

ULSTER SUPPORTED EMPLOYMENT LTD
(Company Limited by Guarantee and not having a Share Capital)

Minutes of a Board of Directors Meeting held on Wednesday 27 September 2017
at 10.30 a.m. at 182-188 Cambrai Street, Belfast

Present

Mr J Perry	Chairman
Ms C Magill	Director
Mr T Hinds	Director
Mr D Mackay	Director
Mr A Bennett	Director
Mr W Atkinson	Chief Executive
Mrs SJ Mowbray	Company Secretary/Head of Corporate Services
Mr A Savage	Head of Operations

Apologies

Dr G Adams	Director
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1. Conflicts of Interest

None were noted.

2. Minutes of the meeting held on 31 August 2017

Minutes were approved subject to some minor amendments.

3. Chairman's Business

- The Chair discussed with non-executive members matters relating to future Board appointment
- The Chairman and CEO had an introductory meeting with Dr D McMahon, Department of Communities
- Mercers meeting has been agreed for 3 October, to further discuss options for future pension arrangements

4. Chief Executive's Report

The Directors reviewed the Chief Executive's Report for **August** activity which had been circulated with Board papers. The following was noted:

- Continuous Improvement

Usel has now received formal feedback on the recently conducted EFQM assessment. The review has been very comprehensive and will provide a sound baseline from which to improve our performance in the months ahead. The final report supports the view that Usel would be allocated a score between 400 to 450

and with further development of Usel improvement plan we would be well placed to complete a full EFQM assessment within the next 12 months.

- Stakeholder Engagement

Saturday 2 September, Usel welcomed a delegation from the South African government, to bench mark Usel circular economy model. The visit was agreed with CIWMNI and was one of several benchmarking visits conducted across Europe by South African team.

Usel hosted several political representatives including Carla Lockhart DUP, Dolores Kelly, SDLP and Martina Anderson, Sinn Fein.

Usel also hosted a visit in partnership with Belfast City Council, welcoming the UK Deputy Representative to the EU. The visit was to showcase Usel as best practice in a circular economy model in practice. The visit was requested by the Executive Office (previously OFMDFM) and may present an opportunity to engage with key decision makers within the EU regarding further development of the circular economy with NI.

Usel had an introductory meeting with DfC director Dennis McMahon. It presented an opportunity to outline Usel's 2017-21 strategy plan and to highlight some of the success experienced in the past 12 months.

- New Business

Usel has formally requested an offer of support from our sponsor department in relation to our proposed ESF application. We await a formal response.

An update was provided in relation to the status of Usel as a NDPB with DfC.

Action: CEO to distribute letter of comfort to Board when it is received

5. Head of Corporate Services' Report

a. Finance

The Directors reviewed the summary financial position against budget, for **August**, and noted an operating surplus of £20k. Budget forecast for August was £1k surplus, therefore position is £19k over budget.

Income was received in relation to Erasmus project, of £48k.

Both direct and indirect costs are over budget, as a result of skip hire and waste disposal costs not being included in the original budget. This will be addressed as part of a reprofiling exercise.

YTD we have delivered a surplus of £71k – the members note this is a positive result.

b. ICT

- System development continues to support all areas of the factory, such as sales and production
- ICT audit is now complete and results are being reviewed

Action: SJM to consider electronic papers for Board members

c. Business Development & Marketing

- New website is at final stages
- Final draft of Social Impact Survey due at the end of this week
- Tender writing for ESF project
- Explore opportunities with Interreg and Co-Innovate
- Newsletter
- Development of leads for 2018 TfS cohort

Action: SJM website link to be forwarded when it is operational & marketing resource structure to be presented in October Board

Action: SJM to consider the “User Voice” re mattresses

d. HR / Business Improvement

- Development of balanced scorecard
- EFQM improvement plan
- Review of Internal Audit recommendations

Other business:

- Ms Mowbray is exploring NILGSOC as an alternative pension provider, to the NOW pension scheme
- Ms Mowbray is trying to source suitable training for Board members
- We hosted a visit for DfC Finance team, approximately 13 officials. The visit gave an opportunity to showcase the work that Usel does and how the grant-in-aid is utilised
- Ms Mowbray advised the Board that the Business Development & Marketing Manager is being recognised at a formal event, as one of the top 50 individuals working for top organisations in Northern Ireland

Action: SJM to review potential Board training provided by Chief Executives Forum

Action: SJM to contact CO3 to confirm whether Board members can attend their events

6. Head of Operations Report

a. Employment Services KPI Report

The KPI Report circulated with Board papers was analysed and it was noted that YTD, for Workable, we are approximately £36k better than budget. There are currently 296 participants on Workable NI.

YTD STRIDE is approximately £7k better than budget.

b. Manufacturing/Sales KPI Report

The KPI Report circulated with Board papers was analysed and it was noted that in August, bedding sales are better than budget by £10k.

This results in a YTD position of sales of £8k better than budget.

Industrial sewing for August was £4k under budget. YTD, we are £2k under budget.

In August, circular economy was £6k over budget. YTD, we are £7k better than budget.

7. Adult Safe Guarding Issues

No issues were reported to the Board.

8. Health & Safety

Health & Safety forum is now operating on monthly basis.

9. Policies for Approval

- a. The following policies were approved:
 - i. Equality, Diversity and Inclusion
 - ii. Complaint Procedure
 - iii. Information Retention Policy

- b. The following policies were presented to the Board for review and approval in October Board:
 - i. Code of Conduct
 - ii. Conflict of Interest Policy

10. Perceived risks from the Risk Register

The following are the top risks from the Risk Register:

- a) Financial risk due to loss of ESF funding
- b) Risks regarding Departmental approvals
- c) Impact of Brexit on EU funding

The Board reviewed and approved the risk register.

11. Any Other Business

None