



UEA Student Union (Company number: 0966 4303)

Board Meeting

Mon 4 Dec 23 @ 1600 in the Union House

Minutes (Version 1)

Trustees Present

Taylor Sounes (TS)	FTSO, Chair and Under-Graduate Education Officer	
Anwar Azari (AA)	External Trustee	Virtual
Emeka Chikaosolu (CE)	Student Trustee	
Ivo Garnham (IG)	Student Trustee	
Simon George (SG)	External Trustee	(From 1633)
Luke Johnson (LJ)	FTSO (Activities & Opportunities Officer)	
Catriona Lee (CL)	Student Trustee	
Elise Page (EP)	FTSO (Post Graduate Officer)	
Meg Powley (MP)	Student Trustee	
Serene Shibli Sexton (SS)	FTSO (Campaigns & Democracy Officer)	
Ben Soper (BS)	External Trustee	Virtual
Holly Summers (HS)	PTSO	
Nathan Wyatt (NW)	FTSO (Welfare, Community & Diversity Officer)	

Apologies

Liz Bigalke (LB) PTSO

In attendance

Tim Cave (TC) Assistant Director – Finance (ADF)
 Jonathan Davis (JD) Clerk
 Caroline Wilson (CW) Interim CEO & HR Director

Observing

Jumara Stone (JS) CEO (Designate)

Quorum

Article 103. Half the post-holders on the Board of Trustees and such quorum must include a minimum of two External Trustees and four Trustees who are Ordinary Members of the Union (**Ordinary Members:** student members of the Union being students at the University of East Anglia (As further defined by **Article 17**) and full-time Student Officers (**Article 165.29**)).

The **quorum** for this meeting is **8** Trustees.

Article 105. Where the resolution or issue under discussion concerns a matter in respect of which some or all the Trustees have a conflict of interest, **the quorum shall be 5.**

1. **Welcome.**
 - 1.1. At 1605, the Chair;
 - 1.1.a. opened the meeting and
 - 1.1.b. welcomed those present.
 - 1.2. All present introduced themselves.
2. **Meeting Business.**
 - 2.1. **Statement of quorum.** It was noted the meeting was quorate.
 - 2.2. **Apologies.** Apologies were accepted as shown above.
 - 2.3. **Completed Declarations of Business.** It was noted that two trustees were still to return their forms.
 - 2.4. **Declarations of Business (This meeting).** No declarations were received relating to this meeting.
 - 2.5. **Confidentiality Statement.**
 - 2.5.a. The Chair reminded all present of the need for confidentiality.
 - 2.5.b. All present;
 - 2.5.b.i. accepted the need for confidentiality and
 - 2.5.b.ii. agreed to ensure nothing discussed in the meeting was discussed with third parties.
3. **Governance Matters.**
 - 3.1. A&HR Committee Terms of Reference (ToR).
 - 3.1.a. The attention of the meeting was drawn to the previously available A&HRC ToR; discussion ensued.
 - 3.1.b. All present were asked to
 - 3.1.b.i. review the ToR and
 - 3.1.b.ii. send suggestions for amendments to the Clerk. **Action: All Present**
 - 3.2. R&O Committee Terms of Reference (ToR).
 - 3.2.a. The attention of the meeting was drawn to the previously available R&O ToR.
 - 3.2.b. Discussion ensued in which it was acknowledged that the Risk & Oversight Committee was vitally important in providing re-assurance to the Board.
 - 3.2.c. All present were asked to
 - 3.2.c.i. review the ToR and
 - 3.2.c.ii. send suggestions for amendments to the Clerk. **Action: All Present**

4. **Minutes of the previous Meeting: Mon 23 Oct 23.**

4.1. Accuracy.

4.1.a. The minutes of the previous meeting, 23 Oct 23, we accepted as an accurate record of the meeting.

4.1.b. The Chair was requested to sign the minutes as such.

4.2. Outstanding actions.

4.2.a. Outstanding actions are shown at the end of the minutes.

4.2.b. 23 Oct 23. 6.2.c.iii. LJ reported that;

4.2.b.i. plans included;

- ◆ turning the Blue Bar into a new warren and
- ◆ constructing a student gym.

4.2.b.ii. he was continuing to liaise with the University over the development.

4.2.c. 23 Oct 23. 7.3.a.iii. LJ reported that news on NCC funding in support of the night bus was expected shortly.

