

# agenda

<b>Meeting:</b>	<b>Trustee Board</b>
<b>Date:</b>	Tuesday 20 <sup>th</sup> June 2017
<b>Time:</b>	12.00pm- 4.30pm
<b>Location:</b>	Union House Bookable Room 1

\*Starred items are for noting and will not usually be open for discussion unless a prior request is placed with the chair.  
Some papers are marked confidential- they will marked as such.

## **TB730 Strategy Revision 2017**

*In the first informal session from 12.00pm-2.00pm the Board will consider key issues in the external environment to give a steer to the SU's annual strategy revision for 2017. We will be joined by new Full Time Officers, Student Trustees and External Trustees.*

## **Administration**

### **TB731 Membership (AM)**

- 2.00 A To receive any recommendations or updates on membership from the Nominations and HR Committee.
- B To discuss membership of Sub Committees and the roles of Deputy Chair and Interim Chair.
- C To note the election by Union Council to serve as Student Trustees for 2017-18 of Borja De Borja Martin Simon; Ravon Chhay; Euan Scott; and Stefano Asciana

### **TB732 Declarations of Interest (AM)\***

To include: any new items of interest in the register and to view existing register.

### **TB733 Minutes (AM)\***

To receive and approve minutes of the meeting held on 28<sup>th</sup> March 2017.

### **TB734 Action Log and Matters Arising (AM)**

- 2.05 To receive the Chairs Actions report, Action Log and to note any matters arising from the minutes not otherwise covered by the agenda.

## **Performance**

### **TB735 Chief Executive's Report (JD)**

- 2.10 To receive the report for the third quarter from the Chief Executive.

### **TB736 Operating Plan 2016-17 (JD)**

- 2.20 To receive a quarterly update against the high level operating plan for the union for 2016-17.

### **TB737 Key Performance Indicators (JD)**

- 2.25 To receive a quarterly update on the "top level" performance indicators for 2016-17.
- To review and steer "critical" KPIs for the 17/18 year

## **Commercial and Trading**

### **TB738 Development and Oversight Boards (TCu)\***

To receive minutes from the Development and Oversight Boards for Retail/Catering and Licensed trade/Live and a verbal update from the chair.

### **TB739 Social Enterprise Report (TCu)**

- 2.35 To receive the Social Enterprises report for Q3 from the Deputy CEO.

### **TB740 Commercial Supply Update (TCu)**

- 2.45 To receive an update paper and recommendations from the DCEO/Commercial Supply Working Group.

**TB741 Waterfront and Venues Partnership (TCu)**

- 2.55 To receive an update paper and recommendations from the DCEO/Waterfront and Venues Partnership Group.

**TB742 Agency Services (JD)\***

To approve a formal proposal to create a Student Recruitment Agency (managed alongside the SU lettings agency).

*Note whilst progress has been made we are still awaiting sign off from the University on our proposed legal vehicle arrangements at the time of writing so this paper may be late, or tabled.*

**Finance & Legal**
**TB743 Finance Committee Minutes (TCa)\***

To receive minutes from the Finance Committee and a verbal update from the chair.

**TB744 Management Accounts Q3 (TCa)**

- 3.05 A To discuss third quarter management accounts  
 B NOTE full excel sheets are provided separately as TB744 B.

**TB745 Enabling Strategy (Approval): Finance (TCa)\***

A To receive and approve the completed union finance enabling strategy.  
 B To receive and approve the action plan arising from the audit report presented to Match Board.

**TB746 Estimates 2017-18 (JD)**

- 3.15 A To receive and approve the budget estimates for 17-18 and agree a framework for approval of the detailed internal budget.  
 B To receive a **tabled** update on the detailed internal budgeting process.

**TB747 Special Resolution (AM)\***

To approve a special resolution containing changes to the articles of association arising out of the Union's Student Leadership Review.

**TB748 Pension Deficit Contributions (TCa)**

- 3.25 To receive a proposal relating to pre-payment of Pension Deficit contributions over the coming few years.

**TB749 Elections Report (LC)\***

- 3.30 To note spring elections results for 2017

**BREAK**
**Strategy**
**TB750 Strategic Framework (JD)\***

To approve the basic framework for strategy development and revision for 2017-18

**TB751 Enabling Strategy (Approval): Marketing & Communications (LM)\***

To receive and approve the completed MarComms strategy for 17-18.

*Note due to sickness absence this paper is not presented. Two key coordinator level staff are being supported in this area by SMT in the mean time, and a plan will be approved by Management Cttee and presented to the September Board.*

**TB752 HR and Nominations Sub Committee Minutes (CA)\***

To receive minutes from the HR and Nominations Sub Committee and a verbal update from the chair.

**TB753 Enabling Strategy (Steering): People (JD/TCu)**

- 3.45 A: To receive headlines from the Union's staff engagement survey results.  
 B: To receive a report on HR at the SU from Claire Marsland, External Consultant.  
 C: To receive an initial management response to the report.

**TB754 Enabling Strategy (Steering): Corporate Governance (AM)**

- 3.55 To receive a presentation on Corporate Governance Strategy with an opportunity to discuss and steer the final version of the annually revised strategy.

*No paper- PPT to follow*

**TB755 Enabling Strategy (Steering): Health, Safety, Building & Maintenance (RF)**

- 4.05 A To receive a verbal progress report on Green Impact Students' Unions.  
B To receive a presentation on Health, Safety, Building & Maintenance with an opportunity to discuss and steer the final version of the enabling strategy.

**Risk****TB756 Risk Register (TCu)\***

To consider and approve the Union's ongoing risk register.

**CEO Line Management****TB757 CEO Line Management (TAP)**

- 4.15 A To **receive** a verbal report on line management of the CEO from the Chair.  
B To **receive** the CEO's summary report against formal objectives (A) and 360 review (B).

**Sundries****TB758 Key Actions of Union Council\*****TB759 Any Other Business\*****TB760 Time, Date and Place of the next meeting\*****TB761 Ongoing Cycle of Business\***

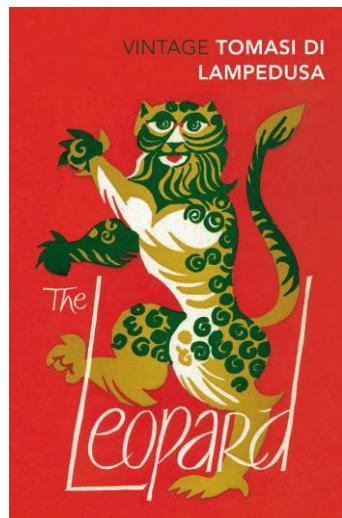
# **Speedboats, not Cruiseships**

Moving into the next phase of our development as an SU

Jim Dickinson, CEO UEA Students' Union

“If we want things to stay the same as they are,  
things will have to change”

*The Leopard, Giuseppe di Lampedusa*





SA JEHA 01



# Feedback

- Can we slow down a bit?
- No, but we will develop support to maintain the speed we have developed
- What are our:
  - Seatbelts?
  - Advanced Driver Education?
  - Road Safety?



# What type of actor?

Strengths	Weaknesses
Opportunities	Threats



**WHAT?**

**HOW?**



# Eras Begin in '07 of a Decade

# UK HE Students' Unions

Five “tree rings” of purpose:

- Activist politics and resolutions (70s)
- Advice and Alcohol (80s)
- Student Development (skills acquisition) (90s)
- Education & Representation (00s)
- Hyper Diversity & Partnership (10s)

HEI actors *tend* to judge on their UG ring. This affects underpinning assumptions, funding model, reputation and mode of interaction.

# Five decades of representation

70s Participation Led

80s System Led

90s Support Led

00s Cohort Led

10s Evidence (Quality) Led

20s *Metrics Led?*

# The Role of the SU SSM

- **1977 Permanent Secretary-** Guardian of the constitution. Administrative Focus.
- **1987 Manager-** Leisure centre with bar, advice and activist politics. Operational Focus.
- **1997 General Manager-** Bring order to chaos, management and corporate culture. Management Focus.
- **2007 Chief Executive-** Planning, Relationships, “Horizon Scanning”. Strategic Focus.
- **2017-** Student Interests and Influence. Policy Focus.

# The State of SUs

- Remarkable escape from austerity
- Remarkable SU Grant Growth
  - (However treasury believe HE is “fat”)
- Era of “Commercial” is over
- Confrontation with Government averted

# State of Sector

- Slowly going bankrupt
- Too many business plans predicated on expansion
  - “Suitable” domestic 18 year olds
  - International Students
  - EU Students
  - Postgraduate Researchers
  - Postgraduate Taught
- Costs (Currency, LRs, Pensions)
- Back slicing- WP, DSA, Capital, Quality, Complaints, Regulation, Sectorism (ECU)
- Those that survive- their learners more expensive to teach  
*(The hidden cost of reduced drop out)*

# Financial Crisis?

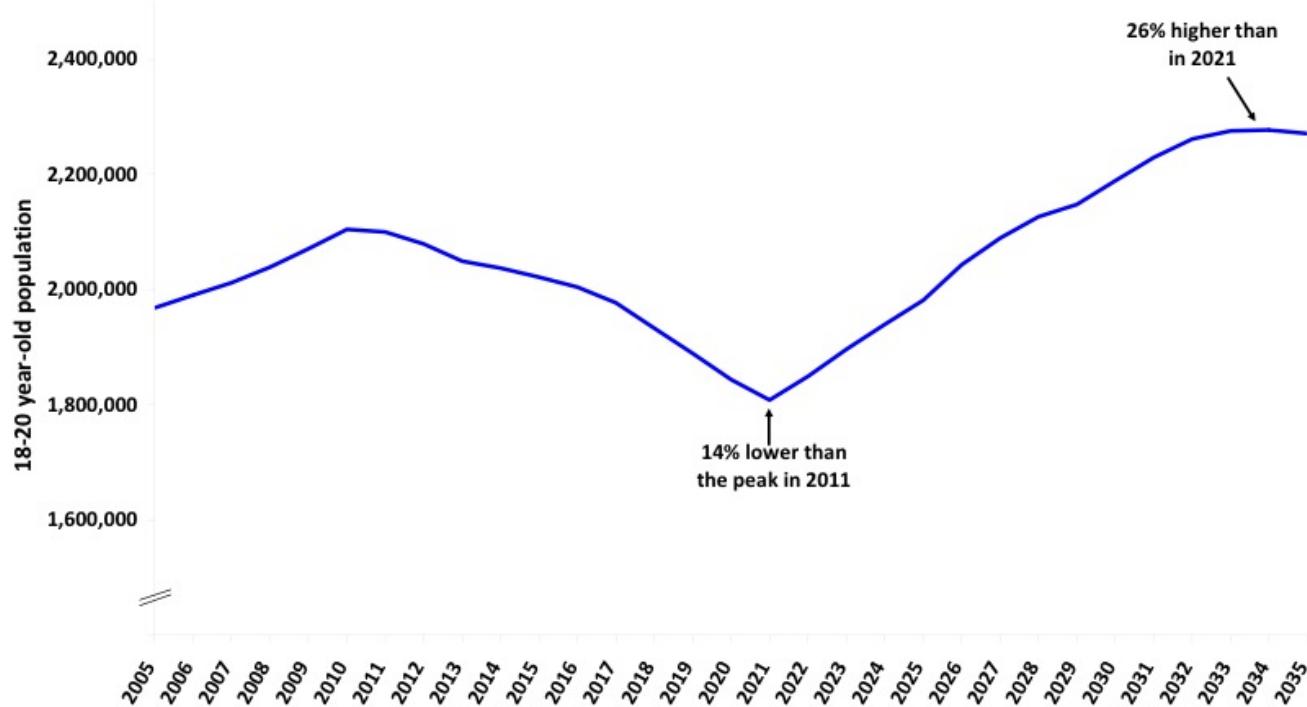
- How much cash in the bank?
- Building things is the accepted **solution** to recruitment **problem**- can you borrow?
- Have you got rich alumni?
- Where are you in the tables (and do you know how to play them)
- Dare you drop entry standards to maintain numbers (harming reputation)
- Geography?
- New OFFA duties
- Do you need to invest in capital (it's too late now)
- How much do you depend on research income, EU students and Intl students?

# Challenges

- Brexit (52 v 48)
- Culture Wars! (Freedom of Speech)
- Social Media (Bullying)
- Mental Health
- Professions
- Graduate Recruitment
- Sexual Harassment/Assault
- Quality- Evaluative to Metrics

## Declining numbers of young people until 2021...

### Demography: 18-20 year olds



	<b>Confrontation</b>	<b>Retreat</b>
<b>Radical</b>	Anti Globalisation Students, ethnic minorities Left populism	New age Downshifting
<b>Reactionary</b>	Rural protests Right national populism: Europe	Melancholy Nostalgia

	<b>Confrontation</b>	<b>Retreat</b>
<b>Radical</b>	Adapt entrepreneurially Create new delivery models Abandon things Very risky Ask lots of questions	As long as what I do doesn't change I don't mind what is going on around me Comfortable (y numb) Support and praise
<b>Reactionary</b>	Get back to basics but with a vengeance, cut costs, streamline Very tough Take charge, slash and burn	Do you remember the old days when things were so much better? Miserable Moan and comfort

# SUs as organisations of change

- Adaptive, nimble, agile organisations able to learn fast about environment around them, sense opportunities and mobilise resources to exploit them
- But organisations that just do that would be in perpetual turmoil, constantly reinventing themselves
- So as well as being adaptive, nimble and agile organisations need to have a sense of stability, continuity and purpose
- But a sense of stability that does not inhibit ability to adapt
- What does that optimum mix of stability and flux come from?
- **It comes from challenging conventional wisdom and asking tough questions- the key leadership trait in SSM and TBs**

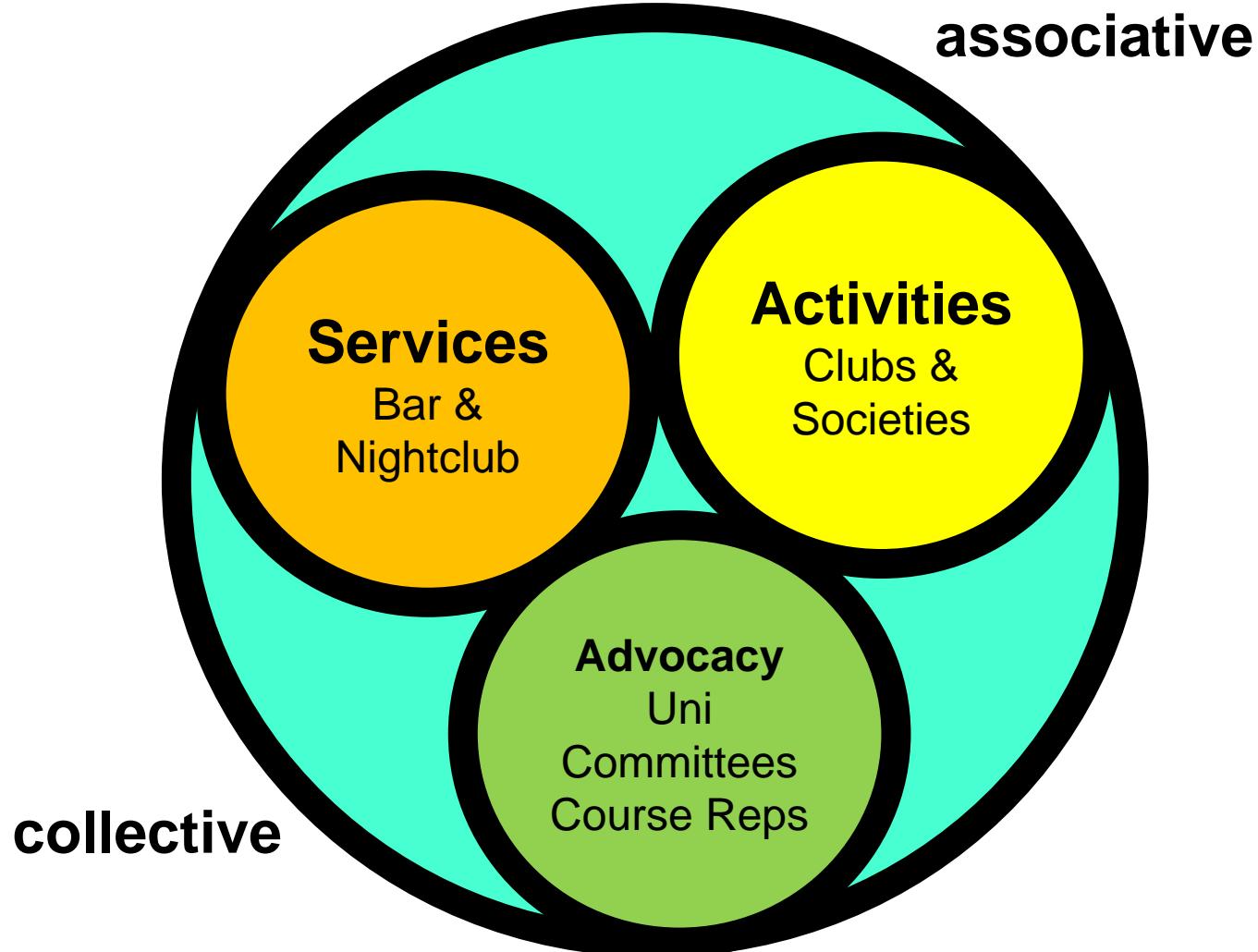
# Can SUs change?

- The received wisdom in the student movement says that change will come from elected officers.
- It rarely does.
- Student officers are wedded to the traditional system because they were successful in it, elections don't provide debate about it and because staff induct officers (not the other way around).
- This is a lie we tell ourselves and the result can be a deeply conservative environment.



There are **not** many new ideas

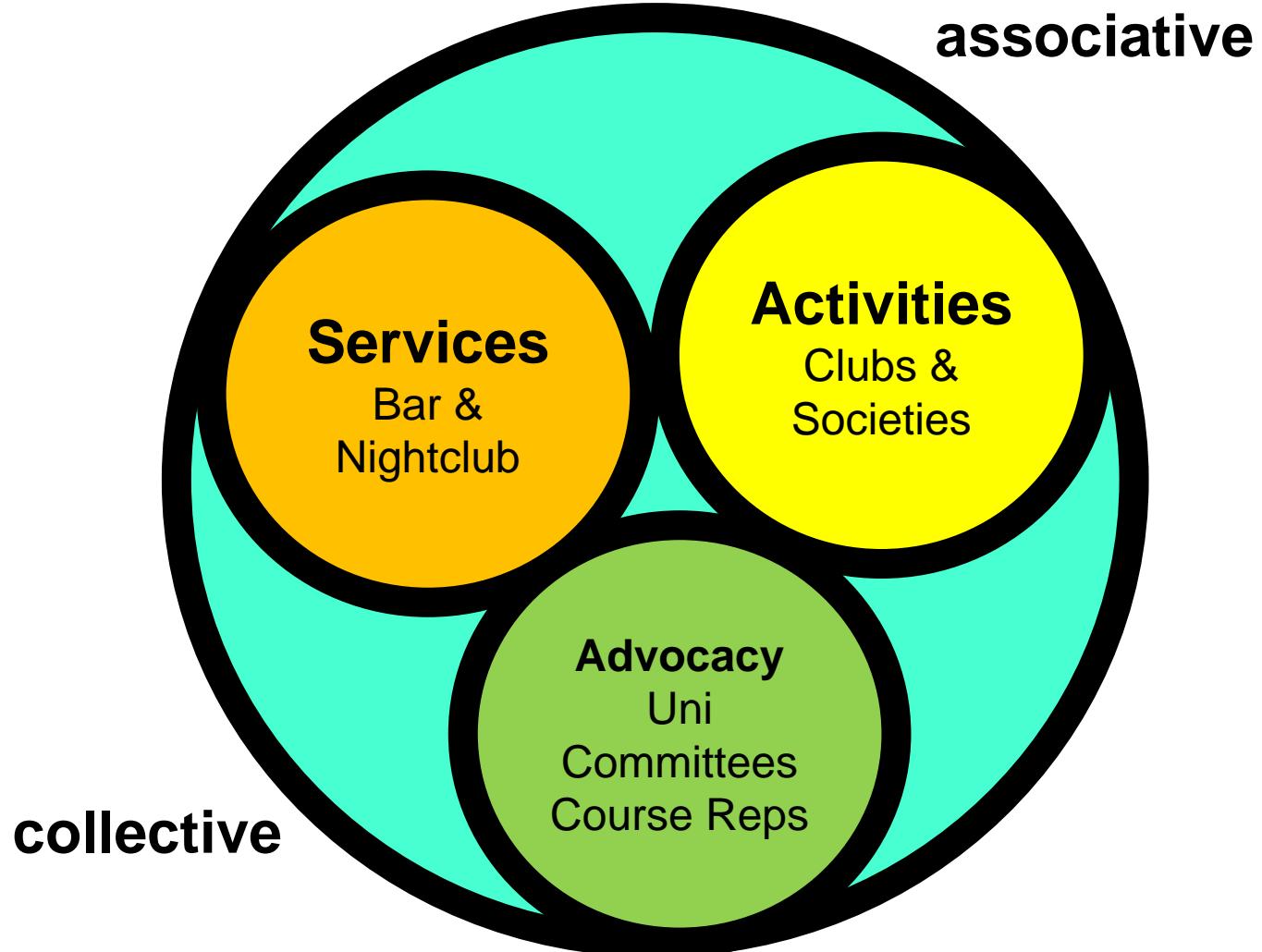
# Function and Form



# Responding to Change

- We hear a lot about
  - how our work and activities will have to change,
  - how we'll need to stop doing things
  - or do new things
- **Killing or Creating** is what we usually think of
- These tend to be wasteful, risky and fraught with danger
- There is less talk of **Repurposing**
- The problem is we think we know what the purpose of things is.
- (It tends to be what **we** thought the purpose was!)

# Function and Form



# Generation Z

- Gen Y are great team players, Gen Z will not be
- Gen Z is more realistic than the optimistic Gen Y
- Gen Z is predicted to be financially conservative.
- Less confident, 'settle' in lower paid jobs, and more fearful about financial difficulties.
- This generation is more likely to be vegetarian than Gen Y, because of their deep concern about the environment.
- 74% consider climate change to be a greater threat than drugs, violence, or war.

# Generation Z

- 83% of children have and use smartphones by 11
- 29% of Gen Z said they spend more than 10 hours a week on their phone
- Only 49% said their favourite way to communicate
- Generation Z have been called “digital natives,” having grown up with technology.
- New generational dynamic in which younger individuals have necessary skills that are less prevalent among members of older generations.



# Generation Z

- Gen Z is savvy when it comes to their digital identity.
- More concerned about disabling their phone's geolocation than their privacy settings. Gen Z is drawn to incognito media such as Snapchat, Secret, and Whisper.
- They are growing up with cloud computing, so their location is not a limiting factor for access.
- Gen Y had an iPod where Gen Z has Spotify. Gen Y had CDs whereas Gen Z has Google Drive. Gen Y had cable TV whereas Gen Z has Netflix.
- In 2000, the average attention span was 12 seconds; as of last year it was 8.

# Gen Z

- 60% indicated that “having an impact on the world” is going to be important to them in their jobs.
- Gen Z also will be more entrepreneurial, future-focused, and self-directed than Gen Y- 39% would like to start a business
- 76% wish their hobby would turn into a full-time job Gen Z will be careful with their money and less inclined to accumulate debt.



# Students NOW

“Students wanted opportunities to **interact** with other students through Students’ Union societies and clubs, institutional activities and other social opportunities; students from a variety of institutions spoke of wanting activities less **centred on drinking**, particularly with respect to Students’ Union events”



# Students NOW

“A significant proportion of students had very limited contact with the Students’ Union, particularly groups such as mature and part-time students, students on time-intensive pre-professional courses, and students who were not interested in a sporting or drinking culture.”

# Students NOW

“In the interviews and throughout the concept maps, quite a few students spoke of wanting more institutional, and Union, activities that were not centred on drinking.

Students indicated a variety of reasons for this, including wanting to get to know people better, wanting to participate in activities that could enhance their **employability, finances and wellbeing**”



# Students NOW

“Since students related to the academic community at the course-level, this indicates the importance of local based partnership work for engaging students and suggests institutions should avoid overreliance on institutional-level representational forms of student engagement.

A local based approach requires multiple forms of, and more localised approaches to, partnership between senior management, central services, academic departments and Students’ Unions”



## Students NOW

“Students wanted opportunities to meet and interact with other students, engage with their course and participate in extra-curricular activities, both social and academic-related.

This requires sophisticated promotion and coordination of student services, within institutions this means building relationships between Students’ Unions, institutional student services and support and departmental activities.

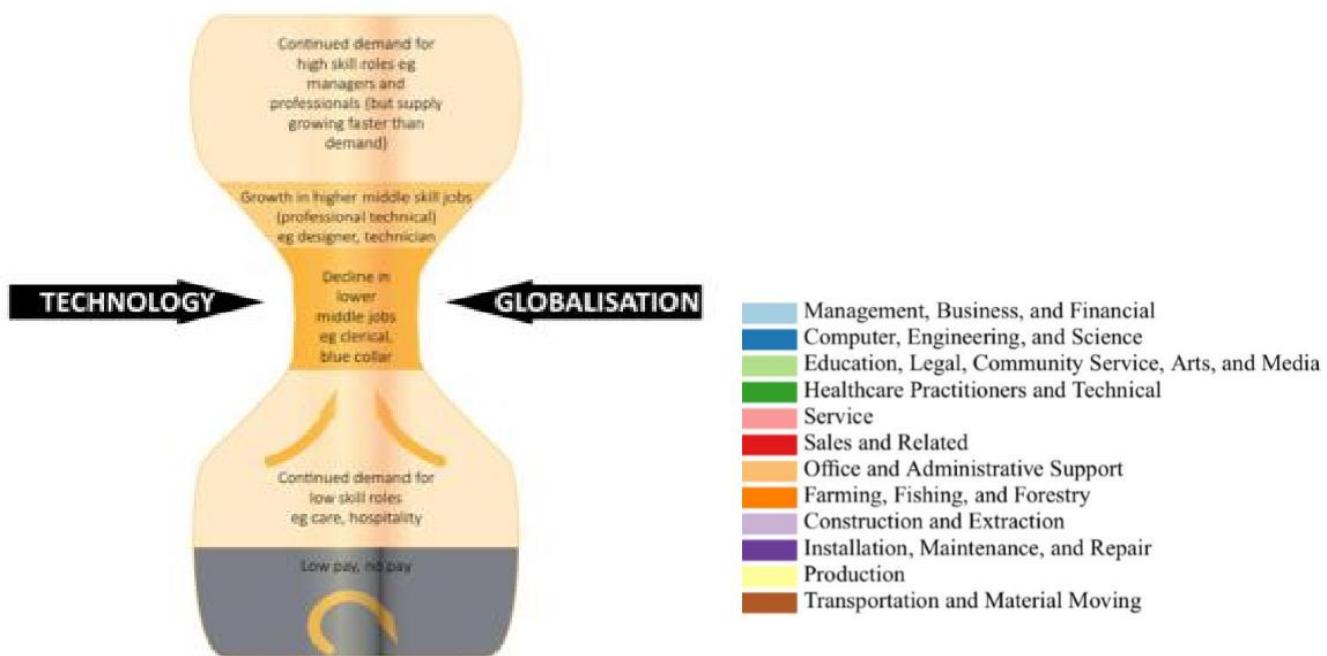
Management and leadership can be provided at the institutional level through Directors or Pro-Vice Chancellor of Student Engagement positions”



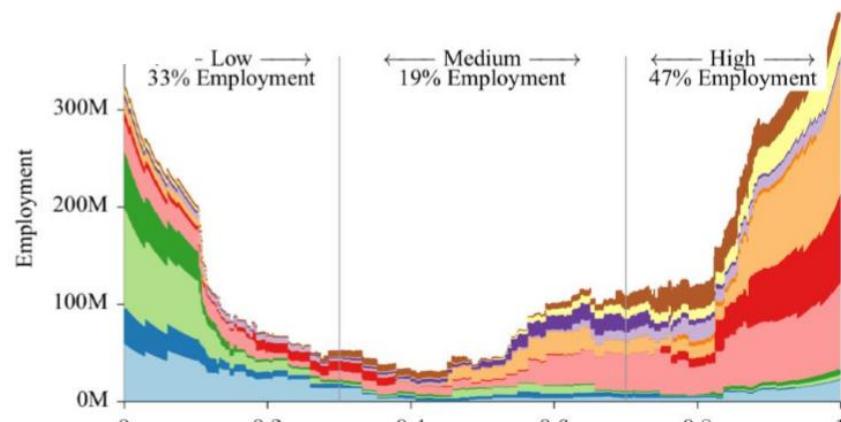
**WHAT?**

**HOW?**

# Employment



Globalisation and Automation still disrupting and shaping economies in cities and countries

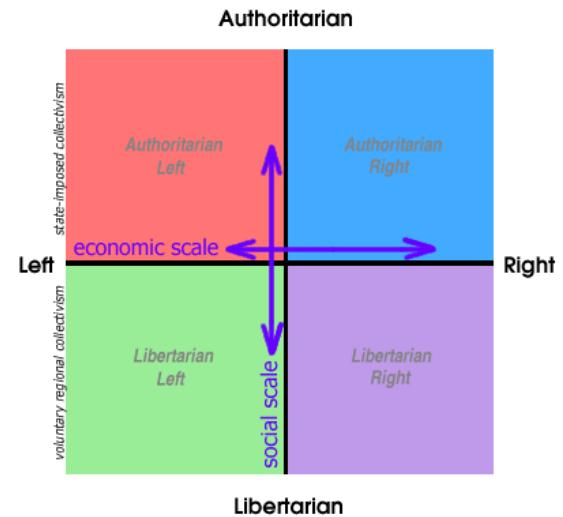


# Student Leadership

- Basic sabbatical structures unchanged- decline in proportion of leaders
- Value of Leadership entrenched since 1990s
- Types of leadership needed for world of work and world more generally
- Leadership as “example”- SUs as place to intervene early on diversity issues
- Tension between management/control and “thousand flowers bloom” of leadership
- Talking to the “other side”
- Organising events, activities, movements

# Political Education

- Parties and Structures
- Issues, Badges, Movements
- Extremism rise
- L v R or A v L (US Election)
- Truth (Press/Trump)
- Shadows (Banks, Data)
- Mediating our interests in public
- Most SU contribution dead outside of societies (and dated NUS games)



# Knowing Students

- We elect some people and we do an annual survey doesn't cut it
- Nor does finding leaders within identity slices
- Faster, more granular, data driven
- Alchemy of representation plus research (**advocacy** and **evidence**)

1. Students are mentioned negatively
2. Students are not discussed
3. Students are mentioned in a (FTUG) lump
4. Students are divided by mass groups ("international", "postgraduate", ("normal"))
5. Students are understood in institutional diversities
6. Students are understood in multiple diversities

# Students as Consumers

- Students “not” consumers say Russell Group
- Gym (Toilet Paper)
- Selling (holidays)
- Multiple identities
- Reinvention of rights
- **Where are SUs?**
- **Where is NUS?**

Press release

## Deal fairly with students, CMA tells universities

From: Competition and Markets Authority  
Part of: Consumer protection  
First published: 22 July 2016

The Competition and Markets Authority has taken action to ensure they deal fairly with their students.



