustees was for PSUT to continue to build and maintain partnerships with Eskimo 11 rather than tender

TW: From a business perspective – 4 year ago we put it out to tender and only 1 out of 10 responded which was Eskimo 11. They have been doing this for 4 years. We took this to Leadership and decided there was no value of competing in competitive tender – there are no other companies that can deliver this tender. We can do some serious contract negotiation to ensure student welfare and safety. We can create a portfolio of contracts separate events – so if in the future we want to drop one event we can without having to renegotiate the whole contract

IW: Do we need to be clear on what P25 means for us? This feels like one of our core growth areas for revenue going forward

TW: I've got a fairly solid idea, so I can circulate this. I see the majority of our commercial partnerships as they give us a lump sum in return for marketing, whereas I see events as us delivering events that we coordinate in house. This is a partnership deal - they can bring our operating costs down and help us

AC: They will want a 3-4 year purple Wednesday contract. They might go for a 1-2 year new business events contract – if we go through a portfolio we can control negotiations for particular contracts to make it shorter term or get an easy out

***BOARD OF DIRECTORS APPROVED THE RECOMMENDATION FROM BOARD OF TRUSTEES REGARDING THE EVENTS TENDER***

**8. Date and Time of Next Meeting**

Tuesday 6th February 2017 at no later than 5pm - Room 1, The Union Building

**ACTIONS**

Action	Who	Update	Status
5.3 Circulate a debrief after meeting with BAM	TW		

**CONFIDENTIAL ITEMS**

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Minutes Approved: \_\_\_\_\_

Date: \_\_\_\_\_