

**Trustee Board Minutes**

**Held on 25th February 2019 at 4.00 p.m.**

**Videoconference (08H09, H133A, MD008A and BA-02-012)**

**Present:**

Kevin McStravock, President (Chair) KMcS Thomas Logue, Student Trustee TL

Robert Stewart, Lay Trustee (Deputy Chair) RS Nicole Parkinson-Kelly Student Trustee NPK

Ashley Neill, Lay Trustee AN Christopher McLarnon, Student Trustee CMCL

Jim Coyle, Lay Trustee JC Conor Keenan, Vice President Jordanstown CKeen

David Longstaff, Chief Executive DL Clodagh Kennedy, Finance Director CK

Colin Campbell, Operations Director CC Avril Honan, Membership Director AH

**In Attendance:**

Meghan Downey, Vice President, Belfast, MD and Jackie Taggart, Note Taker

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| **Meeting Notes** | **Action** | **Update** |
| Agenda item 1: Welcome. The Chair welcomed everyone to the meeting. |  |  |
| Agenda item 2: Apologies – Apologies were received from Kirsten Watters, Lay Trustee, Rhonda Burns, Student Trustee, Andrew McAnallen, Vice President Campaigns & Communications and Collette Cassidy, Vice President, Magee. |  |  |
| Agenda item 3 – Declaration of Interest: KMcS informed the meeting that he, CKeen, MD and NPK have an interest in Agenda Item 13, Pension Contributions. |  |  |
| Agenda item 4 – Starred Items: Nothing was starred for further discussion. |  |  |
| Agenda item 5: Minutes: Minutes of the meeting of 29th November 2018 were approved, subject to two amendments. Reserved Minutes were also approved. |  | Amendments have been made to the Minutes |
| Agenda item 6: Matters Arising:  18.35 Articles of Association. AH told the Board that the Articles were approved at a pre-Christmas meeting and ratified at University Council. The Articles have to be ratified by the Board before they are sent to Companies House. Bye-Laws will be brought for ratification. These were approved. | AH and CK to liaise to submit the AoA to Companies House. |  |
| Agenda item 7: Chair’s Communication:  KMcS informed the Board of the successful completion of Magee refurbishment and graphics will be installed shortly. Work will commence in Jordanstown over the Summer. The office move has taken place in Coleraine and graphics will be installed in the area soon. Estates have requested E029 as this is no longer being used, Estates have agreed to spend £15,000 to upgrade E019. New furniture to be delivered to Belfast Students’ Union space next week. Student Officer Elections start today and there are 17 candidates, including 4 for the new position of Vice President Education and 3 for the new Sports & Wellbeing post. We have had initial launches on each campus of the diversity network for non-traditional students (student parents, carers etc) and are working on widening engagement. The SU are involved in the Brexit Working Group and the Steering Group for Sustainability Review. A meeting has also been scheduled with the Head of Travel and Transport. |  |  |
| Agenda item 8: Management Accounts: CK summarised the accounts up to 31st January 2019. Commercial Services turnover is down. Both Magee units are showing a loss, with Jordanstown Catering showing a small surplus. Salaries & Wages are below budget as we have not recruited two posts. Sports Union is over budget, which reflects a £20,000 overspend from last year which they are now paying back in this annum. Sports Coaches now have to be paid and there is limited funding for this. The SU will turn a surplus by the end of the year, depending on severance pay for Commercial Services. DL suggested phased budgeting for the Sports Union next year to better reflect peaks in spend. | Proposed phased budgeting for Sports Union next year. |  |
| Agenda item 9: Operating Update: DL explained the colour coding. The Red areas that are of most concern including a lack of resource to deliver extra sporting clubs, Increase profitability in commercial services has been addressed with action taken in the review. We are meeting our targets in terms of engagement, but people are not downloading our app and we will address linking it up to social media. AH advised we are tracking lower on sports and have quite a few new societies. DL has prepared a Digital Media Strategy, currently the app is pulling information from the website and is limited. DL felt we will have to retire the old app, which could be addressed as part of the next strategic planning cycle and expressed disappointment as to how our website devolved under MSL but said that there should be a significant improvement in our website over the next few months. | Incorporate App development into any strategic planning cycle for 2020-25 |  |
| Agenda item 10: Chief Executive Officer’s Update: DL informed the Board that the Financial Memorandum has been significantly updated and irrelevant parts have been removed. Dignity Media Strategy: The Digital Media Assistant has responsibility for this. GDPR: Audit & Compliance Committee has reviewed new Policies. Additional online training will be given over the next 4-6 weeks. Laptop Security: We currently can’t remotely wipe computers and guidance around use of our personal devices will be included in relevant policies. How we Manage our Sponsorships and Partnerships: Decisions are being made outside UUSU and there needs to be legislative change. A support mechanism system will go to Finance & General Purposes for discussion. Health & Safety Audit: This will be presented to Audit & Compliance Committee for a full review. | Digital Media Strategy document can be circulated if requested.  Partnership & Sponsorship mechanism will be taken to Finance & General Purposes Committee for discussion.  Health & Safety Audit will be presented to the next meeting of the Audit and Compliance Committee for a full review.  Use of Personal Devices to be covered in UUSU revamped IT policy. |  |
| Agenda item 11: Commercial Services: DL updated the Board. KMcS and he are involved in procurement process and have had communications with Unison, with some opposition. KMcS and DL spoke to students who have raised concerns with no follow-up from students. Anyone who does not want to TUPE will have option of voluntary severance payment as an alternative to resigning. The Board’s thoughts on the associated letter would be welcome on this. We will average wages over this financial year which can go to Finance & General Purposes Committee for approval, or the Board can decide today. The Board felt it could be dealt with today, DL explained this was based on the statutory redundancy calculator. This was approved. |  |  |