The undertakings, agreed by universities, followed the C sector, the findings of which

# Friendship

- Social Media, Generations
- One of the 10% filters was friendship capability
- Significant proportion of lonely learners
- What's the purpose of Welcome Week again?

TOPICS    LOVE & SEX    IDENTITY    WOMEN    HOME & GARDEN    FOOD    RECIPES

## Loneliness: a silent plague that is hurting young people most

For young Britons, loneliness is an epidemic - and they are even more likely to fall victim to its insidious dangers than the elderly

# Wellbeing & Resilience

- Huge Strategic Issue
- Increased problem
- Increased awareness
- What happens when less drop out
- Need for cross institutional approaches
- Need for prevention and cure





# Placements and Professions

- An area where SUs have always been “different”
- POSH- their own (WP Issues)
- POOR- none
- Reinventing Associative, Services, Advocacy and Activities for a cohort critical
- Easier than it looks to have a big impact if we focus on cohort solutions

# Student Recruitment

- Pays the bills
- **This is our fundraising function.**
- (We don't *have to*, so maybe we *should*)
- Being a part of the whole cycle
- Benchmarking investment
- **This is our fundraising function.**

OPEN DAYS

# Wicked (Policy) Problems

- Freedom of Speech (Culture Wars)
  - Plagiarism
  - Integration of Intl Students
  - “Prevent”
  - Mental Health
- 
- Most campaigning policy ever focusses on “gimmee more”
  - The best campaigning interventions focus on how, who, what, where, when

# (Institutional) Critical Friend

- Governing Body and SMT Level interventions
- Are they up to it?

## Threats

- Poor planning (expansion, status quo and contraction) and causing preparedness



## Opportunities

- Identifying areas where the University needs to show an edge when competing
- Identifying regional/local role (esp in relation to new duties)

# Education

- When we do talk about **education**, we talk about how it's funded
- We barely about how it's taught
- Or what is taught
- Or for how many hours it's taught.
- We should have more to say on the tightening geographical distribution of subject access
- We should have lots to say on the denigration of nursing education away from degree level
- We should have a proper strategy to serve degree level apprentices.
-



WHAT? HOW?



# Why... how?

- Trustee Boards have a critical role to play in the how
- Creative conversations- tone, style, messaging
- Getting beyond rowing and poking

# How

- Relationship with “the University”
- Understanding who we’re employing
- Being across technology
- Being as efficient as possible
- Focussing on talent
- Having appropriate planning
- Planning what we hope to change
- What do we want everyone to be able to do?
- Creating more leaders
- Rethinking collectivism



**Young and  
Introvert**

**Young and  
Extrovert**

**Old and  
Introvert**

**Old and  
Extrovert**



**Young and  
Introvert**

**Young and  
Extrovert**

**Old and  
Introvert**

**Old and  
Extrovert**

# What are orgs doing

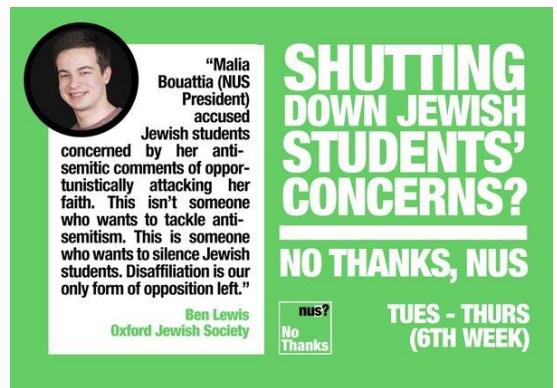
- Abandoning long term “planning”
- Shifting to long term thinking and shorter term planning/responding
- Removing hierarchies
- Softening roles and expertises
- Focus on groups of members/customers rather than function (functions are increasingly not within organisations)

## And as an employer

- Rewarding, fun work free of unnecessary stress and conflict
- Honest and direct communication between all people at all levels
- Obsess over students. Communication with students.
- Better planning.
  - Personal effectiveness, taking personal responsibility (rather than blaming up or across)
- Wellbeing

# The State of Collectivism

- Networking
- Pooling
- Insourcing
- Standard Setting
- Promoting
- Defending
- Advocating
- Access
- Punching (above)
- NUS as a broken (only) show in town





# Repurposing

- Can get you more money
- (Or allow you to lose less)
- Retains people and expertise
- Allows multiple angle involvement in single activity
- Requires conversations with members
- May require changing how you promote
- May require changing how you run
- May require changing how you record or celebrate

# Some strategy themes that emerge

Employment	Student Leadership	Political Education
Knowing Students	Students as Consumers	Friendship
Wellbeing and resilience	Placements & Professions	Student Recruitment
Wicked Problems		

Partnership	Millennials	Tech (Data)
Talent Planning	Influence goals	Enablers of students
Collectivism	Repurposing	Core Duties

# So- What?

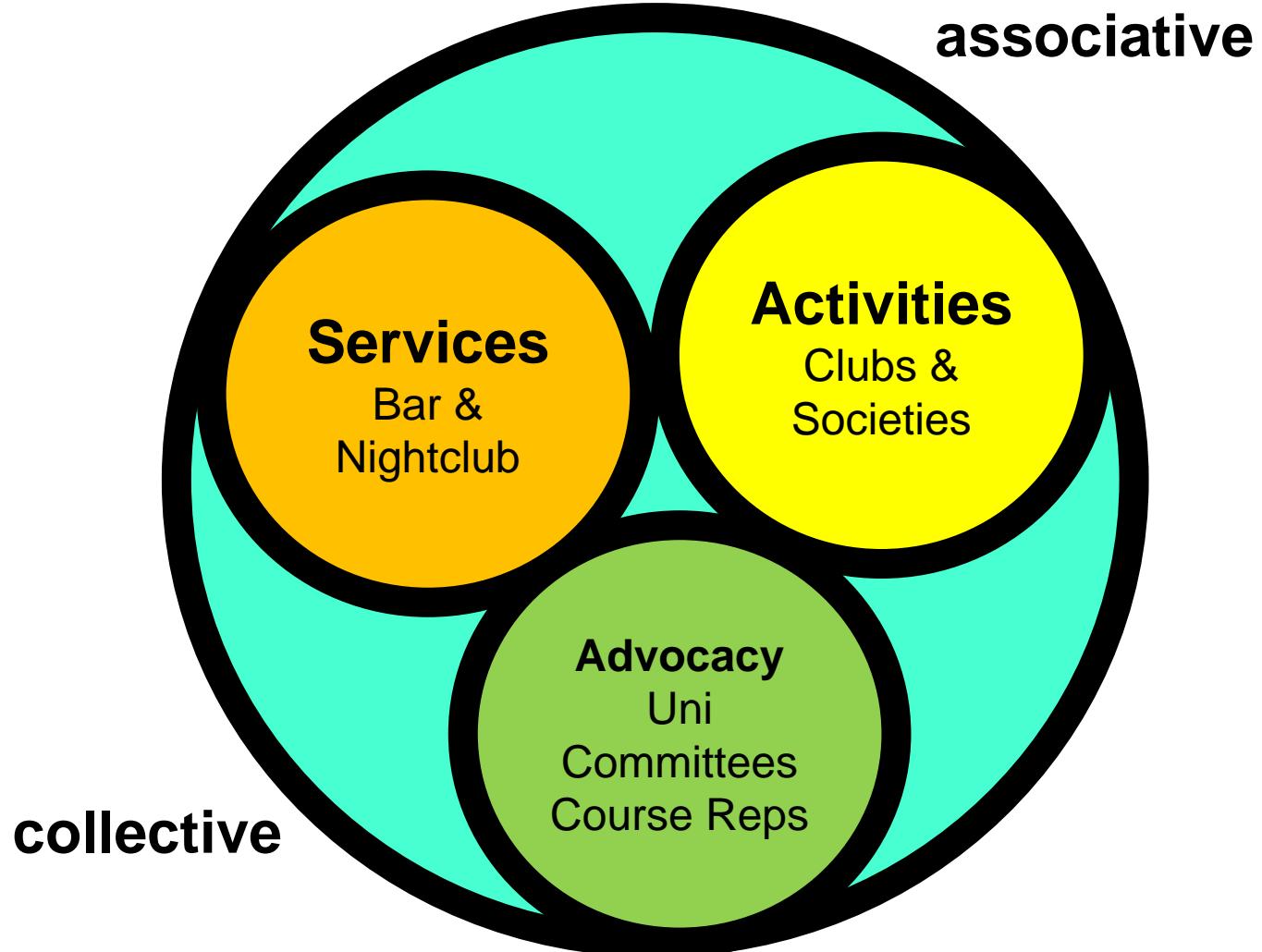
- Relentless focus on **employment** (PT work, what is good work, living wage, growing internally)
- New sorts of **student leader** (ie student managers)
- **Political education** (interests, debate, policy)
- Research and Insight (we actually **know**, and **fast**)
- Student **Consumer** Championship (rights)
- **Friendship** and Social Capital acquisition
- Mental **Wellbeing** and **Resilience**
- **Placements** and **Professions**
- Relentless focus on institutional **Recruitment**
- Intervening in **Wicked Problems**
- Being a hard, sophisticated **Critical Friend**
- **Education (Delivery)**, **Education (Process)**, **Education (Communities)**



# So- How?

- Assertive **Partnership** (*Within*)
- Employing **Millennials** (Resilience, Wellbeing)
- Taking advantage of **Tech** (Automation, Self Serve)
- **Efficiency-** Even more with even less (Keeping up with the savings)
- Finding and nurturing **Talent** (not just popular or loud)
- Abandoning three year **Planning** (three year thinking, one year planning)
- Planning **influence goals** as well as **delivery goals**
- Rethinking the “we all do this” items (**core duties**)
- Staff as **Enablers** of Students Running Things
- Experimental Islands of **Collectivism** around skills and expertise

# Function and Form



# Thank you!

@jim\_dickinson  
jim.dickinson@uea.ac.uk



# Minutes

Subject:	Minutes of the UEASU Trustee Board 28 March 2017
Produced by:	Tony Moore
To:	Board
Action:	To approve
Paper:	TB733
Status:	<b>Open</b>
Purpose:	Record of Decision Making

**Present:** M Colledge (MC) (Full Time Officer Trustee), J Swo (JS) (Full Time Officer Trustee) A Rust (AR) (Full Time Officer Trustee), F Hicks (FH) (Student Trustee), J Zilch (JZ) (Full Time Officer Trustee), M Leishman (ML) (Student Trustee), C Ball (CB) (Part Time Officer Trustee), E Agu (EA), R Hastings (RH) (External Trustee), M Cummins (MAC) (Student Trustee), H Hughes (HH) (Student Trustee), L Hagen (External Trustee) (LH) and B Gibbins (External Trustee) *via Skype*.

**Chair:** T Antoniou Phillips (Full Time Officer Trustee).

**In attendance:** J Dickinson (JD) (Chief Executive), A Moore (AM) (Secretary to the Board), T Cunningham (TCM) (Deputy Chief Executive) *via Skype*, T Cave (Head of Finance) (TCV), J Joyce (JJ) (Auditors), L Moreton (Head of Marketing and Business Development) (LM).

**Apologies:** J Taylor (PG Student Trustee) and C Tutty (External Trustee).

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## Key Decisions/deliberations:

- agreed the Annual Accounts and Report for 2015 to 2016
- review of the KPIs to be delegated to Management Committee where FTOs would identify the areas of performance that they would like reported to Board
- sub-group to actively review pricing in licensed trade with a view to bringing a proposal to the June Board to find an alternative supplier to NUSSL for just licensed trade;
- To continue to work with NUSSL and larger SUs to look at improving the deals, developing a value brand and a group wide card charges scheme – and to review

*this in one years' time with the caveat that further discussions will be held with Spar and if these prove fruitful a new recommendation will be brought to Board.*

- *agreed, in principle, to the creation of a campus based Student Employment Agency*
- 
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## **Action Points**

- *Staff survey results, differentiated between permanent and student staff to be circulated when available*
- *Management Committee's decisions over operational aspects of the People steering paper to be incorporated in a finalised paper to be presented to the June Board.*

## **Administration**

### **TB701 Membership**

Chair noted J Zilch had been appointed as Chair of Finance Committee.  
Chair noted that R Hastings's last meeting would be the June Board and thanked R Hastings for their work as External Trustee.  
RH noted that the External Trustees had agreed that L Hagen should take over the role of Supervising Trustee for the Code of Conduct in June and that L Hagen would be shadowing the Supervising Trustee's work in the interim.  
RH noted that B Gibbins had agreed to be nominated to take over the role of Deputy Chair in June.

### **TB702 Declarations of Interest**

There were no new declarations.

### **TB703 Minutes of the Meetings of 15 December 2016**

The minutes were agreed.

### **TB704 Action Log and Matters Arising**

Chair noted actions in the Log would be covered in other agenda items.

### **TB714 Annual Accounts 15-16**

JJ presented the Audit Findings Report on behalf of Crowe Clark Whitehill.

JJ noted that new accounting standards had negatively impacted on the balance sheet as previously unstated liabilities were now included; JJ noted this was in common with other students' unions.

JJ recommended to the Board that they ask for a reconciliation between the management accounts and the statutory accounts and that reconciliation be undertaken on an annual basis.

TCV noted that the Accounts and Audit Findings Report had been reviewed by Finance Committee.

TCV added that a reconciliation between the management accounts and the draft statutory accounts had been presented to the September Board and that the two were relatively closely aligned.

RH noted a minor error had been made in the Report in that the Board's terms of reference had included safeguarding UEASU's reputation and this was no longer the case.

JD noted the error had been corrected in the final draft.

JJ outlined areas of material adjustments made by the Auditors that the Board should be aware of:

- Withheld payment on the building contract

- A write down of around £600K on the investment in SUS LTD to reflect the underlying assets
- An adjustment of around £36K for a double-payment to HMRC.
- Inclusion of the Home Let bank account in the balance sheet

JJ highlighted the issues that the audit had RAG-rated in red and which should be treated as priorities.

JJ noted that inter-company balances should always be reconciled and that this had not been the case historically with UEASU. JJ noted that this should be a relatively straightforward task and, that, although progress had been made, it should be a priority for the organisation for the reconciliation to be in place. JJ noted that management had begun monthly reconciliation in January and this needed to continue to ensure that accurate reconciliation was achieved for the July end of the current accounting period.

JJ noted the importance of tidying up the purchase ledgers to ensure accurate payments to suppliers.

JJ highlighted the fact that suspense codes for items, where there was uncertainty as to provenance, had had to be used during the restructuring of financial reporting but the auditors would expect to see their use phased out.

JJ noted the progress that had been made with bank reconciliation but there was still work to be done.

JJ noted, on clarity over assets, there was now a comprehensive list of leases in place but the next step would be to interrogate the payments on leases and tighten up controls.

JJ reported that there was still some self-authorisation of expenditure when using company credit cards and this needed to be kept under review as it was best practice for all expenditure to be authorised.

RH thought that this should be an area where it was relatively easy to follow best practice and wondered what was being done to educate staff and ensure that all expenditure was authorised.

TCV advised that the examples were relatively minor cases where staff had not provided or been able to provide invoices.

RH wondered what sums had been involved.

JD advised that the majority of cases involved lower end purchases of IT equipment which were quasi-personal expenditure which had not fitted into the category of CapEx. JD advised the above type of expenditure occurred especially in ENTS where items of equipment were often bought from suppliers which UEASU did not have a formal relationship where items could be invoiced.

JCV advised that each credit card expenditure was individually looked at so there was control but that staff would be looking at introducing a structured process for authorisation of all items of expenditure.

JJ noted there was a large number of aged external debtors and there was still no indication of how old the debts involved actually were. JJ advised that these debts needed to be identified, chased and cash collected and that work needed to be done in this area.

As to VAT reconciliation, JJ reported there was a variance of £45K between the VAT return to HMRC and the liability as shown in UEASU's ledgers. JJ noted that the cause of the disparity was unknown as it had been the previous year and this was troubling. RH observed that the disparity had been £5K and was now £45K and RH thought the latter figure to be sizable and significant.

JJ advised that the disparity could reflect a sudden rush of invoices or a big ticket item purchased near the end of the accounting period but it was difficult to know and this underlined the importance of understanding the figures and achieving a proper reconciliation.

RH wondered if the disparity represented a risk to the organisation.

JJ advised that there was always a risk inherent in an unreconciled submission to HMRC as this could, under certain circumstances, incur a financial penalty.

JJ recommended, with regard to current debtors, that all balances should be investigated; JJ noted that, in the interim, all debit balances had been rounded up, amalgamated and carried forward on the balance sheet.

JJ highlighted the auditors' duty to point out that lack of control over journals could expose an organisation to the risk of fraud and that controls needed to be in place as journals were an important accounting tool that could be manipulated by a fraudster. JJ recommended that all journals should be monitored, reviewed and supported with appropriate documentation and authorisation and noted that, at present, none of the above procedures were in place.

RH observed that the above concerns had been raised the previous year and management's response had been that they would be addressed in time for the current audit.

TCV that journal controls had been scored by management as a somewhat lower priority than that placed on them by the auditors. TCV advised that the best course would be to find a middle ground between absolute text book best practice and the Finance team being able to be both agile and lean in this area.

RH observed that they understood the difference between the real and the ideal world but that the Board would need confidence that adequate measures were in place to guard against any risk.

TCV advised that Finance were moving toward the review of existing journals but that management had confidence that they would be able to spot any journals that were significantly wrong at an early stage as budget holders were accountable for their numbers. TCV advised that there would be more emphasis in future on journal monitoring and review.

JJ advised that, if all the balance sheet reconciliations were in place, the auditors would be able to accept the kind of control outlined by TCV but that, without these, they would recommend a full, structured monitoring and review of all journals.

Chair noted that time for discussion was limited and asked JJ for any last comments.

JJ noted that, of the final points to be highlighted, the auditors' main concern was the lack of a financial procedures manual. JJ advised that the lack of a manual represented a significant risk to the organisation as, in the case of long term absence of key personnel, any institutional memory would be lost and, with no manual, be irreplaceable. JJ advised that production of a manual should be an immediate priority for the Finance team.

JJ advised that the stock system was not functioning properly which meant that one could not adequately assess profit margins; JJ advised that this was a staff training issue that should be addressed.

JJ advised, on a final point, that greater controls on all tills should be in place to prevent potential losses from fraud or carelessness.

RH noted, on behalf of CT, that, with new auditors coming in on the previous year's audit, there had been 31 recommended action points and of these 14 had been accomplished. RH believed there had been progress with the most easily attainable targets being reached but that the deeper more intractable problems would now need to be addressed.

JD advised that the auditors' recommendations would be looked at in detail by Finance Committee as well as being partly addressed in the Finance Enabling Strategy which would go to the June Board.

TCV advised that the points that had been actioned had been referred to as 'easily attainable' but even these had been extremely demanding in terms of staff resources. TCV advised that management had followed the Board's direction and had tackled the issues which posed the most significant and immediate risk in the short term.

JJ concluded that, notwithstanding the points raised in the above briefing and in the full audit, the auditors would be issuing a clear audit report and that the accounts were accurate, true and fair: the Board should feel comfortable in signing them.

*JJ left the meeting.*

*The Board agreed the Annual Accounts and Report for 2015 to 2016.*

*Chair left the meeting to facilitate signing of the accounts for transmission to Companies House.*

## **Performance**

### **TB705 Chief Executive Report**

JD drew attention to the written report.

JD highlighted the risk posed by any restriction on data access by the University which would, if it occurred, have a huge impact right across UEASU operations. JD advised that the risk was contained in the General Data Protection Regulation which would come into force in May 2018 and might, if interpreted in a particular way, require each student to give permission for the sharing of their data. JD advised that UEASU would be working with the NUS and other SUs to effect a solution at the national level.

Deputy Chair enquired as to any developments with regard to the revised Memorandum of Understanding with the University.

JD advised that the revisions were still with the Registrar who was considering the overlapping parts of the MOU and of the 1994 Education Act in relation to SUs.

There were no further comments.

### **TB706 Operating Plan 2016-17**

JD advised that broadly management were happy with progress on implementation of the plan.

There were no comments.

### **TB707 Key Performance Indicators**

JD advised that, similarly to the above, management were pleased with progress.

JD advised that UEASU should be pleased with the work on academic interests of students undertaken by the Education Officers.

JD advised that a cause of some of the low headline satisfaction scores in the UEASU Annual Survey for a range of questions could be located in the area of 'sombreros' where students had come to believe UEASU was neglectful of the mainstream issues of concern to students.

JD advised a key concern flagged up had been the Shop and pricing and management were treating this as a critical area to be addressed by the introduction of a value range within a challenging GP target.

JD advised that some of the Survey questions would need to be revised in future years as in some areas such as Advice, where a lot of students would not have used the service, ambivalence was registering as a low level of satisfaction.

*Chair returned to the meeting.*

Chair noted that the previous meeting had decided to keep the scope and number of KPIs as they were but asked Trustees to reconsider this approach as it was difficult to identify what was 'key' in the present range.

*The Board agreed to the Chair's suggestion that a review of the KPIs would be delegated to Management Committee where FTOs would identify the areas of performance that they would like reported to Board.*

Chair noted that there were no attendance figures and event numbers for the Monday Night Project as requested.

TCM reported that in the autumn semester there had been eight events organised through Societies and that in the current term there had been two held with several more planned. TCM noted it was difficult to collect attendance figures from the Societies and management were not in a place to report accurate figures.

There were no further comments.

### **Commercial and Trading**

### **TB708 Development and Oversight Boards**

There were no comments.

## **TB709 Social Enterprise Report**

TCM drew attention to the written report.

TCM highlighted that, in the first six months, trading had been positive with SUS being £130K up on budget, Waterfront being around budget and Retail and Catering being £12K up on budget.

TCM advised that the main driver for the positive results had been Bars. TCM noted, on Retail, that the turnover was holding up but that the GP had dropped 2% below the level targeted for. TCM advised that the drop could be explained by wastage identified in the Bakery as well as the introduction of the low priced, value range in groceries.

There were no comments.

## **TB710 Commercial Supply Update**

TCM drew attention to the briefing paper.

TCM advised that commercial purchasing was divided into two sectors, licensed trade and retail. TCM advised that the research indicated there were significant savings in licensed trade to be made by purchasing outside of NUSSL than within. TCM noted that there were still details to be got from NUSSL and these might indicate the possibility of getting a better deal; TCM noted the details would be explored by Mike Kill, the new Head of Venues at the forthcoming NUSSL convention.

TCM reported on research into alternatives to NUSSL in retail and noted that some of the aspects of working with the Co-op were attractive but that there were some restrictions and they did not have their own 'value' brand.

TCM advised there had been interesting discussions with SPAR who appeared to offer greater flexibility and a value range and that management would like to be able to pursue these discussions further.

TCM suggested that a group comprising an External Trustee, Officers and student staff meet to evaluate the various factors involved in purchasing from the Co-op or NUSSL or SPAR.

JD advised that the paper on NUS finance later in the agenda impacted on the current discussion as it addressed NUS' long-term viability.

BG believed, with regard to the concern that if UEASU pulled out of the NUSSL consortium it would lead to the demise of NUSSL, that this would always be an issue but that it would be remiss of the Board to ignore the savings that could be made by switching supplier even if it were just for licensed trade.

TCM noted that NUSSL had been slow getting figures to UEASU; TCM arranged to brief BG when these came through so the Board would have accuracy as to the potential savings.

TCM advised that UEASU's leaving the consortium would not, necessarily, lead to NUSSL's collapse as it might provide a catalyst for NUSSL to re-examine their funding model.

JD advised that, if one looked at NUSSL's performance in the round, if they closed some loss making ventures there was still the viable core business of the purchasing consortium. JD advised there was a suspicion that UEASU and other large purchasers were being used to prop up the chronically loss-making areas and to allow NUSSL to avoid having to take tough decisions. JD further advised that, given NUSSL's

extremely poor performance against budget in the current year, it would be irresponsible for UEASU to continue in NUSSL with regard to licensed trade.

AR noted that, in conversation with members and student managers, it was hard for Officers to explain and justify the higher drinks prices which resulted from UEASU's NUSSL membership.

MC wondered whether there might be any reputational damage as a result of withdrawing from purchasing from the consortium.

JD advised that the move would be unpopular with NUSSL colleagues in purchasing but JD could foresee no resultant damage to UEASU's reputation with NUS UK and the wider student movement.

There were no further comments.

*The Board agreed to the briefing paper's recommendations:*

- *For the sub-group to actively review pricing in licensed trade with a view to bringing a proposal to the June Board to find an alternative supplier to NUSSL for licensed trade;*
- *To continue to work with NUSSL and larger unions to look at improving the retail deals, developing a value brand and a group wide card charges scheme – and to review this in one years' time with the caveat that further discussions will be held with Spar and if these prove fruitful a new recommendation will be brought to Board.*

### **TB711 Waterfront and Venues Partnership**

JD advised that the paper was merely an update and no substantive decisions were needed to be made at the current meeting.

***Note: this section has been redacted due to commercial sensitivity***

TCM reported a visit to Leicester SU to investigate their arrangements with their external contractor: Leicester's arrangements were similar to Manchester where the SU gave up promotions in their entirety in return for a guaranteed income and a percentage of the profits. TCM noted they would investigate the arrangements and the external contractor further.

BG welcomed the fact that there were currently several options available and that UEASU now had a Head of Venues in place with wide experience in promotions.

There were no further comments.

*The Board noted receipt of the briefing paper.*

### **TB712 Student Recruitment Agency**

JD advised that one of the main concerns of members was employability alongside access to part-time employment during their time at university.

JD noted that the University had no students in work strategy and that, indeed, there were many obstacles put in the way of different University departments employing students.

JD advised that the proposal embodied a twin approach of removing obstacles to employment of students by the University alongside a reduction in the costs of administration of UEASU's payroll and other staff support functions.

JD advised that UEASU's experience as a gateway provider to student housing had led to significant improvements in the sector and that a similar improvement, driving up pay and conditions, would, be seen in student employment. JD advised that as a gateway provider UEASU could significantly improve students' exit from work experiences and the University's graduate employment levels.

JD noted that, unlike the somewhat overoptimistic attempt with the lettings agency to start from scratch, the student employment initiative would be built with the help of an experienced external partner.

JD advised that, if the Board agreed to the direction of travel, SMT would hold discussions with the University and possible external partners as well as resolve any legal issues with a final proposal to be brought to the June Board.

MAC wondered what the proposal would offer students that Careers Central did not already provide as MAC had used Careers Central and they provided a wide range of services and opportunities.

JD advised that Careers Central simply advertised job vacancies, it did not provide wider support: for example, if a local employer were worried about employing an international student because of the added bureaucracy around immigration then the proposed agency would be able to provide advice and support. JD advised that the aim would be to absorb student employment in ARM and catering and this would allow the agency to shape the recruitment, in-work support and exit experience of a growing number of students.

TCM advised that the University had a problem in recruitment for bespoke specialised projects where the Schools involved did not have the relevant recruitment expertise and had to go to external employment agencies. TCM advised a lot of this work could be undertaken by students recruited through UEASU thus providing more opportunities for students and cost benefits to the University.

ML declared current employment with Careers Central. ML wondered as to any overlap with Careers' career orientated internship offer as it would be important to have clear boundaries to the activities of the two organisations.

JD advised that there had been preliminary discussions with ARM, University HR, Catering and Careers who had all welcomed the initiative with Careers only caveat being a desire for a clear division of activities and responsibilities.

MC wondered whether the billing for an external partner's work would be on a lump sum basis or fees per position filled and whether there would be any cost implications in terms of extra staff resources in UEASU Finance.

JD advised that the costings would be integrated into the social enterprise's budget in a similar way to how the lettings' agency presently operated. JD noted there would, though, be some central resource implications such as the extra reports needing to be prepared for Board and Management Committee.

RH wondered as to the effect on central payroll services.

JD advised there would be an increase in numbers to be processed but if the growth in numbers were to prove too heavy for the existing resource then this would mean earnings growth that would be more than enough to fund any extra resources required.

*The Board agreed, in principle, to the creation of a campus based Student Employment Agency.*

## **Finance & Legal**

### **TB713 Finance Committee Minutes**

JZ, as Committee Chair, reported that the Committee had examined the audited accounts and the questions they had posed had been answered to the Committee's satisfaction.

JZ noted there had been an extended discussion of the Reserves Policy and the Committee were happy with management's recommendations.

JZ noted that, in future, Monthly Management Accounts would be circulated to Trustees as a matter of course.

There were no comments.

*\*In the Committee's discussions prior to Board, it was noted that there had been an error in the minutes of the Committee's last meeting and the relevant passage should read.*

"TCM advised that UEASU were proposing to extend the existing partnership with the external partner, VMS, **on the basis that they provide the** capex on the Waterfront's building and equipment that UEASU would not be able to provide".

### **TB715 Management Accounts Q2**

TCV highlighted the fact that the second quarter had been true to budget despite a small blip during February.

TCV advised that the forecasts for the second half for both revenue and spend, which were to budget, could be characterised as an absence of bad news.

TCV advised that the discussions at Finance Committee as to the Reserves Policy had been around definition and on what could be thought of as a realistically adequate level of free reserves to be held.

TCV cautioned in regard to the phasing of cash held that the levels could, during the winter, look overly positive due to the large amount of cash generated by advanced purchase of tickets for events. TCV contrasted the winter figure for that in July when cash held had come down to £137K.

TCV advised that, after discussion with the Auditors, Finance Committee had decided that the appropriate level of cash to be held in reserve should be a constant that would be equivalent to the permanent staff salary costs for a period of three months and the figure for this was, at present £350-400K. TCV advised that when the reserves level was as low as £137K there was an obvious shortfall and this was not uncommon in charity finances but that Finance Committee's recommendation to the

Board was that work should be done and plans made to restore the reserves to the appropriate level. TCV advised that the building back up of the reserves would affect budget formulation as, along with capital expenditure, it would take up a slice of revenue for the next few years.

There were no comments.

*The Board noted receipt of the Management Accounts and noted the Reserves Policy recommended by Finance Committee.*

### **TB716 Enabling Strategy (Steering): Finance**

JD advised that the strategy fell into two parts: one the structure of the finance department and the other the overall financial strategy.

JD advised that the changes to the finance department would be based on the Auditors' recommendations and would, along with the wider strategy, come to the June Board for final approval.

JD advised, as to the wider strategy, that UEASU was currently the most commercially leveraged students' union in the UK. JD advised that the smaller a SU's grant the greater difficulty there was in meeting inflationary increases in the cost of service provision. JD advised that the great obstacle to growing commercial income was that the two big income generators, the Shop and the LCR, were both running at full capacity.

JD advised that the two medium term pressures came from the need for capital expenditure, judged to run at around £150K per year and the growing pension deficit. JD advised that the current priorities were: making the case to the University for an increase in core funding, driving down costs and ensuring the best possible price from suppliers and looking at new commercial opportunities which could include a new retail outlet on campus, increased commercial space in Union House and a third Club night per week.

JD noted that the Enabling strategy fed directly into the next paper: the formulation of the budget estimates.

There were no comments.

*The Board noted receipt of the steering paper*

### **TB717 Road to the Estimates**

JD advised, as outlined in the previous item, there were pressures on the upcoming budget. JD advised that there was positive news in terms of commercial performance in that revenue would increase by around £150K.

