



Turnaround Board Minutes

Minutes of the turnaround Board meeting held on Monday 15th September 2015 in the boardroom at Paisley Campus at 11.00am.

1. Members Present

Jack Douglas	JD	President (Chair)
Simon Cain	SC	Sports President
John Black	JB	Depute President Education and Welfare
Herborg Hansen	HH	Campus President (Ayr)
Audrey-Clare Burns	ACB	Interim Director
Al Powell	AP	Development Consultant NUSUK
Donna McMillan	DMcM	University Secretary & Registrar

2. In Attendance

Aileen McColl	AMc	Admin Assistant (minute taker)
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3. Apologies

Douglas McWhirter	DMcW	Campus President (Hamilton)
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As some members present were at our Turnaround Board meeting for the first time, names and job roles were exchanged and explained.

4. Minutes and Matters Arising

No Minutes were presented.

5. Items of Business

5a Organisation

University Meetings

ACB presented a schedule of meetings. **ACB** and **JD** met with the Principal - Craig Mahoney, on Thursday 13th August. There was a general discussion around the present situation of the SAUWS – University relationship. This was positive and hopefully when changes happen regarding Governance etc., the relationship will continue to improve. **JD** and **ACB** met with the University Secretary and Registrar - Donna McMillan on Friday 28th August. This again was a positive meeting, the discussion was primarily around the Prevent Legislation - Jack will discuss this with the executive.

ACB also met with Michele Shoebridge - Interim Chief Operating Officer on Wednesday 9th September, it was a really positive meeting and **ACB** will arrange to meet Michele again soon. University Finance Meeting – was cancelled. At this point it is still to be rescheduled. It is vitally important that this happens soon as **ACB** is struggling with lack of timely accurate and detailed financial information. This information is required to help inform management decisions.

ACB will continue to engage, where possible and appropriate, with University management and hope to build a strong network for the incoming CE.

HR

There was a discussion around HR provision. The University of Stirling Students Union (USSU) is a client of Square Circle, the HR Company SAUWS have a contract with.

ACB stated she has found them to be very good. SAUWS have a retainer with them at the moment which gives a set amount of support. Due to the recent happenings within SAUWS, we went over our contract, which is very costly. **ACB** and Bryce Hamilton, SAUWS Finance Manager will now be the only contact with HR to avoid this happening again. Our renewal is due at the beginning of October. It was suggested we negotiate a 2 year deal instead of 3, and we should have more provision in the 1st year and less in the 2nd year.

DMcM suggested we allocate £10,000 for the 1st year and £6,000 for the 2nd and enquired what procurement policy we had in place. After 2nd year of this HR contract it was suggested this should go out to tender, possibly getting 3 quotes.

CE Recruitment

ACB had distributed a draft Job Description to the board and stressed it should start quickly. The timeline for recruitment should be the end of October and the Board should check the job description.

ACB suggested that we should approach several Agencies.

DMcM commented that this was a great deal of money from our budget and suggested we should get 3 estimates to protect ourselves from future difficulties. After discussion it was agreed that this was cost effective.

It was agreed that **AP** and **ACB** should work together, and have discussions with several agencies using the draft job description as a starting point. The formal interview process should involve the Institution and external agents. The recruitment should 'go live' in October with a view to a start date of January 2016, with **ACB** being involved in the handover/induction.

DMcM asked if a procurement policy could be found.

ACB said she was not sure but would look for one.

5b **Sabbatical Review**

JD Presented a paper in regards to a sabbatical re-structure as it had remained the same for such a long time. There was a big aspiration for Internationalisation and it was agreed the Exec should take this forward in trimester 1.

AP gave the recommendation to visit other Student Unions and offered that he could help with several case studies. **AP** also stated he was here to help support the Officers with this piece of work and would be in touch out with the meeting.

DMcM said she would be very keen to be involved with student representation.

All agreed with the elections in March work needs to progress on this initiative this trimester, as it is time critical to make changes this year.

JD stated that the Exec should make a collective decision.

5c **Governance**

External Trustee Recruitment

JD Suggested that they have a good Alumni for Exec?

ACB asked **DMcM** if the University would share Alumni data for Trustee Recruitment?

DMcM confirmed that the University have a data sharing agreement with SAUWS.

DMcM suggested that SAUWS should have a more detailed person specification for External Trustees, as we need to have clear guidance in case of rejection.

ACB suggested that SAUWS should have a priority list of skill sets of people required, finance is a massive requirement.

DM will send University person specification and skill sets.

AP Suggested we should ask consultants to quote for external Trustee recruitment along with CE recruitment.

All Agreed.

5d **Finance**

Annual accounts

ACB presented a paper explaining the timings and processing of the Annual Accounts. It was discussed how things will go forward, with accounts as usual being sent to OSCAR.

ACB stated that SAUWS financial position is reasonable, and could be worked out. Our aim is not entirely to make money but to provide a service for the students, but we should certainly not have a deficit. It was agreed that the President should sign off the accounts.

DMcM asked about training for reading accounts.

JD stated the Trustee training should have covered this, but historically SAUWS have presented the monthly management accounts much later and without officer input.

ACB commented the Stirling University SA had an excellent model layout for accounts which enabled forecasting. It was agreed that this should be adopted for SAUWS.

Budgets:

ACB presented a draft budget. At present figures were wage centralised, the reporting was not clear and made it look as though commercial services were actually contributing. More membership services should be being delivered, there seems to be no strong staff core, only a few members of permanent staff. SAUWS needs reshaping if we are to half the commercial deficit from £200k to £100k by 2016/2017.

SAUWS needs to get to a position where managers can actively manage daily, weekly and monthly figures and work differently from the way it works at present.

SAUWS should be focusing on a change of emphasis to Membership Services.

ACB suggested that we discuss central overheads with the University. We need cost centres properly apportioned to manage our own budgets.

ACB mentioned that the EPOS (till system) is cloud based so information can be accessed from anywhere; this allows easy scrutiny and monthly reports to be more easily provided. **ACB** suggested SAUWS should maybe have a subcommittee for finance

All Agreed ACB to set up sub group to include all Sabbatical Officers, Bryce and David.

We should separate management from governance.

ACB as if Sports and Societies do fundraising to supplement their budgets.

A discussion took place surrounding fundraising

Liberation groups and campaigns have been allocated enhanced budgets

Turning around Commercial Services was discussed and it was explained we will have operation plans and these will be managed on a monthly basis. There will be intervention if they are not adhering to budgets and targets.

DMcM left the meeting at 12.10pm

5e **General**

Review of the Diagnostic recommendations

Diagnostic Report: - Recommendations were discussed and reviewed in the meeting.

Operating plans for 3 Campuses should be fully in place by October, **ACB** to action this.

JD reports we should have a printed Impact Report by March which can be distributed to the University for profile raising.

6. **Any other competent business**

None

7. **Date of next meeting**

TBA, doodle to be sent round

Meeting Closed: 12.25pm