4.2.d. 23 Oct 23. 10. Risk Register (RR). All present were asked to;

4.2.d.i. review the RR,

4.2.d.ii. provide updates on specific risks to the Chair and

4.2.d.iii. suggest ways of improving risk reporting. **Action: All present.**

5. **Committee Reports.** It was noted that these were summary reports as more detailed reports are received, scrutinised and actioned at the monthly formal Management Committee meeting.

5.1. **Finance Committee (FC).**

5.1.a. The Assistant Director – Finance (ADF);

5.1.a.i. drew the attention of the meeting to the previously available financial update and

5.1.a.ii. led the ensuing discussion.

5.1.a.iii.

[REDACTED]

5.1.a.iv. The meeting;

- ◆ noted the expected position and
- ◆ accepted that the size of the loss was not sustainable.

5.1.b. TC;

5.1.b.i. drew the attention of the meeting to the Audit Report and

5.1.b.ii. identified key areas for consideration; the meeting noted the report.

5.2. **Management Committee (MC).**

5.2.a. MC 180 (31 Oct 23). LJ reported that the minutes;

5.2.a.i. were expected shortly and

5.2.a.ii. would be circulated as soon as they were available.

5.2.b. MC 181 (28 Nov 23). LJ gave a verbal report on the highlighting.

5.2.b.i. **Water Front Lease.**

- ◆ The offer of a ten-year lease on the Waterfront Hall with a break-point at seven years was discussed.
- ◆ It was the feeling of the meeting that a more detailed financial review / forecast was needed before a decision could be made on whether or not to accept the offer; TC was requested to prepare a short financial paper, including building improvement costs eg disabled access (lift), for consideration at the next meeting. **Action: TC**
- ◆ Further discussion ensued in which it was agreed that the MC could seek professional property advice if it was deemed appropriate.

5.2.b.ii. **Living Wage Implementation.**

- ◆ The meeting was informed of the intention to implement the living wage; discussion ensued around the implications for Grade 3 employees.
- ◆ The MC was requested to review this and report back to the next meeting. **Action MC**

5.2.b.iii. **Block Grant Adjustment.**

- ◆ It was reported that the University had suggested replacing commission received by the SU from graduation events with a commensurate increase in the block grant.
- ◆ Discussion ensued in which the recommendation from the MC to accept the adjustment was agreed.

5.2.b.iv. **SMT Workloads.**

- ◆ The increase in pressure on the SMT was discussed.
- ◆ It was accepted, unanimously, that there needed to be a meeting to agreed priorities for the SMT as the current situation was not sustainable.

- ◆ The Chair agreed to liaise with the SMT to agree a date for the meeting. **Action: Chair & SMT**

5.3. **Appointments & Human Resources Committee (A&HRC).**

- 5.3.a. Following discussion, it was agreed that the following would meet to;
 - 5.3.a.i. revise and agree the ToR,
 - 5.3.a.ii. determine individual roles of members and
 - 5.3.a.iii. agree meeting methodology.
- 5.3.b. Working Party Membership.
 - 5.3.b.i. EP
 - 5.3.b.ii. SB
 - 5.3.b.iii. CW **Action: EP, SB & CW**
- 5.3.c. Union Recognition.
 - 5.3.c.i. It was reported that consideration was being given to union recognition for SU employees.
 - 5.3.c.ii. Following discussion, it was agreed to discuss this at the next A&HRC meeting. **Action: EP**

5.4. **Risk & Oversight Committee (R&OC).**

- 5.4.a. Following discussion, it was agreed that the following would meet to;
 - 5.4.a.i. revise and agree the ToR,
 - 5.4.a.ii. determine individual roles of members and
 - 5.4.a.iii. agree meeting methodology.
- 5.4.b. Working Party Membership.
 - 5.4.b.i. SS,
 - 5.4.b.ii. TS,
 - 5.4.b.iii. IG. **Action: SS, TS & IG**
- 5.4.c. TS further agreed to seek advice from the University on the operation implementation of the University R&OC. **Action: TS**

6. **FTSO Reports.** In addition to the previously available written report, the FTSO made the following verbal reports.