JD advised that there was negative news in that there were indications that INTO's figures were down and, as INTO's contribution was a proportion of UEASU's income, this was a matter of concern.

JD advised that there were concerns as to some areas of the Charity's costs such as utility bills, salaries, pensions, NI contributions and VAT retrieval. JD advised that the estimate for the areas of concern would be around £45K and was, in terms of the organisation's overall finances, not problematic and could be integrated into the budget formulation.

JD advised, as to risk, that there was always the possibility that the University would bring in an external provider for catering and that the provider might provide an attractive service in competition with UEASU.

JD characterised the briefing paper as a realistic balance between optimism and pessimism and between risks and opportunities.

Chair thanked JD for a clear and concise paper.

Chair wondered, in regard to any threat from an external catering provider, how much progress had been made in looking at any additional commercial opportunities on campus.

JD advised there had been discussions as to utilising more of the ground floor of Union House for catering and also as to a third Club Night. JD advised that an extra retail outlet in Chancellor's Drive would represent an opportunity as it would have dependable revenues and would reduce queues in the Shop but cautioned about undertaking too many initiatives at the same time and reiterated the importance of finding the right balance between risk and opportunity.

There were no further comments.

*The Board noted receipt of the paper.*

### **TB718 Code of Conduct Revisions**

JD drew attention to the briefing paper on the revisions to the Code of Conduct. JD advised that three proposed revisions had been put to Union Council one of which, on extending the powers of Chairs of Union meetings, had been rejected.

JD advised that, of the two approved revisions, one was a tightening up of procedures for dealing with any alleged infractions of the Code by Student Officers or Trustees and stemmed from a recent case that involved a Full Time Officer.

JD advised the other revision was around theft from the Shop. JD advised that stock taking had revealed significant stock losses and these had been traced to the cumulative effect of petty theft. JD advised that measures such as student media publicity had significantly reduced the scale of the problem. JD noted that there was still an issue of process in relation to cases of theft: the Shop manager did not have the same powers as exclusion as the licensed premises manager and in order to deal with a case of petty theft the full disciplinary procedure had to be invoked. JD advised that the revision simply gave the same powers to the Shop manager as presently head by the licensed premises manager.

MC noted in drawing up the proposal on cases involving Officers or Trustees the change to the make-up of disciplinary hearing panels had been key as it would, MC believed, take away any bias or perception of possible bias.

RH noted that the changes to the powers of the Shop manager were a sensible provision as they would save an inordinate amount of the Supervising Trustee's time. RH believed it would still be important in these cases to discover the reasons behind a student's breach of the Code in order to signpost them to any available support.

RH wondered as to the reasons why Union Council had rejected the proposal as to the Chair's powers.

AR noted there had been some issues as to the principles but the main problem had been that Councillors thought the Resolves were not clear or robust enough. AR noted that the matter would be discussed at the next DPC meeting with a view to bringing a new set of Resolves to the last Union Council meeting to be held in May.

Chair noted that the matter might be resolved if there were to be improved training for chairs of meetings across the organisation and not only at Union Council.

RH noted that a clearer, more definitive outline of the Chair's powers would be helpful to the Supervising Trustee as matters stemming from disputes over Chair's powers and the running of Union meetings had been raised, inappropriately, as Code of Conduct issues when they were, in actuality, disputes within the democratic arm of the Union.

AR noted that the point would be made to the DPC.

There were no further comments.

*The Board approved the two revisions to the Code of Conduct approved by Union Council.*

### **Strategy**

#### **TB719 Enabling Strategy: ICT and Web**

*The Board approved the strategy without comment.*

#### **TB720 HR and Nominations Sub Committee Minutes**

AR reported the work on implementation of the Wellbeing Plan and noted the opportunity for staff to nominate themselves for the role of Wellbeing Champion for their team.

AR noted that the External Trustee recruitment process had been revised with clear lines of responsibility put in place.

AR reported the Committee had re-examined the CEO appraisal process and had recommended, for consistency and for to adhere to best practice amongst students' unions, that CEO appraisal and that of other members of SMT should be undertaken by an external consultancy.

AR noted work had been done on equality and diversity and this would feed into the upcoming student staff recruitment process.

There were no comments.

#### **TB721 Enabling Strategy: People**

JD reported on the results from the Annual Staff Survey.

JD noted that, in the light of the previous year's result which had shown a drop in many areas, the Board had requested management to work on specific points raised in the survey.

JD advised that the current year's figures came with one caveat: at present, they made year on year comparison difficult as they included student as well as career staff. JD advised that, setting the caveat aside, the results were encouraging with a headline figure of a rise of 23% in the Wellbeing category. JD reported that the highest rise was a 40% improvement in perceptions as to manageability and control of workload.

JD advised that there had been a commitment to bring the results to the current meeting and noted frustration at not being able to provide the important division between student and career staff but that these would be provided for consideration by the AHRC at its next meeting.

JZ asked that the full results with the division be circulated to Trustees.

JD advised the results would be circulated and they would include, where possible, a breakdown by Department.

JZ thought this would be useful as it would be important to identify any Department with particularly poor scores.

JD advised that the differentiation between Departments would be important and that each Head of Department would be required to complete an action plan based on the survey results.

AR thought it well to bear in mind that the implementation of the Wellbeing Strategy had not kicked in when the survey was made so any positive results of its implementation would not have had time to impact on the survey.

TCM gave a presentation to the Board which highlighted:

- The re-organisation of the HR Team
- Improved HR admin systems and controls including an online support package
- Improved appraisal system
- Better E&D analysis in staff recruitment with initial emphasis on student staff

TCM advised that the forthcoming focus would be on:

- Promotion of job opportunities to international students
- Further development of the Wellbeing Strategy
- 12 career staff to take a Level 5 Diploma course
- Training on time and project management
- Improved induction process for new staff

TCM wondered whether the Board believed that management of HR was heading in the right direction.

RH believed there was some work to be done on implementation of the Wellbeing Strategy but felt the situation was relatively positive.

JD drew attention to the written paper on staffing structure.

JD advised there was an upcoming issue in that UEASU had an external HR expertise provider, as requested by the Board, and the manager responsible for liaison with the external provider and HR staffing would soon be on maternity leave. JD advised the paper dealt with changes needed to provide maternity leave cover alongside the Board's desire for further external HR review; JR noted that the changes would mesh with the start-up of the employment agency approved earlier in the evening.

JD advised the paper also addressed MarComms where that had been a feeling in the organisation that there had been a pinch in capacity.

JD noted the question of how much individual Departments should undertake their own communications and the desire of management for Departments to take up a range of activities rather than over rely on centralised functions. JD noted successive Boards had endorsed the strategy which predicated lean central Departments: one had a lean Finance Department because one wanted the staff in Bars to think about finance. JD advised that it was important to get the balance right and that MarComms might be, in fact, too lean and it was, therefore, proposed to grow the design function, management were confident the growth could be funded by growth in revenue.

JD advised that the new Assistant Director for Advocacy had reviewed service provision in the light of several factors, the return of the Head of Advice from maternity leave and the start-up of the employment agency included. JD further advised that there had been identified a significant service delivery gap as to Priority Campaigns and coherent staff support for the Campaigns and Democracy Officer.

JD advised the paper was solely for briefing purposes and its purpose was to update the Board on the evolution of the staffing structure in response to changing circumstances.

Chair noted that the paper covered the situation concerning the manager in charge of liaison going on maternity leave but believed that the Board's intention when asking for an external review of HR was for something far wider than a review of the particular situation at one moment in time.

MC believed, as to MarComms, that the divide as to staff responsibilities, in the department, between marketing and communications was unclear and that if the intention was to fund growth in capacity by growth in income there needed to be more clarity as to where areas of responsibility would lie. MC thought that the briefing paper did not provide the Board with the requisite clarity.

JD advised that management had been careful, as to the expansion of capacity, to premier the recruitment of student staff but that the future immediate need would be for more supervisory resources and crucially more resources for stakeholder liaison. JD acknowledged that the overlap of responsibility between communications and marketing was problematic and would be addressed in the next quarter when managers undertook their strategic planning for the year ahead.

JD confirmed in response to MC that more clarity as to the allocation of finances to the two resources within the department would be provided to Board.

EA wondered whether the paper might be given to all students in a leadership role so that they would know who to go to promote a campaign or event.

JD advised that the strategic intention was to have key staff as brokers to whom students and Officers could go to get things done in terms of communications and publicity rather than students having to go to different departments. JD advised that management were not certain that they had the right balance in place as yet; JD advised that it would not be helpful but confusing to students to give them the complexity of the entire structure rather than point them to key members of staff.

EA believed the growth in communication staff and the complexity of the structure should be a concern and further believed that the triaging of events seemed to be concentrated on one member of staff.

JD advised that the workload of the particular member of staff would be monitored.

AR believed the developments in MarComms and Advocacy had been positive but noted concerns over the section on Democracy and Governance: in particular the upcoming changes brought about by the Student Leadership Review (SLR) and the aspiration in the paper to devolve governance to departments: AR wondered what the latter statement actually meant.

JD advised that the thinking was that as the SLR had devolved decision making to a wider range of committees covering a wider range of activities that the governance of the decision making should similarly be devolved to the support staff for the relevant activity who would in turn be centrally trained and supported.

AR noted happiness with the standard of support and clerking for the Development and Oversight Boards but noted concern over that for caucuses and other Officer-led groups and noted that there was nothing in the paper that indicated that standards in this area would improve.

JD advised that, when the work was done on the development pathways in the paper, a set of clear standards for caucuses and other Officer-led groups' support and clerking would be taken to Management Committee.

There were no further comments.

*The Board noted receipt of the steering paper and that Management Committee's decisions over operational aspects of the paper would be incorporated in a finalised paper to be presented to the June Board.*

### **TB722 Enabling Strategy: MarComms**

L Moreton (Head of Marketing and Business Development) (LM) joined the meeting. L Moreton gave a presentation of as to where MarComms was at, at present, and the Department's aspirations for future development.

L Moreton highlighted for the Board two cases of where the advertising practises of two external partners had been modified and improved after representations by UEASU.

JD advised that a new development that L Moreton had not included in the presentation was that UEASU would be hosting a trial national pilot event for marketing staff in SUs and L Moreton had put together a rich, diverse programme which had attracted a lot of attendees. JD noted this was an interesting area for development for UEASU as NUS did nothing nationally and UEASU could demonstrate its commitment to innovation and collectivism.

LM noted the aspiration was that this would be an annual event which would focus on training for staff from other SUs and how SUs might deal, collectively, with external partners to improve their practices.

LM highlighted the upcoming launch of a UEASU App, work on increasing Officers' media presence and innovations in social media production.

Chair wondered what made the new app different from the previous app which had failed to come up to expectations.

LM advised that the website was dynamic and the current app did not add anything to the website facility: there was no real reason for anyone to download the current app. LM noted that the new app would focus on functionality that was not available on the website with phone cameras used to pick up special offers in the Shop and for Events and it was hoped to add radio streaming services.

FH noted that LM had spoken of feedback about the website referring to it as 'boring'; FH wondered the source of the feedback.

LM advised that some of the feedback had come from the University and some from students. LM noted that there had been a four week window to get the website up and running in time for the start of the academic year and the focus had been on getting the functionality right rather than on design and appearance. LM advised there would be work done on design and on 'closing the loop' on providing students with information on how their feedback, particularly from Quality Conversations, was being used by UEASU.

There were no further comments.

*The Board noted receipt of the steering strategy.*

### **TB723 Strategy Revision 17/18: Environmental Analysis**

JD recommended to the Board that this item be deferred until the June Board. JD advised that the recommendation was for two reasons: firstly, time considerations at the present meeting and, secondly, the desire of the Chair for the Board to undertake more strategic thinking for which there should be more time available at the June Board.

There were no comments on the above recommendation

*The Board postponed consideration until the June Board.*

### **Risk**

### **TB724 Risk Register**

*The Board noted the Risk Register without comment.*

### **TB725 Charity Campaigning Framework**

*The Board noted the Framework without comment.*

### **CEO Line Management**

### **TB726 CEO Line Management**

*Staff members withdrew from the meeting at this point. Chair to make notes of the confidential session and circulate to Trustees.*

## **Sundries**

### **TB727 Key Decisions of Union Council**

*The Board noted the Key Decisions of Council without comment.*

### **TB728 Any Other Business**

There was none.

### **TB 729 Time, date and place of next meeting**

20 June 2017, venue and time to be confirmed.

### **TB 700 Ongoing Cycle of Business**

Noted.

# report

Subject:	Action Log
Produced by:	Tony Moore
To:	Board
Date:	20 June 2017
Action:	To note
Status:	<b>Open</b>
Paper:	TB734

Action	Own	Update
Code of Conduct: working group to be formed after Xmas	Jim/Maddie	Actioned – Changes approved by Council
Home/EU and International stats on student staff to be circulated	Jim	Will be done at next census point in Q4
Trustees to be updated between meeting on developments in and actions by the political arm	Jim	Ongoing
Efforts to be made to fill vacant place on Finance Committee	Tony	Efforts made: no responses
Auditors recommendations to be considered in detail by Finance Committee	Tim	Agenda item for June Finance Committee outcome to be reported to Board
Review of KPIs delegated to Management Committee	Jim/Maddie	Refined KPIs to be brought to Board
Working group to be formed to look at purchasing from NUSSL – on drinks to bring proposal to June Board – on Retail to work on securing better deals – to be reviewed June 18	Toby	Ongoing
Management Committee's review of staffing structure proposal to be incorporated in final proposal	Jim/Maddie	To be incorporated in proposal to June Board

# report

<b>Subject:</b>	<b>CEO Report</b>
<b>Produced by:</b>	Jim Dickinson, CEO
<b>To:</b>	Trustee Board
<b>Date:</b>	28 <sup>th</sup> June 2017
<b>Action:</b>	To discuss
<b>Paper:</b>	TB735
<b>Status:</b>	<b>Open</b>
<b>Purpose:</b>	The CEO reports to each meeting of the Board

## Introduction

At each meeting the agreed format for the CEO report is that it contains the following:

1. Reporting against plan
2. Update on key areas of work since the last meeting not directly covered in formal objectives
3. Update on national student movement developments of interest to Trustees

For the later item on CEO performance, I usually also submit to the June Board results of my self evaluation against set objectives and 360 review. These are included as later papers and should be read in conjunction with this report, the Operating Plan update and KPIs.

Plus

- Note of other meetings/events attended
- Declaration of any hospitality/gifts

### 1. Reporting against plan

The updates against the annual **Operating Plan** and agreed **Key Performance Indicators** are covered in separate papers.

### 2. Update on key areas of work since the last meeting not covered in formal objectives

This has been another busy quarter for the Union, and with departments focussed on implementing the projects and initiatives in our revised strategy as a series of "one offs" have come to dominate time:

**Code of Conduct:** A particularly complex case has arisen surrounding initiation ceremonies. At the time of writing Lou and I are still completing the investigation into the case (which together with background meetings with the University has taken up considerable time) but it is highly likely that we will need to prioritise proactive prevention and education work in this area, in conjunction with the University Department of Sport and Student Support Services. A paper and plan will come to the September meeting; I have appended to this report the document I circulated in late May which gives a solid background to the issues.

The wider issue with conduct cases remains that as we improve our handling, processes and offer clarity that we will take issue seriously, the resultant workload on managers in general and the Democracy and Governance Coordinator specifically is becoming a critical issue. I intend to take forward discussions with the Director of Student Support to identify ways in which we might work together in this area.

**SU Funding:** Together with Theo as Chair of the Board, we met with the Registrar in June for our to discuss the SU Financial picture going forward. As I reported in March, this is a very challenging time for the University as it moves to making savings to improve its cash surpluses (in order to release borrowing to finance its capital plan).

Although we have escaped the University's general 3% "professional services" efficiency saving, the University has not been able to agree to fund our increased pension deficit contributions or request for funding for additional support in advice or societies. However I am pleased to report that following detailed representations we have secured £170k in capital funding to take forward "Phase 4" of Union House, which will see the Blue/Red refurbished and additional seating in Unio/LCR- all with a focus on daytime use and social learning space. A project delivery group is being formed and we expect this smaller scale project to be completed in September.

In addition we have secured a small amount of "access agreement" funding for our new students buddy scheme, and we are lobbying to become the delivery partner for the University's "Do Something Different Week".

**Mental Health:** You will recall that one of our strategic objectives for the year is to "work with the University to launch a major new mental health and anxiety strategy on campus" and this past term I have taken a lead in supporting the officers in this area. We were initially hopeful here given strong signals from the VC and new Director of Student Services but it would be an understatement to say that progress has been slow and often tortuous, with deadlines missed and outputs disappointing. Maddie's blog summarises the issues well at the link below- suffice to say we have used what has felt like a relentless mixture of "insider" and "outsider" campaigning strategies to secure change in this area (and example of some of the work developed can be found at the changeSU blog below) with considerable time taken up in meetings. At the time of writing we are awaiting the resultant M/H strategy but the latest signs are positive.

A "curveball" in this process has been the University's decision to close its (person centred) counselling course which has thrown up issues both with the University's course closure and equality impact processes, but also has a link to the M/H strategy as its students were providing a chunk of the University's counselling provision. This has also taken up considerable time and has been a tough one to get to the bottom of- as it would appear that the University's own policy was not properly followed. Again Maddie's blog gives a helpful background below- at the time of writing we are pursuing persuading the University to "extend "teach out" to students affected beyond the legal minimum, and we have made a raft of suggestions to the University on course closure policy change (appended). We will update in the meeting.

Related to this are our own efforts around Mental Health and a key "crossover" delivery concern is the mental health of our Student Staff given we now employ over 1,000 of them! In anticipation of strategy discussions I have been exploring a number of options around training for managers, programmes around "resilience" and investment in wellbeing initiatives which are being led on by our wellbeing champions.

#### Blog on Mental Health

<https://www.uea.su/blogs/blog/postgraduate/2017/05/09/Weve-already-hit-breaking-point-where-is-the-mental-health-strategy/>

#### Blog on Course Closures

<https://www.uea.su/blogs/blog/postgraduate/2017/05/25/University-fails-students-through-neglecting-to-assess-impact-of-course-closures/>

**Tibet:** In early May we found ourselves in the middle of controversy when a row about the display of a flag for our "Go Global" event hit the national press. In essence a Tibetan flag had been purchased and displayed in error- Chinese students objected and then others objected when we took it back down, fitting the narrative of the SU "banning" things. The strategy issue is the speed with which these things can now break and the tension between allowing our members to debate "in public", and those rows being hijacked by those with click rates to hit. We will be thinking through over the summer how we might better respond in these situations and working with other SUs to identify actions that help (or indeed hinder).

**Awards & Events:** In more positive news since the last meeting we have held our annual Student Led Teaching Awards, the Union's Student Transformation Awards and worked collaboratively with the University on our Annual Sports Awards. All three events were spectacular, well attended and well received; our staff teams again delivered great events on tight budgets. The Student Transformation Awards were particularly exciting and we will be working over the summer to covert nominations and winners into valuable marketing messages that link closely to our mission. Our annual "Pimp my Barrow" event was also a resounding success, continuing to raise large sums of money for Charity and boost our profile around the City.

**Derby Day:** This year's annual multi-sport day of matches between Essex and UEA (this year held at home) reached new records- not least for the number of years UEA has won in a row- but also in terms of the number of spectators and participants across the day. It has now become a very large event in the calendar and in the review it has become clear that it is reaching (or has reached) the limits of our capacity. This has prompted specific joint review work on managing the event safely with Essex and more generally I am working on proposing we develop a major events strategy in conjunction with the University where risks to safety and reputation are high.

**Alcohol Impact:** For some time NUS has been running a project around reducing the harmful impacts of Alcohol on students. It involves an audit approach and strong partnership working with the local NUS, Police, Licensing, VS organisations and crucially the University. We have informally been developing practice to meet the standards internally for two years but have been unable to persuade the University of the need to act in this area. Given the high number of students on campus this is arguably a key issue for UEA so I am pleased to report that the Director of Student Services has finally agreed to take part in and underwrite investment in the scheme. I anticipate being able to report on the initial audit findings at the September or December Boards.

**Islamic Prayer:** In May the University was forced to announce the closure of its daily and separate Friday Islamic prayer facilities. This was particularly galling since the ISOC discovered the news about its daily prayer facility through the University's cleaning staff- but also because we had invested considerable time two years ago on securing a long term agreement and facilities in this area when part of the Blackdale school on campus was demolished to make way for student accommodation. I have been supporting Jo who has taken a lead on coordinating the ISOC and multiple, lengthy meetings and again we have deployed a series of both "insider" and "outsider" strategies to keep the pressure on. I am pleased to report that we look to have secured a positive solution in the short term and long term which will in time expand out to a more comprehensive strategy around supporting students of faith.

Press coverage of "Prayer in the Square" event

<http://www.edp24.co.uk/news/we-cannot-allow-this-uea-muslim-students-hold-open-air-prayer-in-protest-at-loss-of-religious-space-1-5026825>

VC letter of apology appended

**Data Sharing:** I reported on this new issue to the March Board and it has continued to take up considerable time. A summary of the issues which is particularly helpful for new Trustees is available at the link below which I commissioned from Wrigley's solicitors for ChangeSU.

Issues briefing: <http://www.changesu.org/?p=1187>

The latest update from the Information Commissioner's Office is below:

"I understand that you would like some advice on the sharing of students' personal data between universities and students' unions. Some universities have been contacting their students' unions stating that they would not be able to share the personal data without the explicit consent of the students once the GDPR becomes applicable. You believe that as they are public authorities, they would not be able to rely on legitimate interests as their lawful basis to share the personal data. You would like to know if the universities can rely on Article 6(1)(b) or Article 6(1)(c) of the GDPR to share the personal data with their students unions.

"It is the data controller's responsibility to identify a lawful basis for processing personal data under the GDPR. The Overview of the GDPR provides the latest ICO guidance on this topic. We do not currently have in-depth guidance in relation to the legal basis that can be used by universities.

"To clarify, universities would fall within what we refer to as a '**hybrid authority**' (that is to say a public authority who may also carry out some functions which are not of a public nature). Such bodies may rely on legitimate interests for those functions which are not public in nature.

We suspect that the "hybrid authority" concept is helpful and I have been working with NUS to chase down specific justifications that we are putting to lawyers. There may be a further verbal update at the meeting.

**Staffing Issues:** A staffing issue has continued to take up considerable time this term that includes a disciplinary investigation relating to a Head of Department and a complex grievance. As appeal processes could involve members of the Board it is likely that I will not be in a position to report in detail although I continue to keep Theo abreast of developments as Chair.

**Student Leadership Review:** Work has continued apace to implement the Union's wide ranging Student Leadership review, and in particular this term our Advocacy and Opportunity teams have been working hard to run elections for the range of new committees and bodies with strong results on diversity. We are now moving into the staff support phase of the project ensuring that the new bodies and representatives are effectively trained/supported (with a new leadership residential being introduced in September) and strengthened standards for committee support and clerking being introduced across the departments.

**General Election:** Since the last meeting an entire General Election has been called and won! Our team kicked into action with a strong voter registration drive (sadly necessary since the introduction of IER, although we are hopeful for a solution to this at UEA in September) and get the Vote Out campaign. Sadly the terror attacks in both Manchester and Liverpool stopped us from being able to run traditional hustings events but a range of activity has taken place nonetheless.

**Industrial Relations:** The SU recognises Unison as its Trade Union, but following a period of confusion where the JCNC was not able to meet because of issues at the Unison end, and in response to feedback from staff about a

lack of feeling of involvement in strategic staffing issues, we have commenced a discussion with staff over representation and involvement. There is no intent to derecognise but as Unison only has around 10-15 members we are looking at additional ways to involve staff including a staff council. Separately we are in positive discussions with GMB about a project which would give free TU membership to our student staff with benefits on training particularly around employment rights and Health and Safety. I expect to be able to formally report to the September Board.

### **3. Update on national student movement developments of interest to Trustees**

**HE Bill:** The Government's Higher Education and Research Bill has now completed its progress through parliament, with threats from the Lords largely headed off as the surprise election came onto the horizon.

- A new regulator for universities, the Office for Students, will be set up next year. OfS will hold the statutory responsibility for quality and standards, approve new entrants to the sector by managing the Register of Higher Education Providers, and also the awarding of university title and degree awarding powers.
- OfS will be empowered to make arrangements for assessing the quality of teaching in universities, in an exercise currently branded as the Teaching Excellence Framework (TEF). TEF is already underway (results to be released in June), and currently will rate universities as Gold, Silver or Bronze. One of the big last-minute concessions was a far-reaching independent review of the TEF in 2019 that will report to Parliament and assess the TEF from top to bottom.
- Until 2020, the government is expected to allow tuition fees to increase by the rate of inflation for universities participating in TEF and meeting minimum eligibility requirements. After 2020, the caps can be varied along with different TEF awards assuming that the independent review doesn't suggest a change of course.
- The OfS will be able to designate an independent body to carry out its statutory duties in relation to quality and standards.
- The OfS will incorporate the functions of the Office for Fair Access. Universities will be required to publish information on the fairness of their admissions, and also information that could be considered "helpful to international students". The OfS will also have powers in relation to monitoring the financial sustainability of higher education providers and improving their efficiency.
- Universities will now be able to charge higher annual fees for courses that are taught over a shorter period, also known as 'accelerated degrees'. The Student Loans Company will now be enabled to make alternative methods of financing available for those unable to take out students loans, particularly for those who require 'Sharia-compliant' finance.
- The seven research councils, Innovate UK, and the research functions of HEFCE, will be brought under a "single strategic research body": UK Research and Innovation (UKRI). The research councils will maintain their existing composition within UKRI, but be subject to a single accounting officer. They will continue their existing duties, with added responsibility for interdisciplinary collaboration. A new body, Research England, will be responsible for quality-related (QR) research funding.

The HE Act is not the Bill students wanted or deserved and the general view is that NUS did not secure many "wins" although the final version does contain some positives when comparing to the Green/White paper situation:

- We fought to keep universities in the Freedom of Information Act
- We successfully shut down threats to students' unions
- We pushed back the proposed link between TEF and fees and ensured access agreements expanded to cover participation and retention
- We forced the Government to guarantee student representation on the Board of the Office for Students
- We won on requiring universities to publish data on attainment gaps, support for postgraduate research students and giving more protection for students
- As a result of the NSS boycott many universities have seen invalidated NSS results
- After student pressure Lords voted for an all-out ban on linking TEF with fees, passed major amendments on international students, voter registration and new universities
- An intense final push saw further concessions including: a delay to the link between TEF and fees until 2020/21; an independent review of the TEF and its metrics (including use of the NSS); further restrictions on who can be given the power to award degrees; and a requirement for universities to develop effective voter registration schemes
- In coalition with leading organisations like the Refugee Council, we also contributed to a change in Home Office policy to classify resettled Syrians as having full 'refugee status', which will transform their access to student loans and home fees.

The Government is now moving into implementation mode (albeit with a new minister) and as well as the TEF results (see below) will shortly announce the new CEO and implementation timetable for the new Office for Students.

## Election/TEF/HE

With the election complete, few suspected that Jo Johnson (HE Minister) would survive; the suspicion was that he was representing the sector to Mrs May rather than the other way around on the key issue of students being included in immigration statistics. The surprise since has been the appointment of a minister for Tertiary Education in the form of Robert Halfon who has been a minister in DfE leading on FE and Skills. A manifesto commitment to review funding for Tertiary education could mean many things but it is wise to assume that technical and professional education will be a key focus- Halfon has been a champion for apprenticeships going back as far as when I was still at NUS and he was a backbencher; and his work on FE "Area Reviews" (mergers) could well signal a push to further structural changes across the FE/HE divide, particularly for new Universities. The good news is that Halfon is affable and one of the few champions for "unions" in the conservative party- he helped set up the National Society of Apprentices (an NUS Charity that represents work based learners) and is a fan of student representation.

In more sector focussed news, the Teaching Excellence Framework results have now been released and UEA. My own view is that there are good reasons to be cynical about the whole exercise, and it remains to be seen how enthusiastically Halfon will take up on the baton of TEF as a way to improve what are seen as failings in University performance. For those interested wonkhe has a range of good content on TEF to which I have contributed *pers cap*: <http://wonkhe.com/blogs/tag/tef/>

We are also seeking to take part in a joint research project on teaching excellence with 30 other SUs that has emerged from my Action Learning Set, seeking to define what it is that students regard as excellent teaching. I have met with the project consultant to discuss potential methodology, process and focus and I expect more news in late June.

## NUS National Conference

I again attended to observe the NUS National Conference in Brighton in April where I also attended a Friends of NUS event in my capacity as Committee Member. NUS has had a tough year in the media, more often in the headlines over itself and its leadership than its campaigns or policies, and so the election for NUS president dominated. Reflecting bigger social shifts in both the Labour Party and wider culture wars, incumbent Malia Bouattia has also had a rollercoaster year. She has faced the challenges of being the first Muslim woman to hold the role while also being the first 'left' president since the mid-1980s and has used that platform to promote causes and campaigns often belittled with the 'snowflake' tag in the media.

Policy debates throughout the week were an interesting mix of NUS conference 'hardy perennials', and emergent student thought. In the first category were the now traditional motions over education funding (free or not), and 'living grants' v loans (this year linked to mental health reflecting recent debates). Of more interest here were new items, such as the future of the NSS Boycott as a TEF disrupting tactic, which ran out of time to be discussed. Some regard it as students' key weapon against marketisation, others an own goal that ignores the power of NSS to force change within universities- it subsequently fell at the NBEC meeting it was referred to.

In elections terms, there was a general shift towards more "moderate" candidates, with the President election going to incumbent FE Vice President Shakira Martin who defeated the sitting Malia.

There was also a host of proposals on reform of NUS, developed to respond to recent disaffiliation attempts, although the pre-conference lack of enthusiasm for a debate on process may have been both a case of reform proposals responding to the 'noise' rather than the 'signal' and the reality of a looming general election. It is not clear whether an emergency conference will be held to ratify the proposals, although it should be noted that the since the event both Essex SU and Surrey SU have disaffiliated from NUS in a continued if slow trend. We will continue to press on risk facing NUS and us as a result of these developments.

## External Meetings/Visits

- NUS Union Development Convention, 4-5<sup>th</sup> April Solihull
- Liverpool John Moores SU Trustee Day, 4<sup>th</sup> April
- NUS National Conference, 24<sup>th</sup>-27<sup>th</sup> April
- Friends of NUS Committee Meeting, 31<sup>st</sup> May
- Wonkhe annual reception, Thursday 8<sup>th</sup> June

## Declaration of any hospitality/gifts

- N/A

## Appendix One

### **Proposed revisions to the Procedure for the Withdrawal / Closure of Courses**

The recent decision to close counselling courses at UEA has highlighted a numbers of areas where we believe that the procedure agreed by Senate for the closure or withdrawal of courses could be strengthened.

Rather than propose detailed amendments to the existing policy, we have reviewed issues for discussions/agreement in principle so that detailed amendments can be developed.

