

## **ULSTER UNIVERSITY STUDENTS' UNION TRUSTEE BOARD**

Minutes of meeting held on 24<sup>th</sup> October 2017 by Video Conferencing in Rooms MD008A, H113A and 08H09 at 4.30 p.m.

### **PRESENT**

Mr Kevin McStravock, President, Ms Emma Bonner, Sports Union President, Ms Hannah Rooney, Vice President Campaigns & Communications, Ms Meghan Downey, Vice President, Belfast, Mr Andrew McAnallen, Vice President, Coleraine, Mr Oisin Kinsella, Vice President, Jordanstown, Mr James Colgan, Vice President, Magee, Ms Melissa Hanna, Student Trustee, Belfast, Mr Chris Devine, Student Trustee, Coleraine, Mr Thomas Logue, Student Trustee, Magee, Mr Robert Stewart, External Trustee

### **IN ATTENDANCE**

Mr Antony Blackshaw Interim Chief Executive, Ms Clodagh Kennedy, Finance Manager, Mr Colin Campbell, Human Resources & Admin Manager

### **APOLOGIES**

Ms Danielle Roberts, Student Trustee Jordanstown, Mr Jim Coyle, External Trustee, Ms Ashley Neill, External Trustee

### **WELCOME**

The Chair welcomed Trustees to the meeting

### **UNRESERVED BUSINESS**

#### **DECLARATION OF INTEREST**

- 17.34** The Chair asked Trustees, following the circulation of the papers, if there were any Declaration of Interests. No interests were declared.

#### **MINUTES**

- 17.35** The minutes of the meeting of 11<sup>th</sup> August 2017 (previously circulated) were approved as an accurate reflection of the last Trustee Board meeting.

#### **MATTERS ARISING**

- 17.36** **Greater Belfast Development**  
Mr Blackshaw informed Trustees that he had met with the Deputy Director Planning, Development and Facilities Services and that there is

a recognition from the University that the current space isn't fit for purpose and that the University is looking at possible alternatives.

**ACTION** Mr Blackshaw will give an update at the November meeting

**17.37 Yearly Action Plan**

Mr Blackshaw informed Trustees that this is covered in the agenda.

**17.38 CHAIRPERSON'S COMMUNICATIONS**

Mr McStravock gave a brief overview to the Board on the success of Welcome Week. He also noted that Student Council elections had taken place and that voting had increased.

Mr McStravock formally noted Mr Blackshaw as Interim Chief Executive to March 2018 and that he would be working on the Strategic Plan and the recruitment of a new Chief Executive.

**17.39 TRUSTEE BOARD TERMS OF REFERENCE**

Mr Campbell presented the Terms of Reference and Trustee Board noted the changes from General Manager to Chief Executive and External Trustee to Lay Trustee.

Mr McStravock asked for the Board's approval that Ms Kennedy and Mr Campbell be invited to attend future Board meetings as Senior Management and that Mr Campbell be asked to identify a member of Students' Union staff to act as secretariat. This was approved by the Board.

**17.40 MANAGEMENT ACCOUNTS**

Ms Kennedy presented the Management Accounts for the period ending 31<sup>st</sup> August 2017 and noted that the period is 13 months due to incorporation, with this period being 11 months. Ms Kennedy gave an overview of the Income and Expenditure and noted that the deficit for the year was £11,247.

Mr Blackshaw noted the concerns that were raised at University Resource Committee regarding Students' Union reserves policy and the small surplus budgeted for this year. He added that if commercial outlets' have a decrease in sales this impacts directly on the surplus. He noted the increase in budget of £244,000 and the proposal for the new staff posts will mean a saving this year and this will be spent on one off expenditure items such as the purchase of new vehicles.

Mr Blackshaw explained incorporation to the Board and the new legal structure of the Students' Union since 1<sup>st</sup> September 2017.

**17.41 BUDGETS**

Ms Kennedy presented the budget paper that University Resource Committee had approved on Monday 23<sup>rd</sup> October and noted the increase in budget of 3% plus an additional £244,000. Ms Kennedy gave

an overview of the main budget headings and noted that the budget includes costings for the recruitment of a new Chief Executive, the cost of the Interim Chief Executive, a new website and a £20,000 budget for a small refurbishment in Jordanstown.

Mr Blackshaw explained that the creation of a Management Board will mean Student Officers will be presented with monthly management accounts which will show the performance of commercial services.

The Board approved the Budgets.

**17.42 INTERIM CHIEF EXECUTIVE REPORT**

Mr Blackshaw informed Trustees that this is covered in the agenda.

