

Minutes of the **EUSA Trustee Board Meeting** held on  
Monday 31<sup>st</sup> January 2018 in the Balcony Room, Teviot

<b>Present</b>
<b>Patrick Kilduff (PK)</b> – President (Chair)
<b>Ollie Glick (OG)</b> – VP Community
<b>Kai O’Doherty (KOD)</b> – VP Activities & Services
<b>Esther Dominy (ED)</b> – VP Welfare,
<b>Bobi Archer (BA)</b> – VP Education
<b>Stewart Goldberg (SG)</b> – External Trustee
<b>Nathaniel Brimmer-Beller (NBB)</b> – Student Trustee
<b>Bharat Chaturvedi (BC)</b> – Student Trustee – Arr. 1:15pm
<b>Adam Noach (AN)</b> – Student Trustee – Arr. 1:15pm

<b>In Attendance</b>
<b>Stephen Hubbard (SH)</b> – CEO
<b>Sarah Purves (SP)</b> – Director of Membership Support and Development
<b>Euan MacLean (EM)</b> – Director of Financial Services
<b>Michelle Berry (MB)</b> – Director of Commercial Services
<b>Emily Ronaldson (ER)</b> – Executive Assistant
<b>Olivia McLean (OM)</b> – Festival Manager – Arr. 3pm

<b>Apologies</b>
<b>Yvonne Stewart (YS)</b> – External Trustee
<b>Douglas Blackstock (DB)</b> – External Trustee

<b>1.</b>	<b>Welcome/Introductions</b> PK welcomed the board at 1:00pm highlighting apologies from DB and YS and noting BC & AN are expected at 1:15pm PK also congratulated NBB for being re-appointed as Student Trustee and noted Chak Ip has been appointed and will be present at the next Board once he has received training PK introduced Michelle Berry, Commercial Services Director to the board
<b>2.</b>	<b>Conflicts of Interest</b> Paper G sabb 2 <sup>nd</sup> term PK suggested that officers leave room unless willing to rule themselves out of re-running in March All agreed
<b>3.</b>	<b>3.1 Approval of Minutes from Previous Meeting,</b> Approved
	<b>3.2 Matters Arising from Previous Meeting</b> Working Group Teviot Lease SG queries ref Ents spend vs Bars take

4.	<p><b>President's Report – Paper A</b>  <b>PK presented Paper A, highlighting the following:</b></p> <ul style="list-style-type: none"> <li>• Student Centre Project – Sheffield visit</li> <li>• PK &amp; ED work on health and wellbeing centre 7 Bristo square</li> <li>• BA reform class rep system and reporting at court</li> <li>• KO secured £25,000 participation grant</li> </ul> <p>PK Welcomed BC at 1:10pm          PK Welcomed AD at 1:15pm</p>
5.	<p><b>CEO Report – Paper B</b>  <b>SH presented Paper B, highlighting the following:</b></p> <ul style="list-style-type: none"> <li>• Bristo Square Festival conclusion of Underbelly plans and impact – unsure yet of challenges, footfall in buildings and coming up with best interface of how it is used. Uncertainty of budget</li> <li>• UCU strike - Pension issues could ultimately be reputational and a governance issue. Think strategically how we handle our position – first strike first few days of WC 29<sup>th</sup> Feb             <ul style="list-style-type: none"> <li>- KO queried our staff members striking and SH comments noting there was no UCU ballot for the Students Association. Issue not with Organisation as such but more with political support and also the impact on work they are doing</li> <li>- It was noted that approx 110 out of 150 staff are in the USS scheme</li> </ul> </li> <li>• First Strategic Development SC on Wed 14<sup>th</sup> March</li> </ul>
6.	<p><b>Director's Reports</b></p> <p><b>6.1 Director of Membership Support and Development Report – Paper C</b>  <b>SP introduced Paper C highlighting the following:</b></p> <ul style="list-style-type: none"> <li>• Governance project – form please complete training development &amp; review, <b>ACTION ER to resend</b></li> <li>• Sabbatical support – review with officers, review and training productive away day. SG queries this may be a bit too late (360s) need more time to improve. BA agrees that maybe late 1<sup>st</sup> semester 1 would help you to move ideas forward to January. SH notes tried earlier previously and response rate really low - was delayed until after Christmas anyway. When review was before December – critical review with low energy from Sabbatical Officers so difficult time to give feedback. November or earlier check-ins: <b>ACTION SP &amp; SH consider review process</b></li> <li>• Elections Nominations out 9<sup>th</sup> March, will start to see advertising</li> <li>• NSS report following on – No national boycott, will be promoting survey to students so they use their voice but that is all</li> </ul> <p><b>6.2 Commercial Director Report – Paper D</b>  <b>SH introduced Paper D, highlighting the following:</b></p> <ul style="list-style-type: none"> <li>• Performance at P9 is disappointing – April –April certain issues early impacts. Catering is most significant problem, marginal and shift of a couple % wages and margin it would make big difference. It was also recognised catering needs improved from customer perspective</li> </ul>