#### **Existing Students**

The current policy identifies existing students as a key group to consult with. It is not however clear that this should include those taking a break from study. In addition where a course has been sold or promoted as a progression route to a professional qualification from a different programme, legal advice suggests that "current students" should include those on that feeder programme (\*CMA). Arrangements for teach out should take this into account. We also believe that an "in principle" number of weeks before a course is due to start should act as a trigger for a commitment to teach out given the potential implications for students planning to join a course.

**Proposed:** Include intercalating students (in those at risk of intercalation) and those on feeder programmes for professional courses. Set trigger date earlier than course start where students are considered "current" students.

#### **Equality Impact Assessment**

At present, in reaching a decision to withdraw a course Schools/ Faculties have a legal duty to take into consideration the impact of the decision upon those groups covered by equality and diversity legislation. However the "10 fte recruited last time" threshold is arbitrary and does not take into account shared modules, strategic and significant equality impact for some courses under the threshold, and the potential cumulative impact of a range of closures in a range of schools/faculties in a given year.

**Proposed:** Remove the threshold for trigger of an EIA altogether. Develop proposal to monitor Equality Impact of multiple closures at Faculty and Institutional level.

#### **Approval**

It is clear that the individual effect of a single closure in a single school may be small, but the cumulative equality impact in a given year across the University could be dramatic. Given the level of scrutiny on new course approval and revision at LTC and CMA requirements it also seems odd that it is not this body that formally approves course withdrawal/closure. In addition we are very rare in not affording students the right to be consulted over a decision to withdraw a course in principle before formal approval.

**Proposed:** Ensure formal approval/scrutiny of proposals required from LTC. Develop opportunity for students to be consulted over proposal to close a course.

#### **Context**

There are often contexts to a closure which reach beyond the school/faculty that should be considered as part of the process. These could include module sharing or the role the course or its students/academics play in other parts of the University.

**Proposed:** That the policy includes consultation with and consideration of any academic or service provision dependency implications (both internal and external to the University) arising from the proposal.

Lipa Lucky  
Head sister of the UEA Islamic Society 2016/17

22 May 2017

Professor David J Richardson  
Vice-Chancellor & President

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Dear Lipa

On behalf of the University of East Anglia please accept my sincere apologies for the distress that the events of last week undoubtedly caused Muslim students at UEA.

As a result of the positive development of the UEA [Faith Policy](#) in 2015, we did make sincere commitments to improve communications and to ensure that early discussions took place with all interested parties regarding any changes to faith provision on campus.

Clearly on this occasion the University has failed to deliver on those commitments and as Vice-Chancellor I apologise for that inexcusable failure. Please be assured that I take this matter seriously and I will be ensuring that lessons are learned.

I would also like to reconfirm that the closure of the Lecture Theatre 2 prayer facility will be temporary, as a result of construction work, and not permanent. Blackdale main hall will be available for prayers once again after the exams and the University is making other space available to Muslim students at UEA in the meantime.

The working group will be developing a longer-term plan for provision of appropriate facilities and I look forward to the UEA Islamic Society working together with Student Support Services and Estates and other interested parties on that plan.

Yours sincerely



David Richardson

## Strategy- Operating Plan 16-17

Status:	<b>Open</b>
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**Green- On Track**

**Yellow- Some concerns**

**Red- Major Concerns**

Opportunities	SMT	Manager Lead(s)	UPDATE DEC 2016
We'll expand our support for societies, student media and student enterprise, increasing the number of societies and opportunities further and setting and hitting diversity targets to ensure the fullest range of students are taking part.	JD	Alun Minifey	<ul style="list-style-type: none"> <li>• We have staged a large number of handover and training sessions for new and old committee members of student groups to ensure sustainability for next year – with excellent attendance rates and feedback averaging out at 80% satisfaction</li> <li>• Furthermore we have taken most student group elections online to ensure transparency for all</li> <li>• We have worked closely with the Media Collective in the last few months to improve interactions, by defining budgets and inviting them to engage more in union events. We are in the early stages and gaining their input for the student media strategy and we will look to implement elements of this over the summer and further into next year. We are also seeking further training for the committees of these societies to ensure they are aware of media law and protocols</li> <li>• We have seen an upturn in activity for enterprise following the return of a staff member. We now have a full plan of activity for next year to encourage enterprise, these include competitions, talks and workshops. We have also unearthed some students already with enterprises and are providing support.</li> <li>• This is not marked as green because are still waiting on diversity figures from the university to accurately report on this target, they key in future will be for the university to give this data full time as part of our data set. But we are recording against those that have self-defined.</li> </ul>
We'll build on research findings and work with partners in the University and City to launch a new Student Work strategy, improving the range, quality and pay of part time work opportunities taken up by students as well as offering Personal Development plans and management pathways for our own student staff.	JD	Alun Minifey, Chloe Alexander	<ul style="list-style-type: none"> <li>• Student Staff appraisals and PDPs have been trialled with Team Leaders and Student Managers across the organisation.</li> <li>• PeopleHR enables both student staff and managers to engage in this process more easily so this scheme will grow over time.</li> <li>• Marked as yellow as key part of delivery of this element is the Student Employment Agency work, which is on the agenda at this meeting and remains "stuck" at UEA end.</li> </ul>
We'll agree a new strategy for Student Sport with the University- developing every club, increasing grant and capital funding, transforming involvement in decision making by students, securing better access to facilities and ensuring suitable provision for postgraduates and nursing students.	JD	Alun Minifey	<ul style="list-style-type: none"> <li>• There is currently work being done to drive forward the agenda on developing a sports strategy, marked as yellow as UEA sport are currently delaying this process slightly in defining their vision for sport, Student Sport Strategy Committee has now begun and we have been applying pressure in a more formal capacity.</li> <li>• The Union in recent weeks have facilitated handover sessions for sports clubs as well as training sessions.</li> <li>• In recent months the Union have taken back a number of PG Sports sessions and are on average gaining more attendees than that of UEA Sport.</li> </ul>
We'll launch a student Skills Training programme directly related to our opportunities offer and partner with the University careers function and successful alumni to ensure that learning and development gained through our opportunities contributes directly to career development.	JD	Alun Minifey	<ul style="list-style-type: none"> <li>• Following on from the previous semester, we have now broadened our range of training sessions available to students.</li> <li>• We have just facilitated large and small training sessions for student group committees to ensure they excel in their roles. Sills within these sessions include how to risk assess activity, event management and financial budgeting.</li> <li>• We have developed a training schedule for next year and we are currently in the process of developing sessions and contacting trainers to deliver these sessions as well as booking venues well in advance</li> </ul>

We'll launch a new Student Events Support service, making it easier than ever for students and student groups to put on events on campus and in the City	JD	Alun Minifey	<ul style="list-style-type: none"> <li>This term has seen a large number of student led events supported by the Union, including a large number of balls, a successful music festival and dance showcases</li> <li>We are continuing to develop guides and resources for students ready for next year and are currently developing training sessions and the idea of a volunteering programme for those wanting to develop their event management skills</li> <li>We are also producing basic packages for students to help them with their events, the contents would range from help with health and safety as well as generic photos to put up for photogrpahy for example.</li> </ul>
<b>Enterprise</b>			
We'll complete pricing and range reviews, focus on margins, ensure our wage ratios and GP see us operating as efficiently as possible, double our income from marketing and advertising, and delivering budgeted contribution to the union's finances to spend on student advocacy and opportunities.	TC	Carl Wright, Chelie Lear, Lauren Moreton, Wendy Storey, VMS	<ul style="list-style-type: none"> <li>R&amp;C have completed pricing reviews and have introduced new ranges in vegan and vegetarian areas, wage ratios are under control and GP is slightly less than we would like but we are looking into improving this by using the TCP data to find out where our sales have declined and we have had some great ideas from the suggestion boxes.</li> <li>Venues conducted a pricing review of the bars and pizza and are currently on track to meet GP in both areas. Staff ratio's are within budget with contributions exceeding expectations</li> <li>Marketing and Business Development income is currently ahead of budget, staff salaries are slightly in excess of budget due to continued high demand for design work.</li> <li>Overall SUS, Catering and the waterfront have performed well in the first half year with contributions currnly £180 ahead of budget and forecast to remain head in the second half of the year.</li> </ul>
We'll develop a low cost offer across our outlets (and encourage UEA to do the same), ensuring students can access the essentials of student life at a price they can afford.	TC	Carl Wright, Lauren Moreton, Wendy Storey	<ul style="list-style-type: none"> <li>Value range very successful as TCP data proves in The Shop and Unio and we are looking to expand the range and the question of what our members would like to see in the range will be asked in the next round of NPS, More prominent display of the value range will be implemented at Easter break with new shelving in the shop,</li> <li>Attendances at Damn Good up on last year, with positive NPS feedback on value for money</li> <li>Bars value range selling but needed more visibility. New chalkboard behind bar containing offers to help drive sales.</li> </ul>
We'll work with student managers, student reps and customers to develop and launch service promises in all our outlets, getting queue times down and satisfaction up across the SU by publishing feedback and stats- and we'll review and improve our safety and security operation.	TC	Carl Wright, Chelie Lear, Lauren Moreton, Wendy Storey	<ul style="list-style-type: none"> <li>R&amp;C student mangers have launched service promises worked with team leaders on a loyalty card incentive scheme, they are continually reinforcing service standards and checklists. Queue times in Unio are improving by fortnightly timings and feeding back results to the team immediately, both are using social media for feedback and results. We have improved security in the shop by new procedures for staff and new cameras and screens the shop.</li> <li>Checklists launched in Bars and forming wider review of venue provision, NPS run twice this year in bars and LCR club nights with actions plans, service standards and checklists to improve cleanliness, music range, queues and speed of service. The LCR queue entry time has significantly improved from 18 minutes to as low as seven. Student managers present NPS results and updates to the Direction and Oversight Boards. Each area displays 'You Said We Did' posters following a round of NPS.</li> </ul>
We'll open new Grab and Go retail in key hotspots on campus, further expand our catering offer, support students to launch a catering offer for club and gig go-ers and further expand our ethical, vegan and gluten free ranges.	TC	Carl Wright, Lauren Moreton, Wendy Storey	<ul style="list-style-type: none"> <li>As we await the University to allocate space we are focusing on our current Grab and Go outlet at the moment to try to find out what the best range is , we will visit other universities to gain knowledge. Our current vegan supplier got involved in Go Green week and had a table in union house, by doing this they gained valuable feedback as to what our members wanted us to sell in the shop and we already are stocking these products, We also have 2 new suppliers to supply gluten free and vegan options.</li> <li>Unio Pizza offer a new range of vegan and gluten free option, including vegan cheese on Pizza, gluten free wraps and sides. we are still investigating the supply of vegan hotdogs for post event catering.</li> </ul>
Starting with Welcome Week, we'll review our entertainments programme working with students on and off campus to offer a wider range of types of events targeted to the full diversity of our membership, both with and without alcohol- as well as investing in and relaunching the Waterfront as	TC	Lauren Moreton, VMS	<ul style="list-style-type: none"> <li>In freshers and re-fresher full programme of diverse events on campus and in the city. These arranged from contra agreement with Gravity Park to accessible events in the Hive such as "Craft Day". During Freshers and Re-Freshers cross referenced events to our segmentation and offer other event such as talk branded as "audience with" which included a female PHD scientist and Paralympic. Also partnered up with PPL to promote Brexit talk in refreshers programme.</li> <li>We planned and review or DG themes to meet the needs of different segmented groups.</li> </ul>

the essential alternative Venue in Norwich.			<ul style="list-style-type: none"> <li>Our student led 'niche' music night in the blue bar has not been successful although we have had an increase in the number of society lead cultural events</li> <li>Waterfront relaunch delayed pending lease renegotiation</li> </ul>
<b>Advocacy</b>			
In conjunction with UEA, we'll develop a segmented research plan that generates rich insight into the lives and experiences of UEA's students, operate a student opinion panel to gather regular feedback on the issues that matter, and recruit and train a student research team - ensuring we directly contact every UEA student at least once next year.	LC	Naomi Carter	<ul style="list-style-type: none"> <li>QuestionPro is now live and working successfully, with nearly 2000 students on the uea su student opinion panel. Using this, we can send polls or surveys either to the whole community, or to specific groups based on their answers to their self-definition questions. This allows for quick internal feedback-collection but with scope for targeted audiences.</li> <li>With the review of the student leadership structure will come more opportunity for opinion-gathering of students, hopefully reaching those who have not traditionally been in the Union bubble.</li> <li>A new Research Strategy is at a draft stage, with plans to be implemented before Autumn 2017.</li> </ul>
We'll run a series of projects focussed on improving support for student representation & feedback and improving the dissemination of its impacts, identifying top student issues for action at school, faculty and institutional level; ramping up student involvement in course review; and improving student involvement in disciplinary procedures.	LC	Naomi Carter	<ul style="list-style-type: none"> <li>The Student Leadership Review will include an Education Committee into which course reps, school reps, Faculty Convenors and Education Officers will feed. This will centralise how representation issues are raised and actioned, and impacts disseminated.</li> <li>We are taking over responsibility for course rep elections which will provide institutional consistency and allow us to build an up-to-date rep system on the website and a rep directory. Students will easily be able to find out who their reps are (if they do not already know).</li> <li>Student reviewers scheme will be launched shortly; On internal uea su student disciplinary panels there is now student representation – in the form of 1 officer and 1 union councillor.</li> </ul>
We'll launch a comprehensive programme of support for student advocates, activists and campaigners, providing unrivalled tools for students to go out and change their world	LC	Louise Chiu	<ul style="list-style-type: none"> <li>Branding and introduction to the Lead Change programme has been launched now, starting with UEA Votes and follow up with inductions and residential events. Investigating logistics for a transcript/ online badges for students' leadership roles after and training for when they graduate.</li> <li>Following on from the success of the Edge conference earlier this year, we are working on a weekend residential for student leaders taking place in September as our flagship event for the Lead Change programme.</li> <li>Resources are being allocated during the summer to develop Lead Change more thoroughly for full implementation in the new academic year.</li> </ul>
We'll review our structures to ensure we're campaigning on the issues that matter to students, increasing the use of consultation, polling and online/offline debate especially over controversial issues.	LC	Louise Chiu	<ul style="list-style-type: none"> <li>With both the student leadership review completed, Lead Change programme launched and a restructure within the Advocacy being considered – these are three main factors that will enhance and improve how we support campaigning, in terms of priorities, implementation and evaluation.</li> <li>Staff training will be scheduled for the summer for staff who support students activities and democratic structures.</li> <li>All Advocacy staff have been reminded on student memberships tests and measurement of impact to inform all that we do – new processes being introduced to reinforce this.</li> <li>Full and Part Officer inductions will include and introduce a range of tools, resources and expertise in order to support planning, implementing and managing risks around campaigning activities, particularly around research and student engagement. This will then be rolled out to all student leaders as part of the Lead Change programme.</li> </ul>
We'll launch service promises in our Advice and Housing functions, a student led new student buddy scheme to reduce drop out, systematically convert our casework into policy work that prevents students, and develop a new partnership with the University's student support service (formerly DOS), working together to prevent student problems, use resource efficiently and enhance student input into our services.	LC	Josh Clare	<ul style="list-style-type: none"> <li>Service standards are now in place for both Housing and Advice, are available online and in the reception area. These will be communicated to service users when appointments are booked as well as promoted generally online.</li> <li>BuddySU is currently performing above the level intended for year one of the project. As part of the SU's work with the WP team funding to drastically expand and support BuddySU will be sought from OFFA Access Agreement funds in future years.</li> <li>Reporting of themes across the advice team to wider Advocacy staff has become regular with a view to developing policy from this going forward.</li> <li>Links continue to be strengthened with SSS particularly on subjects such as Nightline where a solution to their location is being jointly constructed. A formal memorandum of understanding will be developed by the end of 2016/17.</li> </ul>
<b>Infrastructure</b>			

We'll develop and agree a Union wide staff wellbeing plan, appointing a Chief Wellbeing Officer to drive work on reducing stress and improving happiness and improving social opportunities for staff.	TC	Chloe Alexander	<ul style="list-style-type: none"> <li>Wellbeing Strategy agreed at February HR and Noms Subcommittee, now being drawn up into an implementation action plan with the launch of Wellbeing Champions high on the priority list.</li> <li>May 2017 – action plan in place and RAG rated. Wellbeing Champions recruited and in place in each department. Wellbeing strategy to be formally launched by wellbeing champs on Monday 5<sup>th</sup> June. Linked new schemes being scoped out by Wellbeing Champs too.</li> </ul>
We'll complete work on financial processes and management and agree and implement a new financial model with the University that resolves our medium term funding gap and delivers sustained, planned investment in our facilities and services.	JD/TC	Tim Cave	<ul style="list-style-type: none"> <li>Progress has been slower than expected on rolling out Exchequer 365 with initial scoping only achieved.</li> <li>An audit findings summary was discussed at the March Board and gives a platform for specific improvements to finance processes.</li> <li>Clubs and societies systems are bedded in. Revised system for authorisation of travel costs implemented. Credit card authorisation and accounting streamlined.</li> <li>A start has been made on documenting day-to-day processes for compilation into a process manual.</li> </ul>
We'll complete additional building work to improve the accessibility of Union House, refurbish key areas to ensure the building always looks "Brand New" and embed work on NUS' Green Impact scheme on waste, travel, procurement, biodiversity, and energy use.	JD	Chloe Alexander	<ul style="list-style-type: none"> <li>Building work complete and an accessibility working group set up to work on further accessibility issues around buildings, events and communication.</li> <li>Brand New project always ongoing and new Maintenance Caretaker developing an annual cycle of work so the project is more planned.</li> <li>Green Impact going to plan, due for submission in May 2017</li> <li>May 2017 – GI submitted, looking on course to achieve Very Good.</li> <li>Accessibility Group ongoing and linking with UEA AAA.</li> </ul>
We'll implement a new digital focussed student communication strategy, implement a new mobile focussed web and ticketing provider and develop an IT Innovation group and IT champions scheme, ensuring we are taking advantage of the latest solutions to reduce costs, improve productivity and drive efficiency for our people and members.	JD	Chloe Alexander, Lauren Moreton	<ul style="list-style-type: none"> <li>We've set up the IT working group which looks at all IT projects across the organisation and highlights areas for development.</li> <li>Also looking at a BYO scheme for career staff.</li> <li>We produce a monthly digital comms report which analysis output. This is linked into the new student communication strategy. Provisionally meeting with TC and LM booked to move these forward</li> </ul>
We'll invest in training and development for our career staff, with all receiving quarterly performance reviews, enrolling in Personal Development Plans and an expectation around networking with other unions and organisations.	TC	Chloe Alexander	<ul style="list-style-type: none"> <li>The majority of career staff have received at least one appraisal which reviews development opportunities. The move to PeopleHR means that PDP and quarterly appraisals will be much easier for people to complete.</li> <li>Also looking to better plan the career staff training budget to allow for fair allocation of resource and to launch 2 new ILM qualifications later in 2017</li> </ul>
<b>Experience</b>			
We'll work with the University to launch a major new mental health and anxiety strategy on campus and work with the Vice Chancellor to become an exemplar implementation campus once recommendations from the UUK taskforce on sexual harassment and violence are launched, taking "Never OK" and "Good Night Out" into the city.	JD/TC	Lauren Moreton, Josh Clare,	<ul style="list-style-type: none"> <li>GNO/Never Okay rolled out during first term to Mantra on Thursday. TC having conversation with other venues to have full roll out in 16/17.</li> <li>The mental health strategy which has been promised by UEA SSS is still yet to be produced. A somewhat aspirational policy has been widely circulated but concerns about the implementation of this without a strategy in place have been flagged to University staff on a number of occasions.</li> <li>Work on the UUK taskforce on sexual harassment has been taking place both in the University with the formation of a working group and in the SU with a project to implement relevant areas of the recommendations being put in place. The SU has been meeting regularly and forming better relationships with a local charity on this subject matter and has developed a partnership agreement on how we can support the work of the organisation.</li> </ul>
We'll deliver two major student experience projects- a review of the placement experience for students across UEA to improve experience and support, and a major piece of work on the cost of living for UEA students, researching income and	JD	Naomi Carter	<ul style="list-style-type: none"> <li>HSC report was completed April – this looked at general student experience across all HSC courses.</li> <li>The placement experience research is underway, using the raw data from the HSC placement survey (conducted by HSC and BIU and shared with uea su). This will determine key recommendations for the HSC school. This is due to be completed June 2017.</li> <li>Cost of living research so far has included targeted interactive exercises to determine who students feel should pay for what, including the option</li> </ul>

expenditure and campaigning to reduce costs on everything from lab coats to printing to accommodation.			of subsidies. This report, including our findings and recommendations, was discussed in the Student Experience Committee in May.
We'll work in partnership with the University on space, ensuring student focussed outcomes in the refurbishment of the campus and working together to create temporary social learning space as the campus expands in coming years.	JD	Jim Dickinson	<ul style="list-style-type: none"> <li>• We have delivered QC data to the University and its working groups on both non-academic and academic space.</li> <li>• Submission in on use of Union House. Library space considerable progress.</li> <li>• Some pop up PC room space being delivered for summer.</li> </ul>
We'll be at the forefront of a new City wide student housing strategy, seeing off damaging HMO regulation, driving up standards and ethics, and driving down costs for students	JD	Josh Clare	<ul style="list-style-type: none"> <li>• Having removed the implementation of Article 4 legislation in Norwich to date we are engaging more and more with the local city council to ensure that alternative solutions to concerns are brought forward.</li> <li>• A Good Neighbour Scheme has been developed with student properties signing up to the scheme ready for 2017/18 including all HomeLet properties. This aims to ensure students are positive influences in their community.</li> <li>• Another exciting development for the housing offer for UEA students is the development of a partnership with a 44 bed development in the city which aims to provide a quality housing offer for students at a reasonable price. This relationship will not only provide income for HomeRun but also ensure that the SU are involved in wider activity of ensuring a positive student housing experience.</li> </ul>
We'll bring together work on academic values and student led teaching awards to launch a major piece of work on students as academic partners, working with NUS and other unions to forge a meaningful counter-narrative to the reductive consumer model of the TEF, ensuring an academic society in every school and enhancing the student learning experience with a focus on driving innovation, use of technology and added academic value.	JD	Naomi Carter	<ul style="list-style-type: none"> <li>• A joint project with Opportunities is underway to provide specific training and a support plan for academic societies. This will also include working with key staff in UEA departments without academic societies to encourage their development so that all schools have an academic societies for the next academic year (2017/18).</li> <li>• The Research Team conducted workshops with incoming committee members in May. This included relationship management with academics and also successful event planning. This will be reinforced throughout the year as part of the Lead Change programme for other committee members and student leaders.</li> <li>• We will work with them re-visit the work done on the student charter and staff &amp; student values to ensure that recommendations made to UEA are as student-led as possible</li> <li>• Our Student Led Teaching Awards (Transforming Education Awards) have been rebranded and will be reviewed after the event in May.</li> <li>• The Student Leadership Review will allow new pathways for wider student involvement in academic</li> </ul>

# paper

Subject:	<b>Key Performance Indicators 16-17</b>
Produced by:	Jim Dickinson, CEO
To:	Trustee Board
Date:	28 <sup>th</sup> June 2017
Action:	To approve
Paper:	<b>TB737</b>
Status:	Open
Purpose:	This paper updates on the agreed Key Performance Indicators for 16-17

**Key**  
**Green**      **On Track/Complete**  
**Yellow**      **Requires management action**  
**Red**      **Likely to or have missed**

## TOP LINE SATISFACTION INDICATORS

	Type	Measured	Target	Current	NOTES
Stu Satisfaction with SU	PER	SU Annual Student Survey	80%	64.03%	20% on the fence
Effective on Academic Ints	PER	NSS New SU Question	70%	47.7%	40% on the fence Alterline Jan data suggests much higher
Stu Satisfaction w Outlets/Areas	PER	Scholars	75%	64.3%	Very low dissatisfaction
	PER	Unio	75%	75%	
	PER	LCR Clubs	75%	79.6%	
	PER	LCR Gigs	75%	73.9%	
	PER	barSU	75%	81.7%	
	PER	shopSU	75%	67.3%	Comments suggest pricing
	PER	Waterfront	75%	60.5%	Comments suggest "taste" of bands on offer
	PER	adviceSU	75%	51%	Very low dissatisfaction
	PER	Sports Clubs	75%	76.5%	
	PER	Societies	75%	77.9%	
Recognise Officers	PER	SU Annual Student Survey	80%	Average of 45.6%	Varied hugely between officers. Jo = 72%   Joe=44.2%   Amy: 38.4%   Theo: 45.2%   Maddie: 28%
Recognise Campaigns	PER	SU Annual Student Survey	80%	Average of 68%	Breakdown: Academic = 65.8%   Space & facilities= 73.6%   Health and welfare = 76.3%   E&D=76%   Wider society = 62.3%   cost of living=61.5%   Accommodation: 63.4%

## PRIORITY CAMPAIGNS

	Type	Measured	Target	
Liberation	PER	Action for an accessible SU	June 17	Access review continues to meet regularly; will evolve into a committee in our governance structure moving forward (Equality, Diversity and Access Committee)
	MIL	Development of Equal Ops Committee	Mar 17	
Housing	MIL	Council rejection of Article 4	Mar 17	Complete and further developed in student leadership review
	MIL	Increase of low cost accommodation	June 17	
Education	MIL	Increase in trained course reps	50%	61%
	MIL	Increase in PG computer space	Plan agreed	
	PER	University to implement online appropriate	June 17	
Mental Health	MIL	Increase in University funding	June 17	Currently UEA has released a policy but has not released a strategic plan or implementation timeline.
	MIL	Reduction in Counselor waiting times	4 weeks	

## STUDENT EXPERIENCE

	Type	Measured	Target	
Student Costs	MIL	Actions on report agreed	Feb 17	Uni student financial group being set up but delayed
Student Placements	MIL	Actions on report agreed	June 17	We are engaging in a working group and research is being carried out
Temp study spaces	IMP	Plan in place for Spring 17	Mar 17	Uni has agreed to plan- pop up space in use for this exam period

Student Partnership	IMP	New student charter launched	June 17		Uni has agreed to project to amend starting this summer
UEA Mental Health Strategy	IMP	Strategy launched	Dec 17	TBC	Currently a policy is in place but not a strategy. We are pursuing the university on this matter and it is on the agenda for the June LTC.
Sexual Assault/Harassment	IMP	UEA Action Plan agreed and launched	Mar 17		UUK taskforce meetings are now taking place with input from ueasu. This includes establishing formal partnerships with external experts (Leeway and Harbour Centre); two posts addressing community engagement of the project and sub-groups looking at specific targets (such as training; communication; reporting processes)

## ADVOCACY

	Type	Measured	Target		
Advice volunteers	PER	Count	20	21	Additional recruitment will be in place for the freshers period
UEA Staff training events	PER	Count	30	TBC	Will be put in place for 2017/18 in line with outreaching of the Advocacy team. Information was shared with ARM team at SU wide event.
BuddySU	PER	Count buddies	100	196	Extension of scheme for 2017/18 in place with University funding from OFFA Access Agreement.
	PER	Count buddies	200	315	As above
	PER	Train buddies	50	196	Briefing given to all buddies. A full training plan in place for 2017/18
Proactive advice	PER	Engagement with materials	2000	36,141 page views (26,838 unique views)	Current system does not allow for us to track material downloads of online materials deeper than page level
Service standards	MIL	Service standards	Mar 17	Complete	Both Housing and Advice now have service standards available online for service users.
Defined relationship with Student Support Services	MIL	MOU Produced	Jun 17	TBC	This is still to be completed with initial sector research completed.
	PER	Reps report positively on their development	70%	TBC	Results pending the end-of-year survey

## OPPORTUNITIES

	Type	Measured	Target		
No of Societies	PER	Number of functioning societies	220	249	Target completed – work underway to ensure these remain sustainable.
No Academic Societies	PER	Per Department	ALL	32	We have done some extensive planning in this area towards the latter end of the year. We have already done a range of workshops for academic societies so the current societies are prepared and ready to excel next year.
Participation in Media, Sports and Societies and Enterprise	PER	Media	700	573	This is the number of unique members of the media collective, many hold a number of memberships across the 3 societies
	PER	Sports (SAM)	3200	3393	Target achieved
	PER	Societies (Unique Members)	6000	6777	Target Achieved
	PER	Students involved in enterprise activity	400	22 Pop up market 19 Xmas market 39 total stalls	We have now begun to record students engaging with our enterprise coordinator plans have been put in place for next year to really enhance our provision in this area. We have spent time unearthing students for the past few weeks and will continue to do so.
Opportunities Diversity Reflects Student Body	PER	International	19.5%	15.2%	This records formal engagement in C&S and tests self identification against general population
	PER	Women	61.0%	58.3%	
	PER	LGBT	4.8%	11.9%	
	PER	BME	27.8%	19.1%	
	PER	Disabled	10.9%	12.5%	
Strategies for Intl, PG and Nursing developed	PER	No of international students involved in INTL programme	2000	1876	We have just fallen short of this target but plan to widen our scope, there was a large drop in attendance towards the end of the semester but Go Global our flagship event was a huge success
	PER	No of PG students involved in PG programme	1000	971	We are currently just falling short of the figure but we do have a summer programme of activity planned
	PER	No of Nursing students involved in Nursing programme	650	725	... this is including attendance to events, involvement in The Big Conversation and January Welcome week
Election Candidates	PER	No of Candidates in main elections	85	102	Cumulative across both main sets of leadership elections
Election Turnout	PER	Turnout in main elections	3500	6011	Unique students voting in leadership elections

Student Led Events	PER	No Student Led Events	50	871 events in total recorded this year,"	Through our recording systems we have recorded that there is also 6055 attendees, although there is high likelihood of duplicate attendees
Sports Strategy	MIL	New strategy agreed	Jun 17		Discussions are developing around the strategy at the recently formed sports strategy Committee - still no update from UEA Sport