- 6.1. **Under-Graduate Education Officer (TS).** In addition to the report submitted to the MC it was noted that it was hoped to reinstate the Teaching Awards from May 24.
- 6.2. **Activities & Opportunities Officer (LJ).** LJ reported on the 'Inclusive Sports Chater' which was hoped to be launched after Christmas.
- 6.3. **Post-Graduate Officer (EP).**
 - 6.3.a. EP reported that work was ongoing to ensure;

- 6.3.a.i. the Union remained a safe place for students and
 - 6.3.a.ii. that the war between Israel & Hamas did not compromise this.
 - 6.3.b. It was further reported that the University was planning greater use of the graduate centre.
 - 6.4. **Campaigns & Democracy Officer (SS).**
 - 6.4.a. SS reported that work is ongoing organising elections & conferences whilst providing advice on many issues.
 - 6.4.b. SS further reported on drafting actions / proposals for the Student Council.
 - 6.5. **Welfare, Community & Diversity Officer (NW).**
 - 6.5.a. NW informed the meeting;
 - 6.5.a.i. of ongoing contacts with the NUS re reforms to the UEASU and
 - 6.5.a.ii. that the Vice-Chancellor had endorsed the campaign to keep the campus pharmacy open.
 - 6.5.a.iii. NW further informed the meeting of the letter handed to the University expressing concern over the proposed cuts in Post Graduate student support.
7. **CEO Report.**
- 7.1. The Interim CEO;
 - 7.1.a. drew the attention of the meeting to the previously available report and
 - 7.1.b. led the following discussion.
 - 7.2. Background
 - 7.2.a. The ICEO emphasised that the SU is in a very challenging period which is adversely impacting its ability to deliver core functions.
 - 7.2.b. Discussion ensued in which the current levels of staff absences were identified as a key cause of the lack of capacity.
 - 7.2.c. In response to a question, it was noted that the rise in complaints was putting pressure on the staff team which was struggling to cope with the volume.
 - 7.2.d. The ICEO;
 - 7.2.d.i. focussed the meeting on to the current financial position and
 - 7.2.d.ii. raised the question of the financial viability of retaining the Waterfront Hall.
 - 7.2.e. It was reported that 46% of the post graduate students had part-time jobs making it difficult to engage with them as a corporate body.

- 7.3. The discussion moved to internal communications and support for the executive team. It was accepted by all present that good, clear communication was essential to ensure the SU worked effectively as a coherent team.
- 7.4. In response to a question, the ICEO informed the meeting that SMT & Heads Off were exhausted and facing burn-out.
- 7.5. It was agreed to raise the issues of the Water-Front and staff capacity with the new CEO as soon as she is in post. **Action: Chair & CW**
- 7.6. One of the Trustees asked when the decision around the new lease for the Water Front needed to be confirmed. It was agreed, unanimously, that the decision would be made at the next Trust Board Meeting. **Action: CEO**
- 7.7. Another Trustee enquired about the cost of preparing the Water-Front for return to the landlord at the end of the lease. The CEO was requested provide outline costs for consideration at the next meeting. **Action: CEO**

8. **HR Report.**

- 8.1. The Director of HR;
 - 8.1.a. drew the attention of the meeting to the previously available report, including the absence statistics,
 - 8.1.b. led the developing discussion and
 - 8.1.c. reported that the recently appointed Business Development Manager (BDM) had left during the probation period having received a better, financial offer, elsewhere.
- 8.2. In the ensuing discussion, it was accepted that the BDM role;
 - 8.2.a. was key to increasing income and
 - 8.2.b. should not be gapped.
- 8.3. A wide-ranging discussion developed in which the challenges / advantages of working from home were discussed. It was the feeling of the meeting that whilst working from home, in many cases was beneficial to both the employee and the SU, it did contribute to some mental health issues.
- 8.4. A Trustee asked what the impact of the re-organisation had, was having, on the levels of staff stress and SMT burn-out. CW responded that it was a very high-level reform with a challenging level of change which some staff were refusing to accept.
- 8.5. Discussion evolved in which it was accepted that the;
 - 8.5.a. SU needed to ensure structure reflected desired outcomes and
 - 8.5.b. roles reflected the functional deliverables.