	<ul style="list-style-type: none"> <li>• Ents &amp; Events doing work, forecasting revenues to contribution. More detailed re-forecast on Commercial in 4 weeks. Addressing any issue to improve contribution level by period end. Issue raised at Finance SC mainly about cash flow position</li> <li>• Work in Sports Bar – come together well, trade growing up approx. 25%</li> <li>• Teviot extra covers in should allow for some growth SG notes bars are full, not many tables with drink and food SH notes want to welcome students to do work etc, but challenge for commercial team who need to try and push sales (Library bar)</li> </ul>
	<p><b>6.3 Finance Director Report – Paper E</b> <b>EM presented paper E, highlighting the following:</b></p> <ul style="list-style-type: none"> <li>• A complete budget will be presented at March board. Final budget may be different but flagged certain things if anyone has comments at this stage</li> <li>• High level of capital expenditure has had an impact on cash balance – next year this will drop down slightly</li> <li>• Staffing Update – Restructure of Finance team Anne leaving after 42 years of service. New position created: Head of finance business reporting to resolve financial controls/reporting of org. Management Accountant Nazmul brought in on temp. contract but being made permanent. Executive Assistant leaving. Procurement system up and running. JR handed in notice.</li> <li>• Invested in integrated card terminals linked to till system – noticeable positive impact with operational benefits. Rainy Hall has new till/card terminal so glad to have that in place, although now the space is disrupted by building works.</li> </ul>
<p><b>7.</b></p>	<p><b>Finance Update – Paper F</b> <b>7.1 Financial Position at P9</b></p> <p><b>EM Presented Paper F, highlighting the following:</b></p> <ul style="list-style-type: none"> <li>• Positive festival even with challenging budget, other areas are struggling to meet this. Bars are doing well just not up to high budget. Catering problematic as noted previously. Ents &amp; Events exceeded budgeted spend.</li> <li>• Current forecast points to approx. £100,000 deficit before accounting adjustments including grant from University but not added yet which will inflate year end result. This will sit as restricted fund depreciate in alignment with asset so will reduce over next years. Block grant letter has an error of £85,000 which we did receive from University, which is currently in balance sheet.</li> <li>• Cash wise – concerns at Finance, Audit &amp; Risk SC as it has dropped, likely to drop further before year end if we spend all of capital expenditure we may be back in overdraft position (very short dip)</li> </ul> <p>SG queries facility we use for overdraft. EM notes we don't have one, Santander have been very supportive in the past. May involve having writing from University which they have had in past. Kai queries why it would only be a few days dip into overdraft. EM responds: Weakest point when we pay July salaries until end of August then after is festival etc. Kai also queries when we will ask Uni for letter for bank. EM notes they will re-forecast then speak to representative David Montgomery at Uni March/April time.</p>