## ENTERPRISE

	Type	Measured	Target	Where we are	Comments
Retail	PER	Turnover	£3,290,340	£10k off forecast for April and £11 up on budget	April did not bring the mix up quite back in line hopeful May will be better as the weather increased sales according to TCP.
	PER	GP	33%	GP 29.7% year to date - 3.3% on forecast. April 14.9%	GP YTD due to success of the value range. Aprils low GP down to mix up in the forecast and Easter
	PER	Student Staff Ratio	10.5%	10%	May will be higher due to new student staff training
	PER	NPS Score	Nov 2016/March20 17	Still 0 grab and go 22	Next NPS due November 2017 looking at pricing due to feedback, we will recruit a second student manager in the shop to provide more support for the current one.
	MIL	Launch value Range	Sep 2016	Yes	Expanded range but now looking at profit margins on products
	MIL	Student staff have signed training handbook and TL appraisals	100%	100% handbook	All completed new starters training session 15.06.2017
All	MIL	Club Catering Launched	Due Q4 Launch Q1 16-17	Yes	Has sold 1,384 hot dogs with a GP OF 60% and sales ex vat £2047.78
	MIL	Launch value Range	Sep 2016	Yes	Completed in all departments
	MIL	Establish operational checklists and service standards	Sept 2016	Yes	Completed in all departments
	MIL	Establish targets for E&D in recruitment and selection	Jan 2017	Yes	Targets based on existing employees and University demographic data
	MIL	Venue Staff trained for GNO GNO Audit in place for LCR, WF & mantra	100% Oct 2017	Training has happened across Venues Audits completed Retail to get training in January 17	GNO training integrated into all student staff induction
Bars	PER	Turnover	£1,803,339	Up £200k, 13% on budget BUT down £55k 3% against forecast	Loss of club nights to LCR during third quarter impacted on bar sales
	PER	GP	67%	67.8 continues to track ahead of target	Good control of stock, better pricing
	PER	Student Staff Ratio	17%	15.5%	Good control of costs, may increase slightly in third quarter as new staff being trained
	PER	Contribution	£682,608	Up 128k against budget and 4k against forecast	Good conversion of extra income into profit
	PER	NPS Score	Nov 2016/March20 17 18	NPS March	
Unio	PER	Turnover	£427,000	£92k up on budget and 2k up on forecast	Due to new food range and drinks menu has provided a more attractive offer.
	PER	GP	60%	60.9%	GP 0.9% up due to tighter controls on costs and wastage
	PER	Student Staff Ratio	21%	22%	Slightly over budget, due to new starters training
	PER	Contribution	£144,607	Up £82k 25.1% on budget and £2k 1.% on forecast	Performance remains strong, Queues being managed well
	PER	NPS Score	Nov 2016/March20 17 15	31	Improved products and range and reduction in waiting time have improved customer feedback. March results not as good down

					to +27 but the comments were positive working on training to improve in November and a second student manager for support.
	MIL	Measure Q times	Establish and set target Sept 2016	Now 6 minutes at peak times on average	On average now 6 minutes at peak times can be up 9 minutes this monitored regularly now by the student manager and supervisor
Pizza	PER	Turnover	£200,000	Up £46k and 28% on budget and £22k 12% up on forecast	Turnover is performing well particularly over the Easter period
	PER	GP	45%	50.8%	GP is up on budget we can expect to see a slight decline in fourth quarter as trade slows down
	PER	Student Staff Ratio	22.50%	30%	As before the combined ratio is within budget, student sta
	PER	NPS Score	With bars	+33	Positive comments about food, some issues with waiting times when busy
Ents	PER	Turnover	£1,256,748	Turnover is up £76k 12% on budget	Strong performance in student clubs and the number of live shows
	PER	Student Staff Ratio	5.6%	5.8%	Slightly above budget
	PER	Security staff ratio	13.2%	12.2%	Measures have Been Taken to reduce costs and keep within ratio s successfully
	PER	NPS Score	Tue/Sat Clubs 10 Nov17/Mar17	NPS Tuesdays 36 Saturdays 34	Lots of positive feedback about value and atmosphere, team working on cleanliness and q times – already entry q times down to as low as 7 minutes on a Tuesday
	MIL	Events DM (training) manual	Oct 2016	Written	Being road tested by team and updated
	MIL	Integrate MSL and ABC ticketing	June 2017		New site being built and testing underway
	MIL	Renegotiate VMS contract			Counter offer with VMS – see main report
	MIL	Introduce a range of niche bar club events to attract BME and Int students	No of Events per month Event attendance	We have staged a range of niche clubnights on Mondays involving various societies.	This project has not worked, the team have failed to meet expectations. The new HOV has the diversification of the events programme and niche events a priority for next year
M&BD	PER	Turnover	£220,350	£148k - 8k up on budget	Forecasted to exceed
	PER	Student Staff Ratio	14%	On track but errors with Management account	
	PER	Contribution	£40,000	24k – 5k up on budget	Forecasted to meet
	PER	50/50 charity/commercial social media output	Sept 2016		58% Charity
	MIL	Launch MSL	Sept 2016		Launched – upgrades taking place
Waterfront	PER	Ents Turnover	£455,000	£164k 44% up on budget BUT £13k 2% down on forecast	Continues a strong performance but slightly down on forecast
	PER	Bars Turnover GP	£910,646	£87k 12% up on budget BUT £40k 5% down on forecast	Club nights performing well, especially Propaganda compared to last year which is boosting turnover. However some of the studio concerts have not delivered the bars revenue expected
	PER	Bars GP	72.2%	66.7 - down against budget but slightly up on forecast	New system in place so that we don't operate a "bars to ents" transfer with stock in providing water etc for staff & riders which was losing the profit margin on stock transferred. Price increase in Feb on drinks promotions for Propaganda & across the board to bring prices inline with LCR.
	PER	Bar Staff Ratio	11.6%	9. % On track	Keeping to our target of staff ratios. Reviewing rotas on a weekly basis for amendments due to demand with ticket sales
	PER	Ents staff ratio	14.5%	18.6%	Crew staff & structure being reviewed at the moment due to tech manager leaving. Cloakroom operated within box office where an event is low numbers in the Studio
	PER	Security Staff Ratio	24.2%	18%	Improved management of security costs bringing intoline with budget and forecast

	PER	NPS Score	Meltdown Nov 2016/March20 17 15	On track	NPS carried out in November & March with good results. Positive comments about friendly security & not being like POW! Lack of trouble & feeling safe. Negative comments about toilets & garden being restricted at 00.30.
	PER	Meltdown - relaunch	15% increase in avge attendance	9% average weekly growth	This demonstrates the rebrand has had an impact and the growth rate has increased since January with 5% growth Aug to Dec 16 and 12% growth January to May
	MIL	Renegotiate lease	Oct 2016	In progress	ongoing

## ENABLERS

	Type	Measured	Target		
<b>ES1 Corporate Governance</b>					
Trustee Board	PER	Attendance	75%		TBC
Trustee Board	PER	Board commissioning of strategy papers	3		TBC
<b>ES2 Health &amp; Safety, Building &amp; Maintenance</b>					
Building Project - Disability	MIL	(I1) Completes on time	Oct 2016	Yes	Complete
Green Impact	MIL	Board	Silver Standard		Silver standard no longer exists. We're going for "Very Good". Submission deadline is end of May. So far, we're on track. Submitted May 2017, awaiting audit.
<b>ES3 People</b>					
Recommend friend work for us	PER	Staff Survey	80%	77%	
Appraisals	PER	All perm staff appraisals done quarterly, summary to HRSC	ALL	94%	The majority of staff have had at least one appraisal in past 12 months. New PeopleHR system should make this easier. Update – new system on the whole has worked well with so teething issues. We should be able to report stats on this in the current months.
Student Staff PDPs	PER	Spvry Student Staff offered PDPs, target take up	40%		Management action required to complete trial on TLs and SMS
Wellbeing	PER	Staff agree we take seriously	70%		Wellbeing strategy approved at Feb Hr&Noms – AP for implementation being drawn up. Action plan underway, wellbeing champions recruited. 63% in staff survey.
<b>ES4 Finance</b>					
Financial Performance against budget	PER	Board Reporting	Net Operating Income	YES	Ahead of budget £437k vs £288k.
Cash Performance versus budget	PER	Board Reporting (Cashflow)	Exceeds	YES	Ahead of budget
Monthly management accounts	PER	Issued to Management team for comment	Within 15 days month end	YES	Achieved
<b>ES5 ICT and Web</b>					
Office 365 Training	MIL	Staff completing	80%		Still waiting on UEA
Website	PER	Percentage members registered online	70%		Total number of registered students 18455 / online 12667 - 7/3/17 69%
<b>ES6 MarComms</b>					
Social Media	PER	% Social Media Non Commercial Messaging	50%	58%	
Quality Conversations	PER	QCs per week average term time	200	218	We are now smashing this target every week
<b>ES7 Equality &amp; Diversity</b>					
Staff believe we value E&D	PER	Engagement Survey	70%	91%	
Employee targets	PER	Career staff within 20% of local diversity			
		Career Staff Women	SU 62% NORWICH 51%	55%	
		Career Staff BME	SU 13% NORWICH 3.5%	4.5%	
		Career Staff Sexual (Non straight)	SU 16% NORWICH XX%	19%	
		Career Staff Disability	SU 11% NORWICH XX%	19%	
	PER	Student staff within 10% of student diversity			
		Student Staff BME	27.40%	19.72%	
		Student Staff Gender	61.01%	59.15%	
		Student Staff Disability	11.90%	09.86%	
		Student Staff International	28.55%	19.72%	
		Student Staff Sexuality	14.10%	17.84%	
<b>HOUSING</b>					
Home Let TF (Tenant Find)	PER	Count	21	20	Have developed specialist tenant find relationship with a 44 bedroom property which will generate approx. £7000 and provide valuable accommodation to students on the waiting list. 17 properties currently let for September 2017.

Home Let FM (Fully Managed)	PER	Count	22	20	20 properties currently let for September 2017.
Accreditation Scheme	PER	Count	590	558	323 properties currently let for September 2017.

# agenda

<b>Meeting:</b>	<b>Development and Oversight Board: Retail and Catering</b>
<b>Date:</b>	Wednesday 22nd March 2017
<b>Time:</b>	5.00 pm
<b>Location:</b>	Corner Office

## Administration

**DBBE 34 Statements from the Chair**

**DBBE 35 Minutes of the Meeting of 7<sup>th</sup> December 2016**

## Performance

**DBBE 36 Retail and Catering financial report (TC)** verbal update  
**DBBE 37 Departmental Plan KPI Update (TC)** paper attached

## Feedback

**DBBE 38 Verbal update on purchasing options (WS)**  
**DBBE 39 Student manages decision making workshop Retail and unio**  
**DBBE 40 Student Managers Reports** To receive verbal reports from the shop and union Student Managers on what they have been doing in their managers role

## Other Business

**DBBE 41 Any other business**

**DBBE 42 Time, date and place of the next meeting**

Page Break

# Minutes

<b>Meeting:</b>	<b>Development and Oversight Board: Retail and Catering</b>
<b>Date:</b>	Wednesday 22 <sup>nd</sup> March 2017
<b>Time:</b>	5.00 pm
<b>Location:</b>	Corner Office

## In attendance

Theodore Antoniou-Phillips (Undergraduate Education Officer) Amy Rust (UUEAS) Maisie Greenwood (Shop Student Manager) Sophie Atherton (Unio Student Managers) Wendy Storey (UUEAS) Jack Robinson (Non-Portfolio Officer) Toby Cunningham (Deputy Chief Executive)

## Apologies

Lauren Edge (CMP Edidiong Bassey (PSY) Jie Zhou (AMA) Sophie Lurcuck (LDC) Maria Fadul Gomez (LDC) Emmanuel Agu (CHE)

## Administration

### **DBBE 25 Statements from the Chair**

none

### **DBBE 26 Minutes of the Meeting of 7<sup>th</sup>December 2016**

Approved

## Performance

### **DBBE 27 Retail and Catering financial report (TC)**

### **DBBE 28 Bars and ENTS: Departmental Plan KPI Update (TC)**

TC presented an update of the financial, and strategic performance against KPIs. Both areas are performing well, particularly Unio. The shop had experience a poor GP in January and TC covered the plans in place to improve on this going forward

## Feedback

### **DBBE 29 Verbal update on purchasing options (WS)**

WS covered the negotiations with NUSSL, CO-OP and Spar on supply to the shop, advising that consultations were ongoing and that we were developing a series of decision making factors that we would refer to staff, officer and students

### **DBBE 30 NPS reports and analysis (Student managers)**

### **DBBE 31 Student Managers Reports**

Both Student Managers presented reports of progress on actions following the November NPS data and the new data with actions for the coming term.

The shop had suffered a decline in NPS and an increase in negative comments about price. It was agreed that a value range and good spring would be essential criteria for any new future supply deal

## Other Business

**DBBE 25 Any other business**

**DBBE 26 Time, date and place of the next meeting**

# paper

Subject:	Retail and Catering KPI's
Produced by:	Toby Cunningham DCEO
To:	MC/DOB
Date:	April 2016
Action:	To consider/discuss
Paper:	
Purpose:	This paper updates on performance of the Social Enterprises to end of March 2017

	Type	Measured	Annual Target/ completion date	Who	Where we are now	Comments
Retail	PER	Turnover	£3,290,340	Wendy	Up £140k against forecast and £141k against budget	It appears we have mixed up March and April Easter break weeks – early indicators are that April brings this back in line
	PER	GP	33%	Kerry	GP 35.9% in month 30.8% YTD down 2.2% on budget	GP has pulled back in the month following a better stock take
	PER	Total Staff Ratio	19.3%	Wendy	16% in the month 18% YTD	Improvement on last month
	PER	Student Staff Ratio	10.5%	Kerry	9.7% in the month 10% YTD	Kept control over March, with Easter late April will be the test.
	PER	Contribution	£384,627	Wendy	£47k up on forecast in the month but £15 down on budget	The GP being 2.2% below budget and increased fridge maintenance costs are pulling down the contribution from a higher sales position
	PER	NPS Score	Nov 2016/March 2017 5	Wendy	0 for shop (down from 21) 22 for grab and go	Survey done early evening as opposed to lunchtime (meal deal) All about price, increased value range and introduced red dot offer in bakery and more offers from co-op on ready to eat/meals
	MIL	Launch value Range	Sep 2016	Wendy		Launched and lines expanded
	MIL	Student staff have signed training handbook	100%	Wendy		Wendy has ensured compliance

	MIL	Student team leaders annual appraisals completed	100%	Kerry	100% completed	Appraisals done
	MIL	Student staff Development framework	April 2017	Wendy		Not yet begun
	MIL	Club Catering Launched	Due Q4 Launch Q1 16-17	Wendy		Hot Dogs
	MIL	Customer Range suggestion process	Oct 2016	Kerry		Suggestion boxes now done by catagory – international foods being analyzed as we speak
	MIL	Operational checklists and service standards launched	Sept 2016	Kerry		Service standards displayed in shop. staffing issues improving and on going
	MIL	Establish targets for E&D in recruitment and selection	M/F 40/60 LGBT+ 18% Disability 10% Int 28% BAME 11%	Wendy		Recruitment now in process
<b>Unio</b>	PER	Turnover	£427,000	Wendy	Up 21k in the month forecast and 80kYTD on budget	Union continues to grow – particularly out of term – where more students are aware of the service
	PER	GP	60%	Cheryl	GP for the month 66% making 62% YTD	Good GP result for the month
	PER	Total Staff Ratio	35%	Wendy	31% for the month 31.6% YTD	Up due to opening hours over xmas
	PER	Student Staff Ratio	21%	Shane	24% in month and 22.3% YTD	Xmas opening effects this Shane needs to keep this under control to keep the ratio declining
	PER	Contribution	£98,500	Wendy	£8k up on the month and £36k up YTD	Due to high sales
	PER	NPS Score	Nov 2016/March2017 15	Sophie	+26 in March another positive score	Focusing on Q times with G&G coffee and vending option Furniture and layout
	MIL	Measure Q times	11 minutes	Shane	Peak times between 6-7 minutes	Improvements made with tweaks to layout and working processes
	MIL	Launch value Range	Sep 2016	Nathan		Launched meal deals and cheaper lines
	MIL	Student staff have signed new training handbook	100%	Cheryl		New training handbooks signed by staff
	MIL	Student team leaders annual appraisals completed	100%	Wendy		completed
	MIL	Student staff Development framework	April 1017	Wendy		Not started yet
	MIL	Operational checklists and service standards launched	Sept 2016	Cheryl/Nathan		Being completed regularly and checked by Wendy
	MIL	Develop new product range to improve GP	Sept 2016	Cheryl/Nathan		Improved GP beginning to filter through M/C
	MIL	Recruitment targets	M/F 40/60 LGBT+ 18% Disability 10% Int 28% BAME 11%	Shane		Recruitment ongoing





## Minutes

<b>Meeting:</b>	<b>Development and Oversight Board: Retail and Catering</b>
<b>Date:</b>	Wednesday 24 <sup>th</sup> May 2017
<b>Time:</b>	5.00 pm
<b>Location:</b>	Corner Office

### In attendance

Theodore Antoniou-Phillips (Undergraduate Education Officer) Maisie Greenwood (Shop Student Manager) Sophie Atherton (Unio Student Managers) Wendy Storey (UUEAS) Toby Cunningham (Deputy Chief Executive) Edidiong Bassey (PSY)

### Apologies

Lauren Edge (CMP) Jie Zhou (AMA) Sophie Lurcuck (LDC) Maria Fadul Gomez (LDC) Emmanuel Agu (CHE) Jack Robinson (Non-Portfolio Officer)

### Administration

#### **DBBE 34 Statements from the Chair**

#### **DBBE 35 Minutes of the Meeting of 7<sup>th</sup>December 2016**

### Performance

#### **DBBE 36 Retail and Catering financial report (TC)** verbal update

#### **DBBE 37 Departmental Plan KPI Update (TC)** paper attached

TC gave a verbal update on the performance of the shop and Unio – he noted the difficulty of balancing a 'value' range and maintaining a good GP, particularly when high GP categories' were in decline. Union was continuing to do well and achieve in line with forecast.

Commented [TC(1):]

EB asked how the student employment demographic targets were set. TC advised that these were based on University student data. EH asked why last years data wasn't presented and although these figures are presented to the Board annually they should be included in the targets KPI's.

### Feedback

#### **DBBE 38 Verbal update on purchasing options (WS)**

WS gave a verbal update on where we were with SPAR and NUSSL, WS advised that whilst PSAR offered some advantages it was accepted that we hadn't fully engaged with NUSSL in the past. Currently we were preparing for a price comparison exercise between NUSSL and Spar.

**DBBE 39 Student manages decision making workshop Retail and union**

Masie Greenwood Retail Student Manager presented the outcome of hosting two staff based decision making grids. Staff had to rate decision making factors in terms of importance, the COOP, SPAR and NUSSL were then scored against each factor with the results below. These were pilot exercises to test the decision making grid and engage staff in the decision making process. The key element for staff is to weight the factors, the managers then score the providers.

Sophie Atherton Unio Student Manager presented a similar process undertaken for coffee suppliers in Unio. Scores as below.

SHOP - STUDENTS

OVERALL SCORES	
NUSSL	134
CO-OP	178
SPAR	198

SHOP - P.STAFF

OVERALL SCORES	
NUSSL	145
CO-OP	200
SPAR	223

UNIO

OVERALL SCORES	
SB	127
UNIO	146
EXP	104
COSTA	154

In terms of retail supply Spar come top of both permanent and student staff with NUSSL scoring poorly, however these scores were calculated before the immersion work Wendy and Toby had undertaken with NUSSL and are due to be rescored.

For coffee the group were combined permanent and students staff and Costa scored the highest after Wicked the current supplier. Express coffee had not fully disclosed to us details of supply and their ethical approach nor have we tasted it yet!

**DBBE 40 Student Managers Reports** To receive verbal reports from the shop and union Student Managers on what they have been doing in their managers role

See above

**Other Business**

**DBBE 41 Any other business**

**DBBE 42 Time, date and place of the next meeting**

# agenda

Meeting:	Development and Oversight Board: Licensed Trade
Date:	22/05/17
Time:	5.00 pm
Location:	Corner Office

## Administration

**DBBE 34 Statements from the Chair**

**DBBE 35 Minutes of the Meeting of 8<sup>th</sup> February 2016** (Please see pages 2-6)

## Performance

**DBBE 36 Licensed trade financial report (TC)**

**DBBE 37 Bars and ENTS: Departmental Plan KPI Update (TC)**

## Feedback

**DBBE 38 Damn Good themes 2017/18 (TC)**

**DBBE 39 Balls Update**

**DBBE 40 Student Managers Reports** To receive verbal reports from the Bars, Scholars, Waterfront and ENTS Student Managers on what they have been doing in their managers role

**DBBE 41 Proposed scope Welcome week 2017 (TC)**

## Other Business

**DBBE 42 Any other business**

**DBBE 43 Time, date and place of the next meeting**

## Minutes

Meeting:	Development and Oversight Board: Licensed Trade
Date:	20/03/17
Time:	5.00 pm
Location:	Corner Office

**In attendance** Toby Cunningham (Deputy CEO), Dilyana Germanova (Bars Student Manager), Amy Rust (Campaigns and Democracy Officer) Joe Platt (Venues Student Manager) Gavin Hudson (UUEAS) Paul Ingleby (UUEAS) Tom Etheridge (Non-Portfolio Officer) Madeleine Colledge (UUEAS) Emmanuel Agu (Ethical Issues Officer) Zoe Phillips (UEASU) Natalie Cole (Student manager WF)

**Apologies** Kim Scott (BIO) Sophie Lurcuck (LDC) Ryan McDonagh (CHE) Zoe Freeman (LDC) Lucia Horea (PPL) Mary Leishman (NBS) Carl Wright (UUEAS) Chelie Lear (UUEAS) Richard Maides (VMS) Lauren Moreton (UUEAS) Joseph Zilch (UUEAS)

### Administration

#### **DBBE 24 Statements from the Chair**

None

#### **DBBE 25 Minutes of the Meeting of 8<sup>th</sup> February 2016** (Please see pages 2-6)

Minutes approved

### Performance

#### **DBBE 26 Licensed trade financial report (TC)**

#### **DBBE 27 Bars and ENTS: Departmental Plan KPI Update (TC)**

Presented two papers to the meeting demonstrating that the venues team were performing well in terms of the action plan and KPI's

### Feedback

#### **DBBE 28 Damn Good, Afterdark and Meltdown themes and DG themes for term three for approval (TC)**

ZP gave a presentation on feedback received from students, some based on recent NPS surveys, some from the Annual Student Survey showing good NPS and overall satisfaction scores and positive comments around music policy and cleanliness of venues. She presented lists of themes for DG, AD and Meltdown. There was some discussion around the themes and after some movement of dates and changes to the Marvel V DC event all themes were approved. It was agreed that there should be a spate meeting for Meltdown with the WF team

demonstrating evidence of student/customer feedback into their choice of themes

**DBBE 29 NPS reports and analysis presentations (ZP, Student managers)**

ZP presented proposed themes for term 1 including the introduction of no-themed events, where there was no compunction to dress up or listen to a them of music – it was felt that, from the evidence presented, students feel that DG is a strong enough bran itself

**DBBE 30 Student Managers Reports** To receive verbal reports from the Bars, Scholars, Waterfront and ENTS Student Managers on what they have been doing in their managers role

No reports given

**DBBE 31 verbal update on the proposed scope for Exit and Grad Balls 2017 (TC)**

TC gave a verbal update on both balls confirming we had proceeded as directed by this board and had booked Lethal Bizzle for the Exit ball and had an outdoor cinema and a Grease theme. For grad ball we had booked radio 1 breakfast DJ Nick Grimshaw, Greg James was unavailable and TC had conducted a straw poll of 200 student's staff at the 'meet the Chancellor' meeting and Grimshaw had beaten the other option of Scott Mills

**Other Business**

**DBBE 32 Any other business**

It was raised that sometime Unio Pizza replaced menu items on Pizza without referring back to the customer – so that if mushrooms were out of stock the customer might get peppers instead but has no say in this. It was agreed that this was unacceptable and TC would raise with staff

**DBBE 33 Time, date and place of the next meeting**

# paper

Subject:	Social Enterprise KPI's					
Produced by:	Toby Cunningham DCEO					
To:	MC/DOB					
Date:	April 2016					
Action:	To consider/discuss					
Paper:						
Purpose:	This paper updates on performance of the Social Enterprises to end of March 2017					

Type	Measured	Annual Target/ completion date	Who	Where we are now	Comments
Retail	PER	Turnover	£3,290,340	Wendy	Up £140k against forecast and £141k against budget
	PER	GP	33%	Kerry	GP 35.9% in month 30.8% YTD down 2.2% on budget
	PER	Total Staff Ratio	19.3%	Wendy	16% in the month 18% YTD
	PER	Student Staff Ratio	10.5%	Kerry	9.7% in the month 10% YTD
	PER	Contribution	£384,627	Wendy	£47k up on forecast in the month but £15 down on budget
	PER	NPS Score	Nov 2016/March2017 5	Wendy	0 for shop (down from 21) 22 for grab and go
	MIL	Launch value Range	Sep 2016	Wendy	Survey done early evening as opposed to lunchtime (meal deal) All about price, increased value range and introduced red dot offer in bakery and more offers from co-op on ready to eat/meals
	MIL	Student staff have signed training handbook	100%	Wendy	Launched and lines expanded
	MIL	Student team leaders annual appraisals completed	100%	Kerry	Wendy has ensured compliance
	MIL	Student staff Development framework	April 2017	Wendy	Appraisals done
	MIL	Club Catering Launched	Due Q4 Launch Q1 16-17	Wendy	Not yet begun
					Hot Dogs

	MIL	Customer Range suggestion process	Oct 2016	Kerry		Suggestion boxes now done by category – international foods being analyzed as we speak
	MIL	Operational checklists and service standards launched	Sept 2016	Kerry		Service standards displayed in shop. staffing issues improving and on going
	MIL	Establish targets for E&D in recruitment and selection	M/F 40/60 LGBT+ 18% Disability 10% Int 28% BAME 11%	Wendy		Recruitment now in process
<b>Bars</b>	PER	Turnover	£1,803,339	Carl	Up £34k on forecast in the month and £1294k on YTD	Strong concert programme and increased attendances on Tuesdays and Saturdays driving sales
	PER	GP	67%	John	66.6% in the month and 67% YTD	Slight drop in the month, but still on line for budget
	PER	Total Staff Ratio	26%	Carl	20% on the month 22.5% YTD	New structure in place – in line with budget
	PER	Student Staff Ratio	17%	Laura	14.3% on the month AND 15.73% YTD	Student staff slightly high on month due to out of term time trade
	PER	Contribution	£682,608	Carl	Up £24k on the month and £158k YTD	Higher sales, Improved GP. Good cost control
	PER	Stock yield	97%	John	99.19%	Within margin
	PER	ST surplus	>0.5%	John	1.72%	Consistently above target
	PER	NPS Score	Nov 2016/March2017 18	Carl	New survey due in March	Focusing on Cleaning Service levels at busy times
	MIL	Launch value Range	Sep 2017	Carl		Bar has a 93% approval rating
	MIL	Staff trained for GNO	100% Oct 2017	Scott/zoe		All new staff to be trained as part of induction
	MIL	Student team leaders annual appraisals completed	100%	Scott		Completed
	MIL	Operational checklists and service standards launched	Sept 2016	Carl		In place and being monitored
	MIL	Student staff Development framework	April 1017	TBC		Not yet begun
	MIL	Club Catering Launched	Due Q4 Launch Q1 16-17	Carl		Sold 898 so far – some good feedback from DG NPS so far
	MIL	Establish targets for E&D in recruitment and selection	M/F 40/60 LGBT+ 18% Disability 10% Int 28% BAME 11%	Carl		Recruitment in process now
<b>Scholars</b>	PER	Turnover	Up 10%	Sarah	40% on the month	Moving of Easter between March and April skews income figures
	PER	SS Ratio	28%	Sarah	13.2%	Controlled staff costs
	PER	GP	65%	Sarah	57.88%	Prices too low!
	MIL	yield	97%	Sarah	100.72%	Great stock control
	MIL	Stock control	surplus >1%	Sarah	+2.29%	Great stock control
<b>Unio</b>	PER	Turnover	£427,000	Wendy	Up 21k in the month forecast and 80kYTD on budget	Union continues to grow – particularly out of

						term – where more students are aware of the service
PER	GP	60%	Cheryl	GP for the month 66% making 62% YTD	Good GP result for the month	
PER	Total Staff Ratio	35%	Wendy	31% for the month 31.6% YTD	Up due to opening hours over xmas	
PER	Student Staff Ratio	21%	Shane	24% in month and 22.3% YTD	Xmas opening effects this Shane needs to keep this under control to keep the ratio declining	
PER	Contribution	£98,500	Wendy	£8k up on the month and £36k up YTD	Due to high sales	
PER	NPS Score	Nov 2016/March2017 15	Sophie	+26 in March another positive score	Focusing on Q times with G&G coffee and vending option Furniture and layout	
MIL	Measure Q times	11 minutes	Shane	Peak times between 6-7 minutes	Improvements made with tweaks to layout and working processes	
MIL	Launch value Range	Sep 2016	Nathan		Launched meal deals and cheaper lines	
MIL	Student staff have signed new training handbook	100%	Cheryl		New training handbooks signed by staff	
MIL	Student team leaders annual appraisals completed	100%	Wendy		completed	
MIL	Student staff Development framework	April 1017	Wendy		Not started yet	
MIL	Operational checklists and service standards launched	Sept 2016	Cheryl/Nathan		Being completed regularly and checked by Wendy	
MIL	Develop new product range to improve GP	Sept 2016	Cheryl/Nathan		Improved GP beginning to filter through M/C	
	MIL	Recruitment targets	M/F 40/60 LGBT+ 18% Disability 10% Int 28% BAME 11%	Shane		Recruitment ongoing
Pizza	PER	Turnover	£200,000	Carl	£24k up on forecast in the month and £50k up YTD	Service continues to improve now has a permanent supervisor in place
	PER	GP	45%	John	48.7% in the month and 47.7% YTD	Improved stock performance
	PER	Total Staff Ratio	35%	John	31% in month 30% YTD against 35% budget	New permanent staff member
	PER	Student Staff Ratio	22.50%	John	27% in month 28.5% YTD 22.5% budget	Compensating for lack of permanent supervisor
	PER	Contribution	£7,400	John	£4k up on budget in the month and £14k up YTD	
	PER	NPS Score	+33 (with bars)	John	New survey in march	Focusing on accurate waiting times
	MIL	Launch value Range	Sep 2016	John		Value range in bars and union pizza
	MIL	Staff trained for Food Hygiene	100% Oct 2017	Carl		
	MIL	Student team leaders annual appraisals completed	100%	Carl		The one pizza TL has now been appraised
	MIL	Operational checklists and service standards launched	Sept 2016	John		SS standards and checklists in place
Ents Events	PER	Turnover	£1,256,748	Toby/VMS	Up £16k on forecast	Strong

					and £37k YTD budget	performance of live shows and clubs
PER	Costs of Events	£553,000	Toby/VMS	Costs 1.6k down on the month and £10k down on the budget YTD	An improving position month by month	
PER	Total Staff Ratio	21.4%	Toby	23.5% in the month 21.8% YTD	On track	
PER	Student Staff Ratio	5.6%	Manager	4.2% in the month, 5.76 YTD	Concerns in the month but On track	
PER	Security staff ratio	13.2%	Manager	17.2% in the month 13.3% YTD	More external shows requiring staff vs less profitable SP shows	
PER	Contribution	£256,835	Toby	12k in the month on forecast and 37k up on budget ytd	Contribution in decline but above budget	
PER	NPS Score	Tue/Sat Clubs 10 Nov17/Mar17	Zoe	Both DG and A list +32 LCR has 92% approval rating in ASS	Significant improvement made in entry Q times from 15 to 9 minutes at peak moments and improved Q management. Focusing on sticky floors, bar service, music policy	
PER	DG	Attendance up by 300/event	VMS	March avge 1488, YTD avge 1559 previous year avge 1304 – target 1600	Still room for growth – but high NPS may make growth difficult	
PER	A List	Attendance up by 100/event	VMS	March average 1838, YTD avge 2020 last year avge 1695 target 1800	Up twice as much on budget, Alumni LCR down significantly	
PER	LCR Gigs and Club	63	Paul/VMS	Several clubs have not materialised for this year but extra gigs will make us at the target	Confirmed show numbers on track	
MIL	Launch value Range	Sep 2017	Toby		DG as value – LCR 92% satisfaction rate in ASS	
MIL	Student staff have signed training handbook	100%	Gavin		Difficult to monitor in ents/crew – Gavin to look into	
MIL	Student team leaders annual appraisals completed	100%	Gavin		New Crew and training manual and permanent staff trained to deliver Manual handling training	
MIL	Student staff Development framework	April 1017	Gavin		Not yet started	
MIL	Club Catering Launched	Due Q4 Launch Q1 16-17	Carl			
MIL	Events DM (training) manual	Oct 2016	Gavin		Written and in consultation with managers	
MIL	Operational checklists and service standards launched	Sept 2016	Gavin		Checklists and service standards being trialed and monitored	
MIL	Establish targets for E&D in recruitment and selection	M/F 40/60 LGBT+ 18% Disability 10% Int 28% BAME 11%	Gavin		Recruitment now in process	
Ents OH	PER	Turnover	£144,000	Sara	£3k up on forecast in the month and on budget YTD	Box office fees have balanced up on previous position
	PER	Total Staff Ratio	181%	Toby	120% in the month £178% YTD	Wages in line but sales income down
	PER	Student Staff Ratio	13.8%	Paul/Sara	5% in the month 4.3% YTD	Delays in recruiting student