- 8.6. A Trustee asked about the cost of developing the Equity at Work Training. CW agreed to report back at the next meeting. **Action: CW**

9. **Finance Report.**

- 9.1. The meeting was informed of the outline audit time-table; the concept of 'audit as a going concern' was explained.
- 9.2. It was reported that the budget had included an assumption of a 5% increase in trading income which was looking unlikely.
- 9.3. In the ensuing discussion, it was noted that the;
- 9.3.a. projected income was expected to be 20% below budget and
- 9.3.b. SU is likely to incur a significant trading loss.
- 9.4. It was the feeling of the meeting that the;
- 9.4.a. SU would need to engage with the University to discuss funding options but
- 9.4.b. University was not likely to increase the grant.
- 9.5. Following further discussion, it was accepted, unanimously, that the SU needed to encourage the University to become more active and involved in the SU to ensure the SU's long term financial viability.
- 9.6. All Trustees were requested, and agreed, to read and digest the financial update papers and management accounts in preparation for the meeting in the New Year.

Action: All Trustees

- 9.7. Three options were recognised in addressing the issues which would be included for discussion at the next meeting:
- 9.7.a. Enter into discussion with the University re the position and assess their attitude.
- 9.7.b. Review all activities and identify;
- 9.7.b.i. core activities that cannot be stopped,
- 9.7.b.ii. activities that can be stopped and
- 9.7.b.iii. activities that can be carried out more efficiently.
- 9.7.c. A mixture of the above.

Action: All Trustees

- 9.8. It was agreed that the SU should look sharing administration, background and support functions with the University.

Action: CEO

- 9.9. It was the feeling of the meeting that the SU;
- 9.9.a. was facing increasingly challenging time and
- 9.9.b. needed to take early action to ensure it remained a relevant organisation.

10. **Risk Register (Standing Item).** It was felt this had been covered earlier in the meeting and did not require further discussion.

11. **Union Council Report (SS).** SS drew the attention of the meeting to the previously available SU Council Agenda (23 Nov 23); the Trust Board noted the contents.
12. **Board Objectives.**
 - 12.1. The Chair;
 - 12.1.a. drew the attention of the meeting to the previously available objectives and
 - 12.1.b. initiated the discussion.
 - 12.2. It was agreed to discuss this further at the next meeting. **Action: Clerk**
13. **Dates of Future Meetings.** The attention of the meeting was drawn to the meeting dates shown at the end of the minutes.
14. **Any Other Business.**
 - 14.1. **Meeting times.**
 - 14.1.a. It was suggested that 1600 was not the most suitable time for a meeting.
 - 14.1.b. Several alternative days and times were mooted; it was agreed that all trustees would send preferred days & times to the clerk for discussion at the next meeting. **Action: All Trustees & Clerk**

It was noted that there were confidential items to discuss.

There being no other business, the open part of the meeting closed at 1737.

Jonathan Davis
Clerk to the Board

Date: 1 Jan 24

Signed: _____
Print name: _____
Position / Appointment: _____

Date: _____

Outstanding Actions

Item	Action	Responsible	By when	Update
6 Sep 23 5.2	Liaise with committees to implement Board Objectives.	Chair	At appropriate meetings	
6 Sep 23 5.3	Ensure 'Objectives' is discussed at the next committee meeting	Clerk	At appropriate meetings	Ongoing
23 Oct 23 3.2	Send copy of presentation to clerk for distribution to trustee	Jumara Stone	Now	Will be circulated before the next meeting
23 Oct 23 4.3	Send out updated electronic invitations for Trust Board & committee meetings	Clerk	Now	Clerk has no access to e diary
23 Oct 23 6.2.c.iii	Provide more information on 'University Street Proposal'	LJ	Next meeting	Closed
23 Oct 23 6.2.c.iv	Provide detail to support Shift Leaders' Proposal	LJ	Next meeting	Closed
23 Oct 23 6.3.b	Include the Trust Board Chair in all appraisal planning decisions	EP	Ongoing	Closed
23 Oct 23 6.3.c.iii	Liaise to develop HR policies	EP & BS	Ongoing	Closed
	Include HR policies on agenda of next A&HRC	EP	Next A&HRC	Closed
23 Oct 23 6.3.d.ii	Report on Union recognition	EP	Next Board meeting	Referred to Management Committee
23 Oct 23 6.3.e	Draft ToR for A&HRC	Clerk	Next Board meeting	Closed
23 Oct 23 6.4	Draft ToR for R&OC	Clerk	Next Board meeting	Closed
23 Oct 23 7.1.c	Include revised reporting format in appropriate meeting agendas	Clerk	Now	Closed
23 Oct 23 7.3.a.iii	Prepare detailed proposal for UEASU support to Night Bus project	LJ	Next Board meeting	Closed
23 Oct 23 8.3.a	Written response to 'How is UEA embedding cost of living plan into business as usual?'	Interim CEO		Deferred to Jan 24 meeting