8.	<p><b>Teviot Row House Development – SH</b></p> <ul style="list-style-type: none"> <li>• Bring Board up-to-date on progress</li> <li>• Effectively 3 buildings – Teviot (Students Association), George Square (Student services) and now 7 Bristo Square (Wellbeing centre)</li> <li>• Nearly £90 million cost overall</li> <li>• Autumn 2019 (on site) complete Autumn 2022, a 3 year phasing with the theory there is no impact, in practice this is not the case</li> <li>• Design coming to close end Feb outstanding issues, being resolved</li> <li>• AN queries student further consultation in November, SH notes less engaging but more positive about scheme and changes – significant changes were made</li> <li>• Lease/rent discussion still to be had</li> <li>• Opportunities to trade in a better way, no extra space</li> </ul> <p><b>SH presents landscape and floor plans answering questions regarding the space:</b></p> <ul style="list-style-type: none"> <li>• MB queries trade delivery entrances. SH points out 2 and notes new basement -1 level in new space for storage/kitchen etc</li> <li>• AN queries lighting natural/night. SH responds they have detailed plans of lighting</li> <li>• ED queries space of reception. SH responds this has been done on purpose and next to most accessible entrance area</li> <li>• In terms of venue capacity there is 11,050 for whole 3rd floor, with the debating hall 400 and venue A &amp; B together 980. Can't max out spaces. 800 people can see stage (stage area: 5 metres by 8 metres approx.)</li> <li>• SG queries numbers of festival and promoters use of space, it was noted this analysis was ongoing.</li> <li>• There was further discussion about the future use of Potterrow.</li> </ul>
9.	<p><b>Sabbatical officers 2<sup>nd</sup> term Election Guidance – Paper G</b></p> <p>OG, ED and KO left room. BA and PK stayed therefore ruling themselves out of standing for a 2<sup>nd</sup> term.</p> <p><b>SP presented Paper G, highlighting the following:</b></p> <p><b><u>Guidance around conduct of officers who are/may become officers</u></b> - Protecting elections, all candidates, and organization from accusations of unfairness.</p> <p><b><u>Conduct of staff understanding who work along Sabbaticals</u></b> – not giving unfair support</p> <p><b><u>Normal approach/how we use Sabbaticals in promotion</u></b> – not using those running as face, not using email accounts, official FB accounts etc.</p> <ul style="list-style-type: none"> <li>• SP noted that current election rules are clear: any candidate can only use things in elections which other candidates would have access to.</li> <li>• BA notes it would be good if any Sabbatical does take annual leave that week. Needs to be addressed as events they attend that week they are given platform others would not have.</li> <li>• PK makes the point certain things they need to do as their role. BA notes we need to make it clearer in paper.</li> </ul>

	<ul style="list-style-type: none"> <li>• MB notes defining student-facing event rules (during campaigning period) further would be beneficial as there may be responsibilities the sabbaticals have to continue in their current role. Agreed that a member of staff should sit down with Sabbaticals running to go over rules for that specific week.</li> <li>• SG notes that Returning officers have knowledge of how the Association works and could have meetings with students to hear more about Association before running.</li> <li>• BA queries sabbatical officers supporting other officers – SP notes that most unions would make the rule that this is not allowed on work Facebook profiles</li> <li>• It was agreed that the date the SA will stop promoting specific Sabbaticals who are running for 2<sup>nd</sup> term on platforms move from 5<sup>th</sup> February to one week before Nominations close (12<sup>th</sup>)</li> </ul>
<p><b>10.</b></p>	<p><b>Festival Overview &amp; Discussion – Presentation</b>  <b>OM presented an overview of the Festival operations, highlighting the following:</b></p> <ul style="list-style-type: none"> <li>• Festival contributes £260 million to Scotland itself</li> <li>• 455 hourly staff, 55 commercial staff</li> <li>• Pleasance &amp; Gilded main partners ticketing etc</li> <li>• Costs approx. £450,000 to gain suppliers</li> <li>• Security and anti-terrorism all done by us</li> <li>• Created new base 2017 work from Gilded Garden</li> <li>• Income was £3.4 million 2017</li> <li>• 2018 – build on, continue to match competitors, rebuilding units, external catering, Dome an activation space, increase footfall, invest more money in visuals</li> <li>• Competition increasing, maximize ticket sales and offering</li> <li>• Central area development – need alternative venues at this time and planning ahead for this</li> <li>• Teviot will become hub for jazz and blues festival between graduation and festival – generate more revenue</li> </ul> <p><b>OM answered questions from the board:</b>  OG queried what is being done re: Sustainability – OM responds that they fall in line with University and it is within their procedures. OG also queried student involvement with Festival and OM responded that they work with Bedlam, training and possibility will have an intern in future. Students do not engage as much with theatre.  SH notes we could do more with partners to push them to do more in terms of engagement. Point in contract re this but could do more.  BC queries international student involvement. OM notes not doing this currently but planning to look into it.</p>
<p><b>11.</b></p>	<p><b>Subcommittee Minutes</b></p> <p><b>Finance, Audit &amp; Risk Subcommittee</b>  OG noted it was the first one so new remit was discussed.</p> <p><b>Trading Subcommittee</b>  SH noted new members, induction of services, transitional to Strategic Development Subcommittee</p>

<b>12.</b>	<b>Legal &amp; Risk Update</b>
	<ul style="list-style-type: none"> <li>• There was an item of reserved business relating to a potential legal action matter</li> <li>• EM further notes that at next Trustee Board summary of Risk Register – legal document to look through</li> </ul>
<b>13.</b>	<b>AOB</b> None
<b>14.</b>	There was an item of reserved business relating to senior staffing
<b>PK closed the meeting at 4:05pm noting that the next meeting will take place on Monday 26<sup>th</sup> March in the Balcony Room.</b>	