| Agenda item 12: Review of Sports Services: DL advised that we are not satisfied in terms of governance and strategy over the long-term sustainability for sports and UUSU had already kicked off a review to put forward a long-term strategy. However, the University has also commenced a review and want our inclusion. It will look at our funding, requirements of use, and demand on facilities, growth and GBD move, and relationship between ourselves, UU and governing bodies. It will consider how the University offers scholarships and development programmes and will provide recommendations. AH gave a presentation and explained the different levels of sport and how interest has recently grown, even by those who drop in and out of sports classes. The Sports Union has 65 clubs across 4 campuses. Estates Services run the pitches etc, and there are Governing bodies, specific development officers, BUCs, and the Irish version of BUCs that we interface with. The Sports Management Board now comprises members of sports services, the SU and student representatives from the campus. Over half of funding comes from the block grant and this is ring fenced. Randox is a big sponsor but is not guaranteed going forward. AN asked if it is a University matter on what the vision is and who leads on the strategy? DL advised that this review would work in ensuring the vision is understood and provides the best possible support to students. We will take part in it formally and articulate our position.  MD left the meeting.  We will then bring a more developed strategy back to the table. The review is due to start shortly with a decision-making process put in place before the beginning of the next academic year. DL suggested asking the appointed Consultant to engage with the SU formally. TL noted that there has been a lot more sporting activity in Magee. KMcS asked if the Board agreed to participation in the Review and this was approved. | RS asked for someone from the University to provide a presentation to the Board both during the consultation and to provide proposed recommendations before any implementation.  DL agreed and will work with the University with a view to asking any Consultant to engage with the SU formally. |  |
| Agenda item 13: Pension Contribution: The Deputy Chair took over for this item. CK informed the Board that NEST pension contributions will legally increase in April to 8%. Currently those staff in NUSPS pay 6% and the SU pays 6%. For the NEST scheme do we offer staff the option of a matched 4%, or 6% contributions. 6% would cost £17,850 although commercial services staff might not need this, their cost being £3,905. RS asked for a recommendation. CK replied that the option of 6% paid by the member of staff and 6% by the employee means they are on par with other members of staff who are in NUSPS. TL felt that we need to be mindful to support employees. AN agreed it was important that we offer 6%. RS proposed to accept the recommendation. This was approved. |  |  |
| Agenda item 14: IPP Submission: DL informed the Board that he had discussed programmes of work with the University but did not go into a level of detail that we would with Trustees. There are 7 core areas we want to develop and improve over the next 12 months: Commercial Services; SU Spaces; Student Communications; Review of Sports Management; New Officer VP Structure; Staff Experience  and Strategic Planning. Dependences can now be listed. We have voiced concerns about cleaning costs and PPF funding. For information, the University as part of their sustainability work has committed to 3% of a saving. Without having to reduce our budget, we could look for effectiveness within our own operations which is good practice in any case. |  |  |
| Agenda item 15: Central Risk Register: DL advised the Board that this had gone to Audit & Compliance Committee who approved the change, but in a similar format. Each Department now has its own localised Risk Register and Directors will escalate any high risks on to the Risk Register that the Trustees will receive. DL also has one on communications where there is no directorate. There are 6 high risks with 2 which are self-explanatory. The SUSS Deficit Payments: These are showing no signs of abating, and Insufficient Staff to Deliver Services: If we had a mass exodus of staff, we would struggle to deliver. This is factored into the Strategic Plan. Sports Services has been covered earlier and a Lack of Effective Means of internal Communication: Work will commence shortly on temporary intranet provision. An upgrade plan with MSL will take effect. If a new risk is identified, it will come to you for your scrutiny. AN queried how we can address the staffing issue and DL replied that we create a matrix of cover. The next Strategic Plan will also aim to address this. Performance and Personal Development is also being addressed as per a paper previously presented that will be formally signed off at the next staffing meeting. It will see 2 review meetings held per year, 1 in June to have the full review cycle and 1 in January to check the aspirations are still deliverable. TL inquired if we should be looking at upskilling people and allowing junior staff to develop? DL replied that staff policies amalgamating Appraisals and Development are being drawn up and we are engaging with Unite with whom we have a recognition agreement. It will measure performance and work with staff on where they can develop skills to best benefit the organisation. | Present a matrix of delegated cover of core systems and roles to BoT at the next meeting. |  |
| Agenda item 16: SODA Update: DL advised that this is reviewed regularly as standard practice. Sub-Committees need to give Management Board more of a role in financial decision making, and there needs to be greater visibility for the Directors roles in the SODA. In terms of the financial levels, it widens jurisdiction of SMT’s monetary decisions and is amended as such. If everyone is in agreement, Management Board will have £3,000 to £5,000 financial decision making and SMT will have up to £3,000 to save time. One of the more radical changes is around redundancy, where individual cases can be dealt with at a lower level. Changes to SODA were approved. | Management Board to have £3,000 to £5,000 financial decision making and SMT will have up to £3,000 |  |
| Date of Next Meeting: 30 05 19 |  |  |