Item	Action	Responsible	By when	Update
23 Oct 23 8.3.b	Written response to 'What is the SU doing for staff about the cost-of-living crisis?'	Interim CEO	Now	Deferred to Jan 24 meeting
23 Oct 23 8.3.c	Present written questions to CEO on submitted report.	All trustees	As appropriate	Closed
23 Oct 23 9.2	Submit HR report in revised format	HR Director	Next Board meeting	Closed
23 Oct 23 10	Comments relating to the Risk Register to the Chair	All Trustees	Now	Closed
23 Oct 23 11.3	Send copies of Union Council meeting agendas, adopted motions / Decisions and delegated actions to the Clerk	SS	From now on	Ongoing
23 Oct 23 11.4	Include Union Council Report as standing item on Formal Management meeting agendas	Clerk	From now on	Closed
23 Oct 23 11.5.c	Send copies of SOC report to clerk after each meeting	SS	From now on	Closed
23 Oct 23 11.5.d	Include SOC Report as standing item on Formal Management meeting agendas	Clerk	From now on	Closed
23 Oct 23 13.1.b	Ideas for Board & SMT Christmas team building activity to Chair	All Trustees	Next Board meeting	Closed
23 Oct 23 13.2.b	Trustees wishing to take part in Officer Quiz notify Chair	All Trustees	Now	Closed
23 Oct 23 13.3	Collate all future meeting papers into a single 'bundle'.	Clerk	Next Board meeting	Closed
4 Dec 23 3.1.b.ii	Review ToR for A&HRC and send comments to the Clerk	All Trustees	Next Board Meeting 12 Feb 24	
4 Dec 23 3.2.c.ii	Review ToR for R&OC and send comments to the Clerk	All Trustees	Next Board Meeting 12 Feb 24	
4 Dec 23 4.2.d.iii	Report back on the Risk Register	All Trustees	Next Board Meeting 12 Feb 24	
4 Dec 23 5.2.b.i	Present financial report / forecast on costs / benefits of extending lease on Water-Front	TC	Next Board Meeting 12 Feb 24	

Item	Action	Responsible	By when	Update
4 Dec 23 5.2.b.ii	Review implications of living wage on Grade 3 staff.	Management Committee	Next Management Committee Meeting 9 Jan 24	
4 Dec 23 5.2.b.iv	Meet to prioritise SMT work loads	Chair & SMT	Before next meeting 12 Feb 24	
4 Dec 23 5.3	Meet to review A&HC	EP, EB & CW	Before next meeting 12 Feb 24	
4 Dec 23 5.4	Meet to review A&HC	SS, TS & IG	Before next meeting 12 Feb 24	
4 Dec 23 5.4.c	Liaise with University on operation of S&OC	TS	Before next meeting 12 Feb 24	
4 Dec 23 7.5	Raise the Water-Front & staff capacity with new CEO	CW	Before next meeting 12 Feb 24	
4 Dec 23 7.6	Decide on future of Water-Front	CEO	At next meeting 12 Feb 24	
4 Dec 23 7.7	Prepare report on costs of not extending the lease and returning Water-Front to landlord	CEO	At next meeting 12 Feb 24	
4 Dec 23 8.6	Report on costs of Equity at Work training.	CW	At next meeting 12 Feb 24	
4 Dec 23 9.6	Read the financial papers for discussion at the next meeting	All Trustees	Before next meeting 12 Feb 24	
4 Dec 23 9.7	Consider options for cost saving partnerships with UEA and actions that could be stopped / reduced to reduce costs	All Trustees	Before next meeting 12 Feb 24	
4 Dec 23 12	Include 'Board Objectives' as an agenda item for discussion at the next meeting	Clerk	Next meeting 12 Feb 24	
4 Dec 23 14.1	Send preferred days & times of future meetings to clerk	All Trustees & Clerk	As soon as possible	

Future Meetings

Mon 12 Feb 24 @ 1600

Papers by Fri 2 Feb 24

Mon 8 Apr 24 @ 1600

Papers by Fri 29 Mar 24

Thu 30 May 24 @ 1600

Papers by Tue 21 May 24

Tue 25 Jun 24 @ 0900

Papers by Fri 14 Jun 24