**17.43 BALANCED SCORECARD STRATEGIC PLAN**

Mr Blackshaw presented the paper on the Strategic Review Update and gave an overview on the recommendations from his Organisational Review Report:

- Work on the Balance Scorecard is behind but meetings have been arranged with the new wider Senior Management Team and this is a priority
- A 'champion' has not been identified and Mr Blackshaw would take responsibility for this task until the new post of Director of Membership Services is filled
- A paper mapping the Students' Union Strategic objectives to the University's 5 & 50 plan was presented and Mr Blackshaw noted a full operating plan for the November meeting
- The change in title from General Manager to Chief Executive was approved
- Drafting of the job description for Director of Membership Services is ongoing
- Approval to the change of the titles of the Finance and HR/Admin Manager to Director
- Discussions with the University over the future of social space in Magee is ongoing
- Stronger two-way communication between Board and Student Council was approved
- Deputy Chair position will be considered in the November meeting
- Formal Board training to be considered as soon as possible

**ACTION** Mr Blackshaw will provide an update on the Strategic Plan at the November meeting

Mr Blackshaw will provide an update on the Balance Scorecard and Operating plan at the November meeting

Mr McStravock and Mr Campbell will provide an update on communication between Board and Student Council at the November meeting

Mr McStravock will provide an update on the Deputy Chair position at the November meeting

Mr McStravock and Mr Campbell will provide an update on Board training at the November meeting

**17.44 DELEGATION OF AUTHORITY MATRIX**

Mr Blackshaw presented the current matrix and recommended the simplifying of this document.

**ACTION** Mr Blackshaw will present an updated matrix at the February meeting

**17.45 RECRUITMENT AND SELECTION OF CHIEF EXECUTIVE**

Mr Blackshaw gave an overview of the papers and explained the changes to the role of General Manager, the new Grade 10 salary and use of a search partner. Trustee Board discussed the key points in detail and approved the 5 formal proposals.

**ACTION** Mr Blackshaw will provide an update at the November meeting

**17.46 PROPOSED CHANGES TO ARTICLES**

Mr Blackshaw's paper outlined the proposed changes following the Organisational Review and noted that the changes will give more power to students. Trustee Board discussed the proposed changes and approved them.

**ACTION** Mr Blackshaw will provide an update at the November meeting

**17.47 RISK REGISTER**

Mr Blackshaw will revisit this document for the February meeting

**ACTION** Mr Blackshaw will give an update at the February meeting

**17.48 SUSS**

Ms Kennedy informed Trustee Board of the significant costs of the Students' Union Superannuation Scheme with the current deficit at £200,000 per annum, an increase of 20% in October 2017, with further increases of 5% in 2018 and 2019. She added that the scheme is a defined benefits scheme and closed in 2011 and the Students' Union will have the liability for the next 15 years.

Mr Blackshaw added that the University has funded the increase in the deficit payments and hopefully will continue to do so.

**17.49 UPDATE FROM STAFFING, FINANCE & GENERAL PURPOSES COMMITTEE SUB-COMMITTEE**

Mr McStravock noted that the meeting of 16<sup>th</sup> October had to be cancelled due to the University closure because of the storm.

17.50

**UPDATE FROM AUDIT & RISK SUB-COMMITTEE**

Mr McStravock noted that the meeting of 16<sup>th</sup> October had to be cancelled due to the University closure because of the storm.

Mr Blackshaw informed Trustees that going forward, the minutes of the meetings will be presented to Trustee Board and these items will be starred indicating they are for information only.

## ULSTER UNIVERSITY STUDENTS' UNION TRUSTEE BOARD

### UNRESERVED BUSINESS

#### Action Sheet

Minute	Agenda Item	Action	By Whom
17.36	5(a)	Mr Blackshaw to give Trustee Board an update at the November meeting on Greater Belfast Development	Mr Blackshaw
17.43	11	Mr Blackshaw to provide an update on the Strategic plan at the November meeting	Mr Blackshaw
		Mr Blackshaw to provide an update on the Balance Scorecard and Operating plan at the November meeting	Mr Blackshaw
		Mr McStravock and Mr Campbell to provide an update on communication between Board and Student Council at the November meeting	Mr McStravock
		Mr McStravock to provide an update on the Deputy Chair position at the November meeting	Mr McStravock
		Mr McStravock and Mr Campbell to provide an update on Board training at the November meeting	Mr McStravock and Mr Campbell
17.44	12	Mr Blackshaw to give an update on Delegation of Authority Matrix at the February meeting	Mr Blackshaw
17.45	13	Mr Blackshaw to provide an update on recruitment and selection of a Chief Executive at the November meeting	Mr Blackshaw
17.46	14	Mr Blackshaw to provide an update on proposed changes to articles at the November meeting	Mr Blackshaw
17.47	15	Mr Blackshaw to give an update on the Risk Register at the February meeting	Mr Blackshaw