					<span style="background-color: #2e7131; color: white; padding: 2px 5px;"> </span>	admin staff support
	PER	Contribution	-£193,697	Toby	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">Down £8k up on the month but £22k down on budget YTD</span>	Ents contribution to maintenance unbudgeted, plus equipment maintenance purchases higher than budgeted. Being monitored
	MIL	Launch BO customer service standards	Sept 2016	Sara	<span style="background-color: #2e7131; color: white; padding: 2px 5px;"> </span>	Published on website
	MIL	Integrate MSL and ABC ticketing	Jan 2017	Sara	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	Lunch date 23 <sup>rd</sup> June
	MIL	H&S and RA review	April 2017	Gavin/Paul	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	On going
	MIL	Establish effective VMS invoice checking mechanism	Sept 2016	Paul	<span style="background-color: #2e7131; color: white; padding: 2px 5px;"> </span>	PI reviewing and checking invoices
	MIL	Establish targets for E&D attendance levels	Nov 2016	Zoe	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	Data not yet collated
	MIL	Staff trained for GNO GNO auditing in place	100% Oct 2016 80% audits meet criteria	Zoe	<span style="background-color: #2e7131; color: white; padding: 2px 5px;"> </span>	Staff trained full audits in Novembers
	MIL	Introduce a range of niche bar club events to attract BME and Int students	No of Events per month Event attendance	Zoe	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	Team have failed to deliver
<b>Marketing and Business Development</b>	PER	Turnover	£220,350	Lauren/Rachael	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">Down £2k on forecast and £200 on budget income YTD -</span>	This is an improving position
	PER	Total Staff Ratio	51.3%	Lauren	<span style="background-color: #2e7131; color: white; padding: 2px 5px;">49% YTD</span>	On budget
	PER	Student Staff Ratio	14%	Lauren	<span style="background-color: #2e7131; color: white; padding: 2px 5px;">12%</span>	
	PER	Contribution	£40,000	Lauren	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">Down £1.3k YTD</span>	Improving on last months performance
					<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	
					<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	
	MIL	Launch 'su:value' brand	Sept 2016	Lauren	<span style="background-color: #2e7131; color: white; padding: 2px 5px;"> </span>	Rebranding now to meet shop value range
	PER	50/50 charity/commercial social media output	Sept 2016	Jonathon	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	Achieved in December
	MIL	Launch MSL	Sept 2016	Jonathon	<span style="background-color: #2e7131; color: white; padding: 2px 5px;"> </span>	Reskin no commissioned
					<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	
<b>Waterfront</b>	PER	Ents Turnover	£455,000	Chelie	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">Down £2.5k on forecast in the month up £147k on budget YTD</span>	More events
	PER	Bars Turnover GP	£910,646	James	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">£13k down on the forecast in month and £90k up on budget YTD</span>	Improved bar performance, more club nights
	PER	Bars GP	72.2%	James	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">68.2% for the month and 67.6% YTD</span>	An improvement on last month due to some pricing realignment
	PER	Bar Staff Ratio	11.6%	Joe	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">16.5% for the month 15.7% YTD</span>	Ratio's pushing high – Chelie and Mike to investigate
	PER	Ents staff ratio	14.5%	Nic	<span style="background-color: #2e7131; color: white; padding: 2px 5px;">12% YTD</span>	controlled
	PER	Security Staff Ratio	24.2%	Chelie/Will	<span style="background-color: #2e7131; color: white; padding: 2px 5px;">18% YTD</span>	controlled
	PER	Avg club bar transactions per server	120	Joe	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	
	PER	Studio gigs	tbc	Paul/VMS	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	
	PER	Main room gigs	70	Paul/VMS	<span style="background-color: #2e7131; color: white; padding: 2px 5px;"> </span>	On track
	PER	Meltdown	15% increase in avge attendance	Joe	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">Avge 631 YTD</span>	VMS confirming last years avge
	MIL	Contribution	£209,000	Chelie	<span style="background-color: #f4a460; color: black; padding: 2px 5px;">£6k down the forecast month £25k up on budget YTD</span>	Reversal from last month being slightly under budget
	MIL	NPS Score	Meltdown Nov 2016/March2017 15	Chelie	<span style="background-color: #2e7131; color: white; padding: 2px 5px;">+54</span>	Toilets Music policy
	MIL	Launch new Meltdown Concept	October 2016	Joe	<span style="background-color: #f4a460; color: black; padding: 2px 5px;"> </span>	New concept launched, promo team in action but mixed results on a

						week by week basis
MIL	New Lease		September 2016	Toby		Ongoing negotiations
MIL	Re-launch Never Ok and GNO	100% staff trained Oct 2016 GNO audit process in place 80% compliance		Chelie/Zoe		Staff trained no audit yet in place

<b>Safety &amp; Security</b>	PER	Security Staff Ratio	WF 24.2%	Paul/Gav/Carl/Chellie/Will	18% YTD	
	MIL	Records of all staff training	Nov 2016	Will/Chelie		Will has staff training records at WF – now updated
	MIL	All staff receive GNO training	Sept 2016	Will		LCR and WF staff trained –
	MIL	All staff receive Cultural awareness training	Oct 2016	Toby		No adequate provider yet found Advocacy team currently looking into this
	MIL	Develop system of recording incidents numbers and type to analyse and monitor	Nov 2016	Will/Chelie/Gav		Accurate records not yet collated
	MIL	Record and Review recruitment process to enable E&D monitoring	April 2017	Will/Chelie		
	MIL	Develop new staff structure with clear accountabilities	Sept 2016	Gavin		Following departure of NM Gavin now overseeing
	MIL	Conduct new team 121' and appraisals and have clear performance targets	Oct 2016			
	MIL	Reduce casual crew staffing costs	10%			Ents staff costs up in the Quarter
	MIL	Develop LCR and WF 3 year capex plan	Jan 2017			NM completing TC capex spreadsheet
	MIL	Establish targets for E&D in recruitment and selection	M/F 40/60 LGBT+ 18% Disability 10% Int 28% BAME 11%			Recruitment in process

# paper

Subject:	Licensed trade updat
Produced by:	Toby Cunningham, DCEO
To:	DOB
Date:	May 2017
Action:	To consider/discuss
Paper:	
Purpose:	This paper updates on performance of the Social Enterprises up to the end of March

We have appointed an experienced licensed trade operator and manager to the role of Head of Venues with a starting date of 27<sup>th</sup> March 2017.

The figures below are based on the January management accounts which are effectively the first half of the year. Management accounts are an ongoing, dynamic reporting mechanism that give us a good, but not exact picture of performance.

I will give a summary of the trading performance for both Student Union Services Ltd (SUS), the Waterfront (WF) Ltd and then a breakdown by department including the two catering operations Unio Coffee and Unio Pizza which currently sit in outside if both commercial trading companies for VAT purpose.

## SUS Summary

The combined contribution of SUS for the month was £196 up £78 against forecast the year to date period contribution is £939k up £180k on budget and £218k on previous year. Bars and Entertainments continue to perform well. This contribution is exaggerated by the move of Easter. The 'in month' growth over forecast will be balanced out in April

## Waterfront Summary

*Note: redacted due to commercial sensitivity*

## Pizza Summary

Unio pizza continues to grow in the month the contributions was up £4k on forecast and year to date up £13k of budget

## Contribution summary

In the first half year the combined contribution for the Venues team is £1,116,000 against a budget of £905k, and £860k previous year therefore up on budget by 190K 23%

## Performance by department

### Bars

Bars turnover is £1.58mn up on budget by £295k and £255k on last year. GP was down slightly at

66.9% against a forecast of 66.7% versus 63.3% in the previous year. Salaries and wages are in line with budget and below ratios.

The rise in turnover is down to strong performance for 'A lists' Saturday club night, the additional St Patrick's LCR and a strong live music programme

### **Ents Events**

The ents budget is put together with our entertainments partners and consultant VMS who calculate income, costs and contribution by group our programmed events into show types, calculating averages and multiplying them back up by predicted number of shows. Ents events are the income and costs that relate directly to show delivery.

Year to date income is £975 up by £99k against budget and £155 year to date, March was a strong month – April will rebalance some of this as the concerts are external promotions and these tend to be less profitable.

Staff costs are in line with expectations

### **Ents Overheads**

The month has seen a general improvement although year to date income is in line with budget and last year. Maintenance costs and unplanned equipment maintenance means this budget line is £22k behind where we hoped it would be.

### **Unio Pizza**

Pizza has improved its performance and is now up on budget with an improved GP. The new supervisors are gradually bringing the costs and portion size under control

### **Waterfront**

#### **Bars**

Turnover is up on the budget by £80k. The GP is quite low at 67.7% against a budget of 72.5% Mike is looking into this. Again there are some unplanned costs for equipment replacement and repairs. Staff costs are pushing slightly high.

#### **Ents**

Entertainments continue to perform well, the reduction in loss making shows in the Studio is helping the Ents budget perform well. Propaganda remains strong and we are working to improve Meltdown – with mixed results to date.

In Summary overall the performance of social enterprises has continued to improve on last year and exceed budget. However we expect some of the 'in month' growth to balance out in April.





# Minutes

Meeting:	Development and Oversight Board: Licensed Trade
Date:	22/05/17
Time:	5.00 pm
Location:	Corner Office

**In attendance** Toby Cunningham (Deputy CEO), Amy Rust (Campaigns and Democracy Officer) Gavin Hudson (UUEAS) Paul Ingleby (UUEAS) Tom Etheridge (Non-Portfolio Officer) Zoe Phillips (UEASU), Mike Kill (UUEAS), Chloe Gregory (WF Student Manager) Chloe Gregory (WF Student Manager)

**Apologies** Kim Scott (BIO) Sophie Lurcuck (LDC) Ryan McDonagh (CHE) Zoe Freeman (LDC) Lucia Horea (PPL) Mary Leishman (NBS) Lauren Moreton (UUEAS) Joseph Zilch (UUEAS) Dilyana Germanova (Bars Student Manager) Emmanuel Agu (Ethical Issues Officer), Madeleine Colledge (UUEAS)

## Administration

### **DBBE 34 Statements from the Chair**

### **DBBE 35 Minutes of the Meeting of 20<sup>th</sup> March 2016 approved**

**Matter arising** – have staff been trained not to randomly replace pizza toppings? CW assured the group this had been done

## Performance

### **DBBE 36 Licensed trade financial report (TC)**

### **DBBE 37 Bars and ENTS: Departmental Plan KPI Update (TC)**

TC presented March KPI paper, highlighting strong performance in bars, poor ENTS performance in third quarter due to less public club events.

## Feedback

### **DBBE 38 Damn Good themes 2017/18 (TC)**

### **DBBE 39 Balls Update**

TC presented current sales update for exit Ball – selling well will reach 2,500 minimum and event costs break even. Grad ball selling poorly compared to previous years and is likely to be approx. 150 tickets lower than last year from 1400-1250. This should still break even.

### **DBBE 40 Student Managers Reports** To receive verbal reports from the Bars, Scholars, Waterfront and ENTS Student Managers on what they have been doing in their managers role

MK presented his initial thoughts regarding programming for next academic year based on consultation with members and student managers.

Damn Good themes – these were being updated based on feedback. School Disco being changed to WWF Pandemonium event – students encouraged to dress as panda's or endangered species. TE Some concerns about black/white dichotomy and 'blacking up', this would be managed as any other event. If persons dressed inappropriately they would be asked to change or refused entry. Risk thought unlikely. Face painters on site, bucket collection for WWF. TE raised some concerns about some of the language used in presentation (lollipop 'lady', 'police' dance competitions etc) TC reassured that all type of activates will be fleshed out and union policy and values considered – this was some initial thoughts – for direction and steer.

#### Friday nights

Block part – commercial 'rave' type event with a festival flavour attractive to students, new brand and concept to be launched at fresher's to replace Carnival Magnifico which was considered to appropriate Brazilian favela culture. This event would have a regular world music aspect to it.

Retrospective Events - To put on a few ad-hoc cheesy and accessible student facing events based on old club retro ideas.

International events – MK and team to work with international student groups to put on a series of events that attract international and BME students. These might include K-pop, Afrobeat, Latin, Bangra etc. This hadn't worked last year very well. Team to put in greater effort and support to work in tandem with international and cultural societies. TC advised we need to change perception of who UH is for by attracting a more diverse range of students into the building.

Overall sense of direction considered appropriate and exciting.

MK raised the prospect of Costa coffee ibn the shop – there was some discussion around the ethical background of Costa TC advised NUS had done a thorough ethical audit of the 'rain Forest Alliance' accreditation of Costa and found this to be a robust and valuable ethical accreditation programme. MK to send NUS work to AR

CL and CG gave an update on Meltdown and the new promotional activity, they noted a distinct increase in attendance at Meltdown since the turn of the year (12% monthly average rise compared to last year. Void remains popular with hard crowd, downstairs more commercial.

#### **DBBE 41 Proposed scope Welcome week 2017 (TC)**

TC ran through the main events for Fresher's week evening programme. There was some discussion around Sunday opening till 2am as it was felt that arriving students might think we close early every night if we close before 2am on the Sunday. It was agreed that there should be a quiet session midweek and we discussed what day might be better Wednesday or Thursday - but this decision this year will be driven by contractual arrangements with After Dark Promotions

#### **Other Business**

#### **DBBE 42 Any other business**

**DBBE 43 Time, date and place of the next meeting**

# report

Subject:	<b>Social Enterprise Report</b>
Produced by:	Toby Cunningham, Deputy CEO
To:	Trustee Board
Date:	28 <sup>th</sup> June 2017
Action:	To consider/discuss
Paper:	<b>TB739</b>
Status:	<b>Confidential</b>
Purpose:	This paper updates on performance of the Social Enterprises for the third quarter

## Introduction

**Note: redacted due to commercial sensitivity**

# **paper**

<b>Subject:</b>	<b>Commercial Purchasing and Supply</b>
Produced by:	Toby Cunningham, DCEO
To:	Trustee Board
Date:	June 20 <sup>th</sup> 2017
Action:	To consider/discuss
Status:	<b>Confidential</b>
Paper:	TB740
Purpose:	

**Note: redacted due to commercial sensitivity**

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# paper

Subject:	<b>Entertainments Partnership</b>
Produced by:	Toby Cunningham, DCEO
To:	Trustee Board
Date:	20 <sup>th</sup> June 2017
Action:	To consider/discuss
Paper:	TB741
Status:	<b>CONFIDENTIAL</b>
Purpose:	This paper updates on the negotiations of a new contract with our entertainments partners VMS Live

***Note: redacted due to commercial sensitivity***



**CONFIDENTIAL**

# minutes

Subject:	Finance Committee Minutes: 14 March 2017
Produced by:	Tony Moore
To:	Finance Committee
Action:	To approve
Status:	<b>Open</b>
Paper:	FC 2 17

Present: E Bassey (EB) (Union Council Representative), Ben Gibbins (External Trustee) *via Skype*.

In attendance: T Cave (TC) (Head of Finance), T Moore (Secretary), T Cunningham (TCM) (Deputy Chief Executive)

Chair: J Zilch (FTO Trustee).

Apologies: J Stephens (JS) (Union Council Representative),

## *Key Decisions and Action Points*

- *Reviewed Management Accounts*
- *Reviewed draft Annual Report*
- *Received SUS and Waterfront draft accounts – any comments/queries to be addressed to SMT before Board*
- *Reviewed and recommended to Board a draft Reserves Policy*

## **083        Statements from the Chair**

Introductions. Chair noted no Student Trustee or Part Time Officer Trustee hat taken up the vacant place on the Committee.

## **084        Minutes of the meeting held on 6 December 2016/Matters Arising/Action Log**

The minutes were agreed.

Action Log, responses to outstanding items:

- Documentation for financial procedures. TC advised that the

date for this to be actioned was somewhat overambitious. TC reported that the introduction of Exchequer was taking longer than expected. TC advised that progress on documentation would be incremental rather than 'big bang'. TC noted updates would be made as to progress. **AP**

- Additional information on capex. TC advised that reporting would take the place as a summary. TCM urged caution as information on capex if incorporated might, if not done correctly, confuse analysis of the management accounts as capex was not about performance measurement. TC advised that SMT would consider the format for reporting. **AP**
- Chair noted that monthly management accounts had not been circulated as agreed; TC advised they would be circulated. **AP**

### **Financial Reports**

**085**

#### **Management Accounts for the six months to January**

TC reported results for the last quarter as £123K against budget of £96K. TC noted the trend to be slightly weaker than first quarter. TC noted the strong performance of the Bars and Venues.

TC cautioned that the fact that Sports had moved to the University slightly complicated an exact year on year comparison.

TC noted however that the overall picture was clear:

- Year to date, £177K up on budget
- Forecast for rest of year, continuation of trend, second half trading around budget
- Corporate mentality now one of positivity rather than 'firefighting'
- Bars, very strong in all aspects
- Retail, sales holding up but struggling over margin. TC urged caution as to the Shop's overall performance.

TC advised that Unio and what should be classed as 'catering' services were now placed in the Charity as this was a direct service to members and was taxed at a lower rate.

Chair noted the big rise in coffee sales.

TCM advised that a range of improvements had been introduced to Unio and these had all paid off in terms of sales and profitability.

EB wondered why the costs for the Finance Department appeared to be so much lower.

TC advised that a notional charge for pension contributions had been previously added but that would be ended by the new accounting arrangements for pensions.

EB asked as to the accounting arrangement for SMT pay and wondered whether this might be classed under a simple heading of 'Executive Pay'.

**086**

**a) UUEAS Annual Report 2016 (Draft)**

The Committee noted the accounts had been compiled within the compliance framework.

TC advised that the organisation would be looking at a £300K or £400K profit but that the amount of charitable spending was a moving target which was for the Trustees to decide upon.

TC characterized the current budget as a break even one which had, additionally, met pension deficit contributions whilst the next budget would aim to achieve the same but, additionally, aim to increase both capex and reserves provision.

Chair wondered whether it was fair to say that the organisation had 'dipped' into its reserves.

TC agreed that this would be a fair characterization as UEASU had, before the restructure, been sitting on a cash pile that it had accumulated but which it had not been spending on its charitable purposes.

TC noted that the costs of the restructuring of the organisation had taken longer to bear fruit due to the mismanagement of commercial services which had been fully reported to the Board. TC advised that UEASU was only now getting to the financial position where it should have been post-restructure.

EB asked as to the proposal to seek an external partner for the Waterfront operation.

TCM advised that UEASU were proposing to extend the existing partnership with the external partner, VMS, as they were prepared to provide the capex on the Waterfront's building and equipment that UEASU would not be able to provide.

EB asked as to the situation with regard to the Whitlingham Boathouse.

TCM advised that UEASU had been part of a group that had funded construction of a new boathouse in return for use of its facilities by UEASU Clubs but that, with the move of Sport to the University, UEASU's interests and obligations as to the project had been transferred to the University.

*The Committee noted receipt of the draft Report.*

Chair noted that any further comments or questions would be

addressed to staff before the next meeting of the full Board.

**b) SUS Accounts 2016 (Draft)**

*The Committee noted receipt of the draft Accounts*

Chair noted that any comments or questions would be addressed to staff before the next meeting of the full Board.

**b) Waterfront Accounts 2016 (Draft)**

*The Committee noted receipt of the draft Accounts*

Chair noted that any comments or questions would be addressed to staff before the next meeting of the full Board.

Chair noted that members would be asked if they would like to meet prior to the main Board to flag up any issues they might have as to the draft Report and Accounts. **AP**

**Policy**

**087**

**Reserves**

TC reported the requirements of the Charity Commission for monitoring of reserves to be in place and the importance of reserves levels meshing with performance.

TC highlighted the Union's strong working capital position which ensures that UEASU would have a stronger cash position than free reserves. TC noted the requirement of a reserves policy to cover a shortfall of funding from either trading or a problem with the University; TC advised that the situation was complicated by the University's implicit guarantee.

TC highlighted a further complication when arriving at a Reserves Policy was that UEASU did not rely, unlike most charities, on donations but on an active trading model.

TC advised that a basic reserves model to deal with a catastrophic event and the cessation of trading would be to hold as free, unrestricted reserves enough funds to pay three months of staff salaries, around £400K.

TC noted that, currently, UEASU would be £137K in deficit if the above approach were taken. TC advised that the deficit was a not unusual problem and should be set against the view of management that UEASU was in a good position now that trading was strong and financial reporting was robust.

TC advised a further complicating factor was that new accounting rules required that the pension deficit be shown on the balance sheet which led to a possible perception that what was a long-term liability was an immediate demand.

TC noted that the period covered by the tranche of payments that UEASU had made as a one-off contribution to cut the pension deficit would be coming to end this year and that annual contributions would resume at a rate of £165K.

TC characterized the current situation as a positive environment in which to build a reserves policy with cash flow monitoring showing a persistent pattern of growth.

TC advised that UEASU might also investigate the possibility of using its cash in hand to act as banker to its own operations; TC noted, however, there would be an inherent risk involved.

Chair wondered as to what risk modelling had been done by management.

TCM advised the results of the risk modelling undertaken were laid out in the Risk Register. TCM reiterated that any assessment of risk was complicated by the implicit guarantee of the University which was legally obliged to have a students' union.

Chair asked as to relevant insurance policies.

TC advised that the policies may need updating at the upcoming review.

EB wondered as to best practice on reserves amongst other students' unions.

TC advised that the auditors specialized in working with charities and that the recommendations were built on experience of working with students' unions. TCM advised that some students' unions opted for bigger safety nets than others.

TC summarised the recommendations as:

- An appropriate level of capex
- Meeting the required pension contribution
- Building of reserves at an appropriate speed.

TC advised a reserves policy should operate within a three year cycle but that this was ultimately for the Board to decide when setting future plans.

*The Committee noted receipt of the draft policy and recommended it to Board for approval.*

There was none.

**089      Time and date of next meeting**

6 June (provisional)

# **Management accounts for the 9 months to April 2017**

*Note: this item has been redacted due to commercial sensitivity*

## Departmental Plan | FINANCE

**AMBITIONS:** To enhance financial control through process improvement, support development of reporting and accountability in Social Enterprises and widen interaction with the student body.

<b>Review: During 2016/17, the finance team</b> <ul style="list-style-type: none"> <li>Consolidated improvements in reporting and accountability in the Social Enterprises and integrated new MSL ticketing solution.</li> <li>Increased focus on Charity reserves policy and capital expenditure planning</li> <li>Made progress towards a better control of balance sheet and accounts processes.</li> <li>Implemented an App based solution to clubs &amp; societies finances and took greater responsibility for administration of accounts</li> <li>Completed implementation of new VAT structures to improve cash flow and profitability in catering operation.</li> <li>Improved day to day administration of payments, bank reconciliations, expenses and credit card administration.</li> </ul>	<b>Analysis:</b> <ul style="list-style-type: none"> <li>Substantial progress has been made in building and reviewing accounting across Social Enterprise and in particular Venues</li> <li>Steady progress has been made towards a more controlled accounting environment but more work needs to be done to improve documentation, streamlining and policing of processes.</li> <li>A new VAT group has been formed and catering operations put on to an advantageous footing.</li> <li>Resource has been freed up in Opportunities / Activities department by implementing an Exchequer 365 add-on.</li> <li>The Union was in a much better position to forecast financial performance and understand the constraints on investment implied by the reserves position.</li> <li>HOWEVER, plans to implement a new process manual and roll out further system / process improvements have not yet been delivered and the audit findings report indicates that further progress is needed to bring the accounts and year end processes to the required level.</li> </ul>	<b>Priorities for the year ahead:</b> <ul style="list-style-type: none"> <li>Build on improved stability in finance team to enhance monthly accounting processes and improve overall financial control</li> <li>Issue and adopt financial procedures manual and continue a programme of evolutionary change with a view to improving control, access to information and reducing reliance on manual processes.</li> <li>Work with new Head of Venues to improve processes, reporting and accountability in Venues operation.</li> <li>Develop 'marketing plan' to consider aspects of outreach to student body.</li> </ul>
<b>BUDGET(S) ISSUES</b> <ul style="list-style-type: none"> <li>Work with charity budget holders and Social Enterprise managers to deliver budget for Operating Income and cash generation.</li> </ul>	<b>STRATEGIC OBJECTIVES ALLOCATED HERE</b> <ul style="list-style-type: none"> <li>"We'll complete work on financial processes and management and agree and implement a new financial model with the University that resolves our medium term funding gap and delivers sustained, planned investment in our facilities and services."</li> </ul>	<b>BOARD LEVEL KPI'S ALLOCATED HERE</b> <p><b>Operating Profit – achieve budget</b> <b>Cash generation – achieve budget</b></p>
<b>In 2017-18 we will focus in the following areas:</b>		
<b>Improved Reporting and Accountability</b> <ul style="list-style-type: none"> <li>Work with new Head of Venues to identify and action continued development of reporting in Social Enterprises with special reference to venues.</li> <li>Work with Head of Venues / Retail to reduce manual processes by streamlining report-card process, seeking maximum interface with Fidelity till systems.</li> <li>Develop Capital expenditure reporting and approval process</li> <li>Continue to develop reporting and review of Balance sheet accounts to enhance financial control and widen review &amp; participation in Department</li> </ul>	<b>Systems / process improvements</b> <ul style="list-style-type: none"> <li>Implement and develop financial procedures manual across Union / Social Enterprise, working with management team to imbed good practice and streamline processes.</li> <li>Review current processes with a view to cascading realigning tasks, streamlining workloads and using student staff where viable.</li> <li>Investigate and implement revised purchasing / expenditure processes using Exchequer 365 across Union administration</li> </ul>	<b>Other</b> <ul style="list-style-type: none"> <li>Keep under review Reserves policy with Board and monitor performance against targeted levels. Seek ways of 'unlocking' cash held against current liabilities</li> <li>Develop Marketing plan for outreach to Student body on Union finances by consulting with Finance Committee and other student representatives.</li> </ul>
<b>In 2018- 19 we will focus in the following areas:</b>		
<ul style="list-style-type: none"> <li>Continued strengthening and review of commercial reporting, working with managers to improve margins and operational efficiency</li> <li>Improved mid-range forecasting and resource planning</li> </ul>	<ul style="list-style-type: none"> <li>Continuing / ongoing development of processes and financial policies</li> <li>Maximising the potential of Exchequer 365 and greater access to systems report</li> </ul>	

Audit finding and recommendation	Audit Priority	Management response	Team Priority / ACTION PLAN
<p><b>1. Intercompany balances</b></p> <p>We have mentioned below in our matters from last year (section 5.18) that the intercompany balances did not fully balance, with a £15k variance noted overall in total between all three entities. However, we also note that it is not possible to reconcile the intercompany balances individually between the various sets of accounts. For example, in the Union there is an overall intercompany debtor of £1,287,650 with The Students' Union Services (East Anglia) Limited and an overall creditor of £1,868,180 with Waterfront - Student Union Services Limited. However, these do not correspond to relevant debtor or creditors in the two subsidiaries individual accounts.</p> <p>The intercompany balances should be reconciled both in total, and between the various entities to ensure costs/recharges made in one entity are correctly reflected and accounted for in the relevant intercompany accounts.</p>	1	<p>There will be monthly reconciliations going forward from Jan 2017 onwards and so the differences should not arise again.</p> <p>Historic differences will be investigated in 2017 and corrected appropriately.</p>	<p><b>HIGH PRIORITY</b></p> <p>Resp SR / KL – JUL 17</p> <p>We have taken the initiative with the University to produce a reconciliation of the April 2017 balances and identify any differences.</p> <p>The University has a different accounting methodology which makes reconciliation far less straightforward than it should be.</p> <p>This will be a key item in resolving before the end of July 2017 in preparation for the Audit.</p>
<p><b>2. Supplier statement reconciliations</b></p> <p>During testing of supplier balances on the purchase ledger to supplier statements, we noted that there were numerous differences due to purchases invoices missing on the purchase ledger and therefore not included in the accounts or old invoices on the purchase ledger which are not included on supplier statements. Whilst the differences noted were small and not likely to result in a material misstatement in the accounts, the supplier ledgers should be reconciled to supplier statements regularly (or at the very least at the year end) to ensure that all costs are included in the accounts.</p>	1	<p>Our aim is to have these statements regularly reviewed and reconciled (priority being the top 10 suppliers)</p>	<p><b>LOW RISK</b></p> <p>RESP SR / KL – AUG 17</p> <p>Steady progress has been made during the year on supplier accounts and reconciliations will be part of year end output</p>

Audit finding and recommendation	Audit Priority	Management response	Team Priority / ACTION PLAN
<p><b>3. Use of 'Unders' and 'Overs' codes</b></p> <p>Then It was noted that during the audit, that there are numerous incidences of journals being posted to 'unders' and 'overs' or suspense codes. During the audit, balances noted in other debtors or other creditors were as follows:</p> <ul style="list-style-type: none"> <li>• Student Union - £4,007 credit balance included as an offset in other debtors.</li> <li>• Waterfront Limited - £14,458 debit balance in other debtors.</li> <li>• SUS (East Anglia) Limited - £11,611 debit balance in other debtors.</li> </ul> <p>A review of repairs and maintenance codes, highlighted an entry of £12,068 which had been posted to 'General Admin Expenses' with the description 'to clear unders and overs'. This amounts remains written off in the accounts.</p> <p>When agreeing pension costs per payroll reports to pension costs included in the accounts, there was a £9k adjustment put through this code relating to 'under and overs' which has no other explanation. This amount remains written off in the accounts.</p> <p>A review of petty cash codes highlighted an account balance of £9,063 which did not relate to petty cash as had arisen as a result of posting these 'unders and overs'. This balance has now been written off and is included in our schedule of adjusted errors in section 6.</p> <p>These codes are generally used when correcting balance sheet balances with the difference posted to these codes as the corresponding double entry is unknown. We recommend that the use of these codes are avoided to ensure journals are posted accurately.</p>		<p>It is intended that these codes will not be used going forward and so should not be an issue next year. Year end balances as at the 31 July 2016 are all cleared.</p>	<p>RESP TAC</p> <p><b>RESOLVED</b></p>

5. Matters from last year

Audit finding and recommendation	Audit Priority	Management response	Team Priority / ACTION PLAN
<p><b>1. Audit information and deliverables</b></p> <p>During the planning stages of the audit a deliverables list was provided which detailed the exact schedules and reconciliations that would be required in advance of the audit site work commencing. However, a number of schedules had not been prepared. One of the key reconciliations that hadn't been completed was the year end bank reconciliation. Not only has this made the audit process significantly more difficult but it is likely that if key accounts haven't been reconciled throughout the year that any management accounts prepared for decision making purposes may not be accurate.</p> <p>However, the bank reconciliation is a key control which we would expect to have been addressed in the early stages of preparing for the audit. We strongly recommend that a monthly, quarterly and annual reconciliation plan is put together detailing which Balance Sheet codes needs to be reconciled each period. These reconciliations should be filed and reviewed as evidence that they have taken place. It is the monthly operation of these key financial controls that provide reasonable assurance to the Trustees that the accounts are accurate and free from fraud or error. The bank reconciliation should be performed at least monthly with an independent review of accuracy and evidenced as such.</p> <p><b>Management comments 2015:</b> Agreed. The Bank reconciliation is the most urgent control weakness identified and will be addressed as a matter of urgency. Being in a position to perform and evidence regular reconciliations is a key objective.</p>		<p>There were still issues noted with reconciliations and we have noted in this report those areas that are specifically affected such as VAT, payroll etc.</p> <p>We therefore consider this item to still be open. However we do note that bank accounts were reconciled to an extent and controls over many balance sheet areas such as deferred income had improved dramatically from the prior year.</p>	<p><b>HIGH</b></p> <p>RESP TAC</p> <p>High priority being assigned to audit preparation in whole team</p> <p>Time will be dedicated to planning on residential and plan issued assigning responsibility for all areas</p> <p>Audit planning meeting being scheduled with CCW before year end.</p>

Audit finding and recommendation	Audit Priority	Management response	Team Priority / ACTION PLAN
<p><b>2. Operating leases</b></p> <p>From discussions with the Head of Finance it was apparent that a number of assets, in particular photocopiers, are held on leases. However, the original documentation in relation to these leases cannot be located and it is not clear whether they are finance leases or operating leases. The risk is that payments may be made to operators for leases which have reached the end of their term, or are no longer used by the union.</p> <p>It is recommended that the operators to whom payments are being made are contacted and copies of the leases requested. A comprehensive list of all assets held on leases should be prepared and regularly reconciled. The list should have details of the monthly required payments, any rent free periods and the expiration date to ensure payments are correct. Direct debits to leasing companies should be cancelled as soon as the lease comes to an end.</p> <p><b>Management comments 2015:</b></p> <p>The management of leases is a piece of 'corporate memory' that has been lost during the Union re-organisation and needs to be re-established as suggested in conjunction with the operations / admin departments.</p>		<p>The Head of Finance has made a concerted effort this year to keep track of all assets held on lease. Whilst this is still a work in progress, original copies are now maintained.</p> <p>Amounts per the leases should however be ticked back to the amounts paid in the nominal ledger to ensure the Union is being charged the correct amounts and that leases have not expired. This would also highlight whether there are lease amounts being paid for which there is no lease agreement in place.</p> <p><b>Whilst we recognise the efforts to improve the process during the year, the recommendation still remains open.</b></p>	<p>RESP TAC – Aug 2017</p> <p>Schedule to be updated for new leases and tied in to ledgers to ensure correct charges.</p>
<p><b>3. Authorisation of expenditure</b></p> <p>During our fixed asset addition testing we noted that computer equipment for £1,557 which had been purchased on one of the Union's credit cards had not been authorised by a person independent of the purchaser.</p> <p>It is a best practice recommendation that no member of staff should authorise their own expenses and we highly recommend that this control is operated going forward. The Chief Executive should authorise the Head of Finances expenses and the (ideally) a trustee should authorise the Chief Executive expenses. All other staff expenses should be authorised by the appropriate line manager.</p> <p><b>Management comments 2015:</b></p> <p>Noted. A symptom of corner cutting but for relatively small amounts. Purchasing procedures will be re-evaluated and tightened in the coming year.</p>		<p>While we noted improvements in the authorisation of expenditure, it was still noted that some credit cards were not authorised or were 'self' authorised again.</p> <p><b>We therefore continue to keep this recommendation.</b></p>	<p><b>ACTIONED</b></p> <p>New Policy guidelines issued in the year</p>

Audit finding and recommendation	Audit Priority	Management response	Team Priority / ACTION PLAN
<p><b>4. VAT reconciliation</b></p> <p>At the year end audit it was not possible to reconcile between the VAT returns produced for HMRC and the nominal ledger. Within the Union there is an unexplained difference of £5k. It is also noted that in the general ledgers there are three accounts for VAT. Currently two of these seem to be increasing at a high rate that cannot be explained by management.</p> <p>It is recommended that for every VAT return produced a reconciliation is performed that bridges the gap between the VAT liability per the B/S to the amount owed to HMRC per the return. It is expected that if the ledger is closed each month end (see first AFR point) this would aid reconciliation.</p> <p>Errors in VAT returns that could have been prevented may result in fines for the Union.</p> <p><b>Management comments 2015:</b></p> <p>VAT review did not raise any major concerns over compliance (although focus was elsewhere).</p> <p>This will be prioritised on list of control procedures.</p>		<p>Our testing for the year ended 31 July 2016 noted exactly the same issues as in the previous year, with an approximate variance of £45k between the VAT return and nominal ledger in the Student Union and variances in the subsidiaries of £3k and £4k also. Whilst these have been adjusted for in the final accounts, they should have been reconciled during the year end process.</p> <p><b>Our recommendation therefore remains open.</b></p>	<p>HIGH PRIORITY RESP TAC / SR</p> <p>We have moved to a VAT group during the year and will get assistance with the final return from CCW.</p> <p>Balance sheet reconciliation will be updated for April 2017 and July once final returns are prepared in October.</p>

Audit finding and recommendation	Audit Priority	Management response	Team Priority / ACTION PLAN
<p><b>5. Aged creditors</b></p> <p>On aged creditors it was noted that there were old debit balances. One was reviewed in detail which showed a debit balance from 2013, which had been reversed and entered multiple times, but was incorrect overall.</p> <p>There could be many reasons why debit balance exist, some of which will be accurate, but many of which will need the Union to take action, these include:</p> <ul style="list-style-type: none"> <li>• Supplier overpayments meaning a possible loss of funds to the charity</li> <li>• Incorrect allocation of payments leading to possible duplicate payments when the correct supplier chases for payment</li> <li>• Unrecorded invoices meaning that costs are understated in the accounts</li> </ul> <p>There could also be issues for VAT whereby VAT has been incorrectly reclaimed on old invoices which remain unpaid.</p> <p>We therefore recommend that the aged creditor listing is reviewed regularly for old invoices and for debit balances to ensure their nature is understood and that appropriate action is taken.</p> <p><b>Management comments 2015:</b></p> <p>Noted. This has been a casualty of backlog in other areas.</p>		<p>For the year ended 31 July 2016 it was again noted that there were debit entries in the aged creditors of each entity. Management have adjusted for this by increasing the other creditors and posting the movement on the previous year debit balance to the SOFA. Our standard treatment for this would be to increase the aged creditors and the opposite entry being other debtors as it does not relate to SOFA movement in the year – unless the debit balance was not deemed recoverable. This has now been corrected by the client and included on our schedule of adjusting entries in section 6.</p> <p><b>Our recommendation remains open and the movements have been included in our adjustments in section 6.</b></p>	<p><b>LOWER PRIORITY</b></p> <p>This will be discussed at Planning meeting.</p> <p>We do not currently plan to use aged schedules in our day to day processes and rely on review of the account to identify issues.</p>
<p><b>6. Journal file</b></p> <p>Currently a journal file is maintained, but is not a fully comprehensive list and a number of journals were missing. Unless journals are appropriately controlled there is an increased risk of error, or misappropriation within the financial statements.</p> <p>It is recommended that a comprehensive journal file is maintained. Journals should be sequentially numbered and filed with sufficient narrative and supporting documentation to enable a third party to understand the nature of the adjustment. Journals should also be independently reviewed and evidenced as such. A strong journal file will also enable a third party to follow someone else's work in the event of prolonged absence or changes in staff members.</p> <p><b>Management comments 2015:</b></p> <p>Noted. This is another example of the tension between best practice and 'real world' pressures which we intend to address.</p>		<p>There is no change to this process for the year ended 31 July 2016 and it is also noted that no review or authorisation over the journal process is carried out. Management note that it is not always possible to produce a journal file that is fully reviewed. However, we recommend that some review is carried out to ensure all journals posted are appropriate.</p> <p><b>We therefore consider this matter to still be open.</b></p>	<p><b>LOWER PRIORITY</b></p> <p>RESP TAC / SR</p> <p>Listing of Nominal Journals to be produced and reviewed by TAC</p> <p>JULY 2017</p>

Audit finding and recommendation	Audit Priority	Management response	Team Priority / ACTION PLAN
<p><b>7. Bank reconciliations</b></p> <p>Bank reconciliations should be performed on at least a monthly basis.</p> <p>It is recommended that bank reconciliations are independently reviewed to ensure they correctly reconcile the balance per the bank statement to exchequer. These should then be signed as evidence that the review has taken place on at least on a monthly basis.</p> <p><b>Management comments 2015:</b></p> <p>Noted for action as above.</p>		<p>Bank reconciliations are performed to an extent. There were some post year end transactions which required adjusting within the bank balance.</p> <p><b>Whilst there have been improvements, the recommendation therefore still remains open.</b></p>	<p>RESP SR</p> <p>The year end BANK reconciliation will be prepared in a different way to ease the process and reviewed with TAC</p> <p>August 2017</p>
<p><b>8. Z reports</b></p> <p>It was noted that daily Z reports are not run for all tills, instead only being done when an event is on. There is a risk that sales could be put through the till but not recorded on the nominal ledger. This practice increases the risk of misappropriated funds. In our experience most Unions run daily Z reports to agree takings to sales.</p> <p>It is recommended that Z reports are run on a daily basis to reduce this risk. If this is not practical then a control sheet should be held showing the days when there are events on to ensure it is understood when there should be a Z reading or not.</p> <p>Understated or incomplete income is a key risk for charities.</p> <p><b>Management comments 2015:</b></p> <p>Noted for action and review.</p>		<p>The process is the same this year with Z reports for tills only being printed after an event rather than daily.</p> <p><b>Our recommendation from the prior year remains open.</b></p>	<p>RESP MK</p> <p>This point has been passed to Head of venues for review and to amend practices as necessary</p> <p>Review July 2017</p>
<p><b>9. Till sales variance review</b></p> <p>As part of our testing we sampled a number of sales transactions in SUS from takings through to postings in the Nominal Ledger. Many of these showed variances between the till receipts and cash taken for the day, in the shop and the bar.</p> <p>While we understand that such daily variance is part of the day to day running of the Union and that the management involved will review significant variances we would recommend that all variances above a certain level (e.g. £5) have a written comment from the manager about what review was performed and a signature to indicate they are happy with the variance.</p> <p>This is the practice that we see in other Student Unions.</p> <p><b>Management comments 2015:</b></p> <p>Noted for action.</p>		<p>We noted the same issues in our testing this year, with no note to note why till variances have occurred.</p> <p><b>Our recommendation from the prior year remains open.</b></p>	<p>RESP MK</p> <p>This point has been passed to Head of venues for review and to amend practices as necessary</p> <p>Review July 2017</p>

Audit finding and recommendation	Priority	2016 update	Team Priority
<p><b>10. Closing of the ledger</b></p> <p>The Union does not operate a year end close procedure meaning that post year-end sales invoices, purchase invoices, bank payments and receipts can (and have been) posted back into the year under review, rather than being treated as a current year item.</p> <p>One example of this was the £168k VAT receipt received in September 2015 which had been posted to the bank account as a 31 July 2015 receipt. Operating the system like this makes it harder to be sure of the true closing position and explains why the bank reconciliation could not be performed accurately, and still hasn't been completed with any certainty.</p> <p>Post year end payments in relation to the PAYE creditor and the pension creditor had also been back dated. There were also similar issues with the NUS loan account.</p> <p>The ledgers have tended to be held open because of the backlogged nature of processing.</p> <p>The issues highlighted are ones which could have rectified by earlier action on the bank reconciliation.</p>		<p>Brought forward balances have been agreed this year providing assurance that items have not been posted to prior year by mistake. As ledgers are kept open post year end to ensure transactions relating to the year are included, there is still a risk that items could be included in the incorrect year.</p> <p><b>Our recommendation from the prior year remains open.</b></p>	<p>RSP SR / SM</p> <p>A definite date for closing the ledgers will be agreed to balance completion of year end processing with maintaining data integrity</p> <p>Aug 17</p> <p>TAC to ensure opening position reconciled to PY accounts</p> <p>July 2017</p>

Audit finding and recommendation	Priority	2016 update	Team Priority
<p><b>11. Fixed asset register</b></p> <p>During our testing we had a number of different schedules that were required to reconcile between the fixed asset register and the nominal ledger.</p> <p>It is recommended that all fixed assets are included in one schedule, clearly detailing when it was bought, how much it cost and with a full description of the asset sufficient to be able to separately identify it. This register should tie in exactly from the prior year figures to the current year figures.</p> <p>A comprehensive record of all fixed assets employed by the Union and its subsidiaries is necessary for proper safeguarding of assets and will also be useful for insurance purposes.</p> <p>The fixed asset register is maintained on an excel spreadsheet which agrees to the ledgers.</p> <p><b>Management comments 2015:</b></p> <p>The additional schedule refers to a separate control schedule for the refurbishment project which has been treated during the year as a separate project, partly pending a final decision on the accounting treatment.</p> <p>A summarised version of this complicated project will be added to the asset register once completed and the approach simplified in future.</p> <p>There are issues surrounding descriptions on historical assets which will make it hard to comply for all assets, but the existing schedule will be updated to comply as fully as possible in future.</p>		<p>A summarised excel fixed asset register is now maintained for all assets held by the Union. We could reconcile this to the nominal ledger in total with no issues. However, we do note that the trial balance codes could not be reconciled for each individual category including the related depreciation, which meant the fixed asset note in the accounts required updating after the audit.</p> <p>We also note that the closing balance for restricted funds relating to the Union House refurbishment did not agree to the closing net book value on the fixed asset register by £64k.</p> <p><b>Our recommendation is therefore updated to ensure that the fixed asset register is reconciled for each individual category, for example property improvements.</b></p>	<p>RSP</p> <p>TAC to Action</p> <p>Asset register updated to April 2017</p>

Audit finding and recommendation	Priority	2016 update	Priority
<p><b>12. Financial procedures manual</b></p> <p>It is recommended that a financial procedures manual is put together. Given the changes in staff in the finance department this will aid each member of the team's understanding of their responsibilities and their role within the finance department.</p> <p>This will help understanding of what each member of the team does, leading to greater efficiencies in the finance department. It will also mean that during periods of prolonged absence by any staff member their responsibilities can be picked up and followed by another.</p> <p><b>Management comments 2015:</b></p> <p>Noted. This has been identified previously but not addressed</p>		<p>It is understood that management are looking into preparing a financial procedures manual, but as yet nothing has been produced.</p> <p><b>Our recommendation from the prior year therefore remains open.</b></p>	<p><b>HIGH PRIORITY</b></p> <p>RESP – TAC/SR /SM</p> <p>Work has commenced on compiling a process manual, based on examples from other Students Unions</p> <p>This is a substantial Project and the subject of a sub-plan.</p> <p>It is likely to be an on-going issue and we would expect to turn to 'orange' for the current year report.</p> <p>FC will monitor progress.</p>
<p><b>13. Shop stock</b></p> <p>As part of our stock work we reviewed a sample of items from the shop from floor to sheet and sheet to floor. As part of this testing we noted a few minor differences where stock received was coded as something else. For example, cans of Coca Cola were logged as diet coke. This was due to very busy periods at the time making it difficult to accurately scan the stock as it comes in.</p> <p>It is recommended that these areas are reviewed and controls are improved. If the system is not correctly used incorrect purchase orders will be made leading to overstocking of some products and shortages of others.</p> <p><b>Management comments 2015:</b></p> <p>Noted for action.</p>		<p>In our testing this year we again noted variances on the shop stock when testing quantities as at the audit date to the stock quantities reported on the system that day. From discussions with management it is clear that the staff are not confident with the perpetual system in place as various amendments had to be made at the year end to correct quantities per the stock reports to the actual quantities held.</p> <p><b>Our recommendation from the prior year therefore remains open.</b></p>	<p>RESP WS</p> <p>This comment has been passed to the Retail team to amend and review practices</p> <p>Auditors will be referred to retail team for review / update in November.</p>

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# paper

<b>Subject:</b>	<b>Estimates 2017-18</b>
<b>Produced by:</b>	Jim Dickinson, CEO
<b>To:</b>	Union Council & Trustee Board
<b>Date:</b>	20 <sup>th</sup> June 2017
<b>Action:</b>	To approve
<b>Purpose:</b>	Under the framework for finance and budgeting, the Union Council and Board annually agrees a set of "Estimates" that reflect spending priorities for the year ahead. The Board later agrees a set of "Detailed Internal Budgets" that reflect these priorities and that have involved detailed considerations from managers. This paper proposes a set of Estimates for the year ahead <b>and was approved at Union Council in May.</b>
<b>Paper:</b>	TB746
<b>Status:</b>	<b>Open</b>

## Introduction

Under the framework for finance and budgeting, the Union Council annually agrees a set of "Estimates" that reflect spending priorities for the year ahead. This becomes the financial policy document for the year ahead.

The Trustee Board then agrees a set of "Detailed Internal Budgets" that reflects priorities in the Estimates and that have involved detailed considerations from managers taken in the round with detailed outturn figures for the previous year.

The Charity Estimates have been constructed to reflect the internal departmental structure of the Union, which comprises core delivery areas: Advocacy & Representation; Activities & Opportunities; and underpinning Infrastructure. They do not include Unio or Retail which will officially move into the Charity vehicle in the coming year- this does not affect the budgeting process and will be reflected in the statutory accounts for 16-17.

The figures presented in this document- a summary of estimated income and expenditure- are a transparent and prudent analysis of the financial resources to be committed by the Union to meet its core priorities for the year ahead. Regular updates on progress against this budget will be presented to Union Council and the Trustee Board throughout the year.

Alongside this process numbers for the union's commercial activity have been prudently estimated. At this stage their **contribution** to the union in terms of estimated surplus is reflected and shown by outlet. For simplicity, these numbers exclude charges made by the Charity vehicle to the Trading Subsidiary for things like rent and service recharges all of which are reconciled and displayed appropriately when the statutory accounts are developed.

## The Estimates

The first page of numbers is the "Estimates" ie the policy being presented, with subsequent appendices explaining what is in each area. All figures are in £1,000s.

The main body of the Estimates details areas of income and expenditure and may be challenged by Union Councillors using the methods detailed below.

The Appendices provide the detailed cost heading analysis of income and expenditure, which support the headline figures reported. The cost headings (cost centres) are revised to reflect services and are presented in a standard format throughout this document. Most cost headings (or "centres") include these three sections:

- Staff/Officer Costs (ie Salaries, Tax and National Insurance)
- Student Staff Costs
- Activity Costs
- Income

This includes all restricted income in this area and explanations are given in the notes. The figures reflect employer's contribution of NI and Tax and allocation to the pension scheme. Pension take up is assumed to be full.

Trading Income reflects the contribution expected from each trading area.

### **How to Challenge the Estimates**

Members of Union Council may table a motion to refer back the Estimates in full (ie to reject the budget) or part of them.

A partial reference back will only be in order if it is composed of two parts:

- (i) The positive reference back of a specified expenditure heading within a budgetary head or heads, indicating that each specified heading should have the sum allocated to it increased by an amount specified for that heading;
- (ii) The negative reference back of a specific expenditure heading within a budgetary head or heads, indicating that each specified heading should have the sum allocated to it reduced by an amount specified for that heading; the total of the amounts specified in (i) being the same as the total of the amounts specified in (ii).

The Chair of the Trustee Board will reply in writing to all Members tabling motions of reference back of the Estimates or part of them, indicating the implications if such a reference back is passed by the Union Council.

Any motions to reference back the Estimates in part or full must be received by the Amendments Deadline for this meeting of Union Council.

Questions on the Estimates may be asked from the floor of Council. Priority on the asking of such questions will be given to Members which have tabled motions on reference back.

## Background to the Estimates 2017

### Union Financial Policy

- To consistently perform to budget, ending the annual cycle of producing year end deficits
- Ensuring the reserve is healthy and used for the benefit of students
- Reducing direct expenditure on infrastructure through careful procurement or partnership work
- Steadily improving investment in services, activities and campaigns for students

Over the past few years the Union has been reviewing and reshaping its financial model, responding belatedly to a downturn in alcohol sales by lobbying to increase in net terms the grant from the University and reducing "back office" costs in order to maximise the spend on charitable objectives.

Following the transfer of Sport support to the University last summer, the Union receives just over £400k in core grant funding from the University. We are now the UK's most "commercially leveraged" SU- in other words the bulk of the union's income comes in from trading activity, which has been in decline. The working assumption is that the near monopoly on retail and alcohol sales provides an "in kind" grant to the Union that enables it to deliver significantly higher trading surpluses than other unions to fund directly charitable activity.

Last year a revised financial model was agreed between the University and SU which has enabled the SU financial position to stabilise and some investment to go into core activity. The underpinning financial model assumes that the grant element is uplifted by (university) inflation which means that the remaining increase in costs has to be met from trading surpluses. There are two issues going forward:

- The SU has been working hard over the past three years to drive efficiency from the trading and charity operations (both internally and through University partnership work) but is unlikely to be able to find further efficiency savings of significance.
- Trading surpluses have also been growing through student number growth and resultant turnover increases, but the ability for the SU to grow its trading surpluses have hit a ceiling due to shop floor capacity and LCR size.

There are two medium term headline pressures that could threaten the existing financial model:

- The SU currently budgets to spend around £150k on capital each year. An exercise has been undertaken to determine whether this is an appropriate figure generally, and specifically in relation to lease length at the Waterfront- and we have resolved it should increase to at least £200k
- Pension deficit contributions into SUSS (the old SU Superannuation Pension Scheme) are to increase following revaluation results.

Therefore improved financial performance in 16-17 that is sustainable will be eaten away by the above dual pressures.

We have therefore stressed the following to the University:

- The SU accepts that the principal financial priority for the University is to be able to post increased cash surpluses in order to access borrowing to invest in the campus.
- However some of the additional revenue from fees should be spent on growing campus services to keep up with demand, both generally at UEA and specifically within the SU.
- It is crucial that the SU is able to maintain service levels by planning the way in which it will meet general inflationary pressures effectively.
- It is important that the future capital needs for the SU are understood and budgeted effectively.
- Where student number growth is creating pinch points on service delivery we should have an honest conversation about how these pressures might be met.

## Key Issues

### Social Enterprises Contribution

In response to poor performance against budget, in 15-16 we resolved to test whether the overall budget model was unrealistic or whether the performance was poor. The investigation suggested that the issue was performance and "bedding in" of new processes and that with discipline the outlets would perform to budget ratio- this has been borne out and we expect figures this year to beat budget.

In the future we take the view there is a potentially significant opportunity to reduce purchasing costs in wet sales; an opportunity to grow some catering volumes with additional outlets; and an opportunity to reduce costs and capital investment in ents whilst maintaining profitability with a revised partnership agreement.

This will allow us to hold general pricing for students (other than inflationary pressures) and allow expended value ranges across outlets.

Overall on balance we take the view that the above areas can take both salary increases within the FT and casual complement and it would be prudent to budget in these core trading areas at current 16-17 forecast.

In **Box Office** we will shift to a single ticketing platform for Live Music and there is a significant savings opportunity however this will be carefully phased and as much of our business is sold in advance it would be prudent not to assume any significant contribution in 17-18 at this stage.

### **Core Income**

**Block Grant:** We expect the University grant to increase by the University inflation level (2%)- although following the Sport transfer this is a much smaller proportion of overall charitable spend than in the past. There is also a risk of this being reduced as the University looks to implement efficiency savings.

**Core grant increases:** We have argued that to maintain service levels in core advice and societies support areas as student numbers grow that staffing levels should increase here. However if we are not successful we recognise that these areas may have to cope on existing FTE resource.

**Associate Membership:** We receive a contribution from INTO and Easton & Otley College for associate memberships and given falling enrolments we have assumed a reduction here.

### **Capital Expenditure**

As signalled above, whilst we have budgeted a £150k capital spend in the past we have resolved that this should increase to £200k pa.

### **Charity Expenditure**

#### **Salaries**

The base assumption is that we are not growing the staff team without additional funding. On career salaries we are tied to the University's wider pay settlement, and we are assuming pay inflation of 1.5%

#### **Insurance**

We are in the middle of a review in this area but we anticipate additional costs in this area.

#### **Pension Deficit Contributions**

This is the amount we pay in to the SU's historical pension scheme and increases next year given a recent valuation.

#### **Transfer to reserves**

Our revised reserves policy will suggest that over 5 years we should rebuild reserves by a total of £250k. This may not be consistent as will interplay with phasing of capital, but for Estimates purposes we assume a rate of £50k PA

#### **Student Leadership**

We anticipate additional costs of £15k arising from the Leadership Review implementation plan.

#### **Detailed Internal Budgets**

Following this meeting assuming that Council approves this set of Estimates as a policy, Detailed Internal Budgets are drawn up in the early summer that include:

- Final discussions with University over funding and services to be reflected.
- A line by line review with managers based in part on detailed review of performance at year end.
- Incorporating more accurate versions of key assumptions (ie utility costs).

## Estimates 2017-18

Details	Salary Costs	Activity Costs	Student Staff	Net
<b>1. Advocacy &amp; Representation</b>				
Student Support Unit	£117,038	£11,000	£8,748	£136,786
Policy & Campaigns Unit	£129,141	£36,100	£13,122	£178,363
Student Leadership Unit	£116,465	£78,500	£21,870	£216,835
Advocacy & Rpn O/H	£50,248	£1,000		£51,248
<b>2. Opportunities &amp; Activities</b>				
Societies & Student Media	£48,180	£67,500	£13,122	£128,802
Opportunities & Activities O/H	£99,653	£4,000		£103,653
<b>3. Infrastructure</b>				
Operations & Administration	£100,220	£40,000	£37,250	£177,470
Strategic Development Unit	£192,635	£65,000		£257,635
Union House & Equipment	£22,295	£183,450		£205,745
Finance Unit	£118,711	£47,870	£15,148	£181,729
<b>CHARITY SUBTOTAL</b>				
<b>4. Income</b>				
Basic Block Grant				-£1,168,184
Rent				742,000
Net Block Grant				-£426,184
Additional Pension Grant				-£42,862
Graduate Students Contrib				-£6,739
Easton College Associate				-£5,000
INTO Associate				-£23,000
Graduate Centre (Scholars)				-£3,000
Retail				-£320,745
Unio				-£144,607
Waterfront & LCR				-£495,687
Ents Overhead				£218,163
Bars				-£820,492
Pizza				-£23,010
Marketing & Bus Development				-£41,273
Lettings & Housing				-£2,500
Social Enterprise Overhead				£80,721
<b>INCOME SUBTOTAL</b>				
<b>5. Non-Cash Items</b>				
Rebuild Reserves				£50,000
Capital Expenditure				£200,000
Pension Deficit				£140,062
<b>GRAND TOTAL</b>				<b>£388</b>

## 1 | ADVOCACY & REPRESENTATION

In this section you will find costs relating to the union's advocacy function, including centrally run campaigns, full time officers and academic representation. A detailed explanation of what each area covers is given below each subsection. This area supports these functions:

### **We advocate on students' behalf, both individually and collectively.**

- **Evidence and research** from the **whole student body** a key part of the union's student voice activity
- More **support, training** and **development** for our student representatives
- Students **working with** academic and administrators to make **suggestions** and **solve problems**
- **Independent, flexible** student advice and advocacy service that **leads to policy change**

### 1.1 Advice and Housing Unit

<b>Advice and Housing Unit</b>	
Career Staff	£117,038
Student Staff	£8,748
Materials and Printing	£1,000
Nightline	£2,000
Peer Support Groups	£1,000
Subscriptions	£3,500
Volunteer Scheme	£1,000
Departmental	£1,500
Admin	£1,000
<b>TOTAL</b>	<b>£136,786</b>

This area includes the union's professionally staffed Advice Centre, which provides help and advice to students on all issues. It also houses staff support for the Welfare, Community and Diversity officer and the nee Welfare Sub Committee. In the year ahead the unit will continue out its volunteer programme in advice, roll out buddy support for new students, enhance its support to student groups and provide support to Nightline, the union's student listening service.

Note whilst this area includes housing advice, it does not include costs or income related to Home Run or Home Let which are operated through the trading budgets detailed on later pages.

### 1.2 Campaigns and Policy Unit

<b>Campaigns and Policy Unit</b>	
Career Staff	£129,141
Student Staff	£13,122
Student Reps System	£6,000
Research	£13,500
Representation	£10,000
Training and Materials	£5,000
Student Led Teaching Awards	£2,500
Faculty Convenor Income	-£2,400
Departmental	£1,500
<b>TOTAL</b>	<b>£178,363</b>

This area provides dedicated support to academic representation, ensuring that school, faculty and institutional representation delivers real change for students. It also houses support for the student officer committee and has a research and policy function, ensuring that the union's arguments for students are evidence and powerful.

In the year ahead a range of initiatives will come from this spend, including rep support, campaigns teams, and student led teaching awards. For faculty and school level representation we envisage substantial training and development.

### 1.3 Student Leadership Unit

<b>Student Leadership Unit</b>	
Salaries	£116,465
Student Staff	£21,870
Officer Training	£10,000
Democracy & Elections	£7,500
Campaigns	£10,000
Projects	£5,000
Liberation, Equality & Diversity	£5,000
NUS Affiliation	£16,000
Student Leadership Support	£15,000
Conferences	£10,000
<b>TOTAL</b>	<b>£216,835</b>

In this area you will find the costs related to the union's student leadership team, comprising the five full time officers and the wider student officer committee. It includes dedicated budgets for campaigns, elections, training and also include the annual affiliation fee to NUS. There is also a fund for automatic attendance at relevant conferences and events. There is also a budget to support the new student leadership structure. Note that costs relating to postgraduate campaigns have been moved to a single integrated PGSU budget within student opportunities.

## 2 | OPPORTUNITIES & ACTIVITIES

In this section you will find costs relating to the union's student opportunities function, including clubs, societies and student media. A detailed explanation of what each area covers is given below each subsection. This area supports these functions:

### We provide opportunities for students.

- **Every student** taking part in **extra curricular**, ensuring activities are **student led** and **high quality**.
- Support all student volunteers and staff to use their **experience** taking part in student opportunities to **benefit them in later life**
- An exemplar in relation to **safety** and **risk assessment** and facilities geared around the **needs of active members**
- Support for the **full breadth** of student diversity to take part in the most **diverse** set of activities possible, reducing barriers to involvement and **setting and meeting targets related to diversity**.

### 2.2 Societies, Student Media and Student Enterprise

<b>SOCIETIES &amp; STUDENT MEDIA</b>	
Career Staff	£48,180
Student Staff	£13,122
Societies Collective	£20,000
Give it a go	£8,000
Media Collective	£30,000
Postgraduate SU	£17,500
International SU	£5,000
Academic Societies Collective	£1,000
Enterprise	£2,500
<b>TOTAL</b>	<b>£128,802</b>

In this area there is direct support costs for the union's award winning societies, including development of events and participation strategies. There is also support for student media, accommodated in the union's student media centre.

### 2.3 Student Opportunities

<b>Student Opportunities</b>	
Career Staff	£99,653
Fairs	£3,000
Departmental	£1,000
<b>TOTAL</b>	<b>£103,653</b>

This area provides wider support and admin for student activities, opportunities and events. This includes projects on employability and enterprise.

### 3 | UNDERPINNING INFRASTRUCTURE

In this area underpinning services that make the union work are housed. This includes costs related to union house, admin, HR, IT and Finance. A large proportion of infrastructure work serves the commercial activity and so is recharged to the commercial companies in terms of rent or service charges.

In this area we seek to achieve:

- **Outstanding** student led governance
- High quality **management** and internal **processes**
- A strong **partnership** with University and others on infrastructure and culture
- Great stats- No.1 in the **National Student Survey** for **Question 23**, and **outstanding** grade for the **Students' Union Quality Mark**

#### 3.1 Marketing and Communications

In this area the communications team is housed, with full time and student staff running the union's websites and union communications, as well as delivering design work and publications. Note all costs and income from this area have now been moved to the trading budgets detailed on later pages, as the integrated Marketing and Business development function is run as a Social Enterprise.

#### 3.2 Operations and Administration

<b>Operations and Administration</b>	
Career Staff	£100,220
Student Staff	£37,250
Photocopier	£25,000
Data Storage	£2,500
Uniform	£1,000
Stationery	£3,500
Post and Franking	£1,500
Telephone	£5,000
Departmental	£1,500
<b>TOTAL</b>	<b>£177,470</b>

In this area we house all of the union's central admin costs- things like photocopying and telephones all get paid for from here, along with computing and post. We also operate the student reception and welcome team from here.

#### 3.3 Building & Equipment

<b>Building &amp; Equipment</b>	
Career Staff	£22,295
Electricity	£86,100
Water	£19,950
Heat	£29,400
Alarms	£1,000
Maintenance Contracts	£2,000
University Maintenance Contribution	£30,000
Project Brand New	£10,000
Premises	£5,000
<b>TOTAL</b>	<b>£205,745</b>

This area covers the costs of operating union house. A significant part of this in previous years was cleaning, which has now been moved to the University, allowing a significant saving to be deployed on other priorities.

### 3.4 Finance

<b>Finance</b>	
Career Staff	£118,711
Student Staff	£15,148
Bank Charges	£500
Software and Data Storage	£20,000
Audit	£7,500
Insurance	£16,370
NEST Pension	£2,000
Departmental	£1,500
<b>TOTAL</b>	<b>£181,729</b>

The union's Finance function helps the rest of the organisation run effectively. It handles invoicing, accounts and supports managers with data to help them make decisions and manage their operations.

### 3.5 Strategic Development

<b>Strategic Development Unit</b>	
Career Staff	£192,635
Staff Training	£15,000
Management Development / CIPD	£5,000
Group PHI and Life Assurance	£8,000
Legal and Professional	£5,000
Staff Welfare/Meetings	£4,000
Staff Incentive Scheme	£5,000
HR Support	£6,000
Recruitment	£12,500
Travel, Accommodation & Conference Fees	£2,500
Subscriptions	£500
Trustee Board	£1,500
<b>TOTAL</b>	<b>£257,635</b>

This area contains costs for the Chief Executive, Deputy Chief Executive, Governance & Democracy Coordinator and a host of crucial central costs relating to staff training and development and HR support. Staff training is courses for all staff attached to personal development plans. Management Development is specific training for the Heads of Department/Management Team. "Group PHI and Life Ass" is a an insurance policy that covers payments if staff are on long term sick and if they die in service. Legal covers ad hoc legal fees and HR Support is the cost of an external HR firm that delivers support.

## 4 | Social Enterprises

Graduate Centre (Scholars)	-£3,000
Retail	-£320,745
Unio	-£144,607
Waterfront & LCR	-£495,687
Ents Overhead	£218,163
Bars	-£820,492
Pizza	-£23,010
Marketing & Bus Development	-£41,273
Lettings & Housing	-£2,500
Social Enterprise Overhead	£80,721

“Social Enterprises” are what we call the Union’s trading operations. We call them this because we don’t just run them for profit- we have social purposes too:

### Our ambitions for Enterprise

- We will be run efficiently, to a high standard, and generate a healthy surplus that can be ploughed back into the union (making the link between surplus and service delivery for members much clearer)
- We will employ a high number of student staff who are paid well and gain valuable experience at all levels of our business
- We will be an exemplar in relation to safety, security, responsible retailing and ethical practices and purchasing
- In our programming and product ranges we will seek to meet the widest possible range of students’ needs, we will focus on minorities as well as majorities, and we will provide a platform for student talent to shine

The figures above have been prepared with the following core assumptions:

### Retail and Catering

- We will review our shop stock supplier to improve pricing for our members
- We will review our coffee supply to see if we can create a direct relationship with the growers
- There will be a higher number of students on campus so we anticipate larger queues (there will be a need try to find additional shop outlets on campus)
- We will explore opening a new catering outlet in the hive and replace the current bakery offer in the shop with an extended clothing range and more freezer space
- We will extend our Value range, cautious of the impact on Gross Profit
- We open the hatch until 2am most nights but may look at 24 hours opening due to demand
- Unio will open all year round due to demand for social space which has an impact on staff and sales ratios
- Shop opens all year round due to a large number of students on campus out of term which impacts on staff and sales ratios

### Bars/LCR

- We will consider adding a third core club night to the portfolio given increased student numbers
- Introduction of Barista Coffee to Bar Area - Potential Incremental Daytime Sales / Plus Food Growth.
- Potential to change alcohol supplier in January 18 will improve Gross Profit
- Any price increases beyond those for duty/student staff inflation will fall on general public not students

### Waterfront

- We will agree a new lease in the year ahead and will need to invest in capital for the duration of the lease.

**General**

- Student staff wages will increase and we will need a budget for training and development
- We will continue with "Net Promoter" score research from students twice yearly
- We will shift all ticket sales to the SU Website with potential savings
- Introduction of Late Night Levy 2018 - Strongly being discussed across the Industry at present.
- General Election - Outcome will influence people's disposable income?
- Easter - 2 Weeks Earlier 2018 (1st April) - Spring Pre Easter Semester Earlier



## **Special Resolution of the Company Law Members to amend the Articles of Association**

*To make amendments to the Articles as approved by a resolution of the Ordinary Members passed at the Union Council meeting of 2 February 2017 and as approved by the University of East Anglia, 20 February 2017.*

### **The Company Law Members resolve to:**

1. Delete Article 35: "The Officer Trustees (both Full-time and Part-time) shall be deemed to be "major union office holders" for the purposes of Section 22 of the Education Act"...and to renumber as appropriate.

2. Amend Article 68 from:

"Caucuses and Assemblies

68 Caucuses and Assemblies shall be autonomous bodies that are responsible for the formation, deliberation and determination of policy, except that caucuses and assemblies shall be subject to the powers of the Trustee Board under Article 56.

68.1 Caucuses and Assemblies may hold policies distinct from and contradictory to existing UUEAS policies.

68.2 Only those Individual Members that self-define as being a part of a liberation group or else are deemed to be part of a group represented by an assembly by their student status shall be entitled to participate in the governance, discussion or activities of the Caucus or Assembly.

68.3 Caucuses and Assemblies may be created and wound up by Union Council in accordance with the Bye Laws. The powers, composition and procedures of the Assemblies shall be further defined in these Bye-Laws.

68.4 A resolution may be referred by Union Council to an Assembly or Caucus by way of a procedural motion."

...to

"Liberation Societies

Liberation Societies shall be statutory autonomous societies that are responsible for securing the interests of the students that self-define into the relevant group.

They will coordinate activities and events relevant to that agenda.

They will be responsible for the formation, deliberation and determination of policy, except that they shall be subject to the powers of the Trustee Board under Article 56.

They may hold policies distinct from and contradictory to existing Union policies, any policy will be presented to the Union Council for adoption.

They may develop a leadership structure and office holders appropriate to that society.

Only those Individual Members that self-define as being a part of a liberation group shall be entitled to participate in the governance, discussion or activities of the group.

Liberation societies may include constituent societies representing a particular group of students and may also recognise associate societies whose agenda links closely to that group.

The Liberation societies will be:

- Women
- LGBT+
- Disabled Students
- Black Students (BAME)

#### Assemblies

Assemblies shall be autonomous bodies that are responsible for securing the interests of the students of that group.

They will coordinate activities and events relevant to that agenda.

They will be responsible for the formation, deliberation and determination of policy, except that assemblies shall be subject to the powers of the Trustee Board under Article 56.

Assemblies may hold policies distinct from and contradictory to existing Union policies.

Only those Individual Members that are deemed to be part of a the group by their student status shall be entitled to participate in the governance, discussion or activities of the Assembly.

Assemblies may include constituent societies representing a particular group of students and may also recognise associate societies whose agenda links closely to that group.

They may develop a leadership structure and office holders appropriate to that assembly.

The Assemblies will be:

Mature Students

International Students

Postgraduate Students"

...and renumber as appropriate.

3. 10. Amend Article 91.5 from: "Caucuses and Assemblies" to "Liberation Societies and Assemblies".

*Passed by the Company Law Members meeting on 20 June 2017.*

Anthony Moore

Clerk to the UEASU Trustee Board

# paper

<b>Subject:</b>	Pension Contributions 2017-19
<b>Produced by:</b>	Tim Cave, Head of Finance
<b>To:</b>	Board
<b>Date:</b>	8 June 2016
<b>Action:</b>	For discussion
<b>Paper:</b>	TB748
<b>Status:</b>	<b>Open</b>

## Background

In 2014, the Union opted to prepay three years contributions to the SUSS pension scheme, taking advantage of a discount offered by the Scheme Trustees to reduce overall cash payments.

Contributions are due to recommence from October 2017 and there is again an opportunity to prepay.

## How it works

The scheme trustees are keen to receive cash into the fund so that they are able to take full advantage of investment performance over the three year period. They therefore discount the up-front payment by the expected investment return, making that a 'guaranteed risk free return' for the SU.

Unfortunately the expected investment returns assumed in the latest valuation are significantly lower than three years ago and the level of discount is therefore lower.

	2017	2014
Schedule payments		
Year 1	155,208	117,312
Year 2	162,968	123,180
Year 3	<u>171,117</u>	<u>129,336</u>
	489,293	369,828
Discounted lump sum	471,392	337,468
Discount	17,901	32,360
Discount %	3.7%	8.8%

## Impact on Reserves position

The mechanics of the calculation of free reserves means that the prepayment would have an adverse impact as cash held against long term (i.e > 1 year) pensions liabilities is available to meet the requirement of free reserves.

At July 2016, none of the pension liability fell due within 1 year, a situation which is unravelling as we move closer to the October payment date. The table below shows the impact on reserves

		As per Annual Report	adjust pension < 1 year	Pay disounted lump sum
Reserves impact				
Fixed Assets		7,142	7,142	7,142
Net Current assets		(894)	(1,049)	(894)
Cash		1,225	1,225	754
Long term Pension		(2,122)	(1,967)	(1,651)
Net Assets		5,351	5,351	5,351
Reserves				
Unrestricted		(373)	(373)	(373)
Restricted		5530	5530	5530
Clubs & Socs		194	194	194
Reserves		5,351	5,351	5,351
Free Reserves calculation				
Unrestricted Reserves		(373)	(373)	(373)
add back Long term pension liabilities		2,122	1,967	1,651
Less NBV of Fixed Assets		(7,142)	(7,142)	(7,142)
excluding assets from restricted reserves		5,530	5,530	5,530
		137	(18)	(334)

## Conclusion

A modest discounted lump sum payment would save the Union £17,901 in cash over a three year period, locking in a crude annual return of c. 1.2%.

The Union has a responsibility to meet reserves targets which would be adversely impacted in the short-term.

The Board should consider the potential for achieving a better return and avoiding the reserve impact should the investment environment change over the next three years (a period which is likely to see greater uncertainty i.r.o. Brexit etc).

## uea|su Lead Change: UEA Votes 2017

### Background

Each year the Students' Union holds an election for 5 full time sabbatical positions (up until 2015, 4 positions), and 14 part time, volunteer positions. Typically these take place in semester 2, before the Easter break.

### Timeline and process

This year, the election period started with nominations opening from Friday 24 February and closing on Thursday 9 March. All nominations were received online nominations via the uea|su website. A system for recommending a friend was also available online.

Training workshops were provided for all members who had nominated themselves took place on Friday 10 March. This was clearly communicated with candidates in their pack and confirmation of nomination. The deadline for manifesto submission was Sunday 12 March, 12 noon.

Campaigning opened on Monday 13 March, followed by voting opening the following day at 10am and remained open for 7 days. With the Easter break being much earlier this year the campaigning and voting period was much earlier than in previous years.

### Statistical comparison to previous years

The below table gives some key information and how that compares to the previous two years.

Item	2014/15	2015/16	2016/17
Voter turnout	2653 (13%)	3404 (20%)	3669 (21%)
Number of candidates	40	54	51
Number of FT candidates	17	19	24
Number of non-men candidates	14	23	30
Number of rerunning sabbatical candidates	4/5	1/5	1/5

The 2017 election saw the highest turnout ever, despite having fewer candidates than last year. 4 out of 5 of our elected full-time officers are self-defining women, as well as a greater percentage of non-men candidates across the positions. We also witnessed more postgraduate students voting this year than 2015 and 2016; 388 PGT and PGR students in total voted, which equates to 10% of that student group.

### List of complaints made

The below lists the complaints made during the election period.

Date	Basis	Evidence	Referred to the RO?	Outcome	Sanction	Appeal?
14/03/2017	Facebook post of endorsement from a student to CB stated that they were a member of a particular society which was not factually correct.	Email from complainant and screen shot	No	DRO met with candidate, reiterated rules regarding endorsements and asked for the post deleted – this was actioned by candidate.	None	N/A
14/03/2017	Complaint that candidates were using stickers in their campaign material and as such breach university rules.	Email	No	All candidates were advised that they need to seek permission of the university when and how they place material on UEA campus. Exception given within the square, the street and union house. Candidates were reminded that they will be held individually responsible by UEA should their campaign material be deemed to have been 'littered' or damaged property on campus even if dropped by another student. However, the Union is not in a position to enforce UEA rules and regulations.	None	N/A
15/03/2017	Complaint regarding candidate RK posting an offensive Facebook post.	Screen shot of Facebook post	No	No breach of election rules. Post was made prior to the election period and outside of the Union's control.	None	N/A
15/03/2017	Complaint that JW had access to union councillors emails which	Email	No	All councillors email addresses are in the public domain on the uea su website.	None	N/A

	other candidates did not.					
17/03/2017	MC had access to PG student's email addresses which were not available to all candidates.	Email	No	Email addresses that were used were uea.ac.uk and available for all candidates to search for through Outlook. No election rule breach	None	N/A
21/03/2017	AS-C had access to student accommodation without the permission of occupants.	Photo of candidate's election material on floor in flat.	Yes	Independent statement corroborating that AS-C was invited in to the accommodation. No election rule breached.	None	N/A
20/03/2017	Complaint regarding candidates embellishing their manifestos with false claims of campaign involvement or experience. When these were addressed by other candidates or students via social media counter complaints received suggesting negative campaigning.	Screen shots of Facebook posts	No	No breach of election rule. There is no mechanism in the election rules to stop a candidate for making false claims in their manifestos. DRO had a meeting with the candidates involved explaining the above and gave verbal warning for social media engagement of this kind should stop as it would only damage their own campaigns.	None	N/A

## Future Developments and Suggestions

The below are presented from the Deputy Returning Officer, Assistant Director of Student Advocacy, Head of Student Opportunities and Head of Marketing and Business Development for discussion and potential inclusion in future elections held at uea|su.

### Regulations – update for social media

#### Issue

Most of the issues and queries that arose were around social media or digital presence. This including about what was acceptable practice, behaviour and conduct and access to mailing lists.

**Recommendation:** to update communications, especially for candidates, taken from the guidance received from RO during this elections period

As part of the working group's agenda, they will look at best practice, further guidance and training opportunities for candidates in advance of each elections period so that they are available at the appropriate times.

### Lead Change programme

#### Issue

This year we introduced workshops targeting different demographics in February to inform and inspire a more diverse range of candidates; there were: BME students Lead Change; Postgraduate students Lead Change; Women Lead Change; Students with disabilities Lead Change; LGBT+ Students Lead Change; HSC students Lead Change and International students Lead Change. These were in addition to more general workshops: Students Lead Change and Leading Change at uea|su: How to. These talked about all student leadership opportunities but timed to raise awareness of the UEA:Votes elections. These were poorly attending due to the lack of timing to promote but feedback has been very positive.

**Recommendation:** to continue to support the development and work of the Lead Change programme

The limited timeframe between the start of term and the start of elections, due to awaiting for the outcomes of the Student Leadership Review. These will continue to run throughout the academic year as part of the wider Lead Change programme, hopefully engaging students throughout the year and, where appropriate, will signpost towards each of the election periods.

### Data sharing and self-identification

#### Issue

As we currently do not receive the relevant data from the University, we had to ask all candidates and voters to complete a self-definition survey on our website in order to participate in relevant elections. We assessed the risks to our overall numbers and managed this through an interactive website interface, the

candidates' briefing and training, email and social media communications and at relevant SU meetings.

**Recommendation:** to continue discussions around data sharing

This did not hinder the overall number of voters due to the above efforts but also the incentives offered throughout the election period. We will continue to collect this data from students as we look at engagement more widely. but discussions around the types of data that UEA are able to share with us will remove some of these barriers for students, as well as improve other services which affect engagement, retention and the student experience (such as BuddySU).

## **Communication and operations**

### **Issue**

Following the recommendations of the previous year, there have been more involvement from other members, although for a multi-faceted project it would benefit from a larger support team. This was hindered by the tight timeframe in awaiting the conclusions from Student Leadership Review and incorporating all of the elections under one brand and system.

**Recommendation:** to organise a working group who meets regularly

There will be an elections project group which will discuss the operations, the regulations, the communications plan, the count, the announcements and the support (which includes relevant Lead Change workshops). It will report to relevant uea|su committees.

## Appendix 1: Returning Officers Report

<b>Name:</b> Ben Whittaker <b>Title:</b> Deputy Chief Executive, University of West London Students' Union	<b>Students' Union:</b> UEA Students' Union
Email address: <a href="mailto:ben.whittaker@uwl.ac.uk">ben.whittaker@uwl.ac.uk</a> Phone number: 07745 568782	Key Students' Union contact: Mike Hill
<b>ELECTION DETAILS (TO BE COMPLETED BY THE STUDENTS' UNION)</b>	
<p><i>Date of elections:</i> Monday 13 – Tuesday 21 March 2017</p> <p><i>Method of election (online voting/paper ballot etc):</i> online only</p> <p><i>Number of members of the Students' Union:</i> 17,868</p> <p><i>Number of candidates (in total) standing for positions this year:</i> 51</p> <p><i>Total number of students that voted this year:</i> 3669</p> <p><i>Election turnout as percentage of membership:</i> 21%</p> <p><i>Number of candidates (in total) standing for positions last year:</i> 54</p> <p><i>Total number of students that voted last year:</i> 3404</p> <p><i>Election turnout difference between this year and last year (%):</i> +1%</p>	
<b>COMPLAINTS</b>	
<p>Number of formal complaints submitted to the Returning Officer: One</p> <p>Number of complaints upheld: None</p> <p>Number of official warnings issued: None</p> <p>Number of candidates disqualified or removed from the election: None</p>	
<b>CONFIRMATION OF FAIR ELECTION</b>	
<p>I hereby declare that this election was run in a fair and democratic manner which satisfies the stipulations as laid out within the 1994 Education Act.</p>	
<b>RETURNING OFFICER'S SIGNATURE</b>	

# report

<b>Subject:</b>	<b>Strategic Framework</b>
Produced by:	Jim Dickinson, Chief Executive
To:	Trustee Board
Date:	28 <sup>th</sup> June 2017
Action:	To approve
Status:	<b>Open</b>
Paper:	TB750
Purpose:	We annually revise and agree an overall strategic framework, describing the process and cycle of strategy and planning.

## Introduction

In order to effectively differentiate between the responsibilities of the Board and the Student Officer Committee, we previously agreed an overall framework as follows:

- A number of **Strategic Themes** linked directly to the mission reported to the Board. These include the areas of direct delivery to students inside the Charity.
- A number of **Enabling Strategies** that support delivery of the mission. At different board meetings- or at sub committees as appropriate, each of the **Enabling Strategies** is reviewed in detail with an opportunity for input and questions from members.
- Together these form the **UEASU Strategy**, including broad goals spanning three years and a **detailed operating plan** for the year ahead. These get approved in September following meetings in the Spring to steer the content.
- On an annual basis **Key Performance Indicators** are developed that are monitored at each meeting, with a mixture of financial and wider performance data.
- At different board meetings- or at sub committees as appropriate, each of the **enabling strategies** is reviewed in detail with an opportunity for input and questions from members. This will then be taken into account in the development of a detailed plan on each of those areas presented to the next meeting.

I am **proposing** that we again **retain** this basic structure for the year ahead, save that we have reviewed the level of oversight and scrutiny on commercial matters now that we are out of "recovery" mode.

I am **proposing** that a separate (and more detailed) **Social Enterprise Strategy** is developed- "owned" by the Development and Oversight Boards, with a scrutiny lead appointed from the External Trustees (developing out of work on Pricing and VMS) and reporting back to this Board that will include commercial and social goals.

As discussed in March I am also **recommending** that the volume of KPIs reported to each Board be reduced so that there is clearer focus on key issues.

In previous years we have developed a draft of the strategy for June board. This year we have held off pending input from the Board at the start of this meeting and external factors (ie general election). The intent is therefore that we will circulate drafts to the Board for comment in July and seek final **approval** in September.

## Review

The following programme of research and opinion gathering will be used to support the boards/committees to review the basic structure:

- A large annual survey with a target of over 3000 responses
- Material gathered from programme of "Quality Conversations"
- Gathering, analysis, and synthesizing of online and social media feedback
- Collation of point of service feedback across our service offers
- An exercise in understanding collating and responding to pledges in student officer manifestos- winners and losers
- A summary review of live Union Policy
- NPS survey data from outlets

## **Addendum: Mission Positioning Statement**

Minor changes are proposed in **red**

### **What we are**

#### **We're the heart of student life at UEA**

- We're right in the middle of campus
- We're full of life, energy, passion and emotion
- We love UEA (it's wonderful), but we want UEA to be better

#### **We're an autonomous, integral part of UEA**

- University = Head. Union = Heart
- University = Traditional. Union = Radical
- University = Formal. Union = Informal

#### **Our Purpose (The Big Idea That Shapes Us)**

*"The big idea that shapes us" is why we are here. It's why we're on the planet. It's what's different about us, distilled down into one short sentence or phrase that's easy to understand and remember. It's our one-line pitch.*

We're about students- transforming

- We are students learning and developing through opportunities to do things
- We are Union, run by students, and we change every year as students change
- We are students changing our course, our community and our world

### **What we are**

- We're a charity- any money we make is spent on students
- We're a mutual co-operative- we're run by students for students
- We're an independent part of the university- always on students' side

### **What we do**

#### **Advocacy: "We've got your back"**

- We represent and campaign to give students power over their education
- We help students to help other students
- We sort (and prevent) students' problems with help, advice and support

#### **Opportunities: "Beyond your degree"**

- The best range of student sports and societies in the UK, no argument
- Opportunities to learn skills, make friends and become more employable
- Student employment that's fun, well paid and transformative

#### **Enterprise: "We own this"**

- Student bars, cafes and lounges- where everybody knows your name
- Housing for students- the most student focussed in Norwich
- A student run shop- things you want, prices you need

### **Live!**

- Safe, great value nights out with friends for life
- The best, most diverse SU live music programme in the UK
- Support for student run events where you and your mates shine

### **Our Ambitions**

#### **Opportunities**

- We want **every student** in the University to take part in extra curricular opportunities, ensuring activities are **student led and high quality**.
- We will **support all student volunteers and staff** to use their experience taking part in student opportunities to benefit them in later life.
- We will be an **exemplar** in relation to activities safety and risk assessment and our facilities are **geared around the needs** of our active members.
- We will support the **full breadth** of student diversity to take part in the **most diverse** set of activities possible, reducing barriers to involvement and setting and meeting targets related to diversity.

## **Enterprise**

- We will be **run efficiently**, to a **high standard**, and generate a **healthy surplus** that can be ploughed back into the union (making the link between surplus and service delivery for members much clearer)
- We will employ a **high number** of student staff who are **paid well** and gain **valuable experience** at all levels of our business.
- We will be an **exemplar** in relation to **safety, security, responsible retailing** and **ethical practices** and **purchasing**.
- In our **programming and product ranges** we will seek to meet the **widest possible range of students' needs**, we will focus on minorities as well as majorities, and we will provide a platform for student talent to shine.

## **Advocacy**

- We will provide unrivalled **support, training** and **development** for student representatives and activists to change their course, their community and their world.
- We will use **evidence** and **research** from the **whole student body** to **promote, defend and extend the rights of students**.
- In the University, students will **work with** academics and administrators to develop **proposals** and **solve problems**.
- We will provide an **independent, flexible** student advice and advocacy service that **leads to policy change**.

## **Organisation**

- We will operate **outstanding** student led governance, with students making decisions at all levels
- We will have high quality **management, communications** and internal **processes** with a **strong financial base**
- We will have a strong, **assertive partnership** with University and others on infrastructure and culture
- We will have great stats- We will be No.1 in the **National Student Survey for Students' Union Satisfaction**, and we'll have an **outstanding** grade in the **Students' Union Quality Mark**

### **Addendum: Steering, Rowing or Poking**

There are a series of contemporary debates about not for profit Governance that focus on the role of the Board and their discussions. In my own research on this area I identified three types of discussion that Boards were having about strategic issues such as HR or Finance:

#### **Rowing**

This involves managers giving little responsibility over strategy and poor information, leaving the Board as a direct management committee, handling day to day issues. This is a feature of early meetings of the Board and we have attempted to move away from this sharply in the past year.

#### **Poking**

This involves (senior) managers producing all papers and strategies and presenting them as the finished article for scrutiny. This is the culture in the majority of NFP boards but does not allow members to meaningfully influence the content and can lead to a defensive/adversarial relationship between managers and board members. This is arguably the format we are currently using.

#### **Steering**

This involves both managers and board members influencing the planning of discussions such that a meeting will receive evidence/thoughts/review on an issue with some steering questions; the results of the discussion are then formed into proposals/actions in a paper at the next meeting that is usually approved quickly. This allows genuine steering of strategies of items by members, but does require real planning and discipline. This is where I would recommend we seek to move to on the key strategic issues.

As a result the cycle of business assumes that at each meeting, there will be 1-2 discussions on issues that **feed into** strategies for approval at a **future** meeting.

## Annual Cycle

Note all key committees meet as a minimum on the quarterly pattern

Q1 October – December

### **FIRST TERM**

- Review Freshers performance
- Management Team Residential
- Data Gathering/Horizon Analysis
- All staff meeting Xmas

Q2 January – March

### **SECOND TERM PRE EASTER**

- Develop Forecast
- Develop Estimates
- Strategy Consultation
- NPS
- SMT Residential

Q3 April – June

### **SECOND TERM POST EASTER plus EXAMS**

- Develop DIB
- Capital Planning

Q4 July – September

### **SUMMER PERIOD**

- Year end prep
- Finalise strategy revision

## **Quarterly**

Trustee Board & Sub Committees

Appraisals

Management Full Days

Management Accounts

Operational Plan and KPI review

## **Weekly**

MML

Management Committee

## **Monthly**

Management Accounts

SMT

# minutes

Subject:	Appointments and HR Committee of the UUEAS Board of Trustees Minutes
Date:	21 <sup>st</sup> February 2017
Paper:	AHRSC 11
Author:	Chloe Alexander
Purpose:	Record of decision making
Status:	<b>Open</b>

**Present:** Jemma Bailey (JB, Union Council rep)

**Chair:** Amy Rust (AR) (FTO Trustee).

**In attendance:** Toby Cunningham (TC, Deputy Chief Executive), Chloe Alexander (CA, Head of Operations) (Clerk to the Board).

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**Actions/decisions:**

- Wellbeing strategy now approved by committee. Strategy will be converted into an action plan and RAG rated by CA/TC ahead of next meeting in May.
  - Action from last meeting "Recommend that the June Board agree the KPIs on which the next year's bonus would be based. Appraisal report to be sent to the Committee to inform its recommendation to the September Board AR/TC" rolled forward to May meeting.
  - Chair to reissue paper on Chief Executive KPIs to committee members for approval via email as it is time sensitive. Chair will then meet with TC to discuss logistics
  - TC/AR to contact Roscoe Hastings to consult on Caroline Tutty tenure
  - Members agreed the process for External Trustee recruitment.
  - TC to ask TM to find the original skills matrix for trustee board and send to chair and ensure it features on main trustee board cycle once a year.
- 

## 054 Statements from the Chair

Meeting wasn't quorate but chair decided to proceed, deferring any major decision making to a later meeting

## 055 Declarations of Interest

None

## 056 Notes of the meeting of 2 November 2016

Minutes approved

## 057 Matters Arising

Chair ran through the action points from the last meeting:

- 1 – completed by TC
- 2 – completed by Sue Buck with TC and CA and manifests itself in the new opening to the strategy. TC asked committee whether we can now proceed with wellbeing strategy. Members agreed that TC can proceed. CA/TC to work on AP from strategy and RAG rate for next meeting.
3. done
4. n/a

5. rolled forward by chair to be reported on in May meeting
6. deferred to later in this meeting
7. deferred to later in this meeting
8. deferred to later in this meeting

### **058 Health and Wellbeing at Work Review**

Discussed as part of action above.

### **059 Chief Executive KPI Setting Process**

Chair to reissue paper to committee members for approval via email as it is time sensitive. Chair will then meet with TC to discuss logistics

### **060 Update on External Trustee**

TC circulated update around Caroline Tutty as her tenure as external trustee is up. Committee can extend her term or look to recruit someone else.

Chair asked if Roscoe Hastings can be consulted as he has been on the board with her for longer than members of this committee TC/AR to action ahead of next full board.

### **061 External Trustee Skills Matrix**

TC circulated the process of external trustee recruitment to members and talked through the process.

Chair sought clarification around selection panel make up. TC advised that it might be best for chair of this committee to recommend panel make up to main board.

Members agreed the process

TC to ask TM to find the original skills matrix for trustee board and send to chair and ensure it features on main trustee board cycle once a year.

### **062 Staff Diversity and Recruitment Policy**

TC provided a verbal update, including difficulties around getting policy passed by JCNC.

TC also updated the committee on the membership of the Trade Union and changes that may be ahead following consultation with all Union Career staff.

AR asked whether the lack of a JCNC meeting would delay implementation of policy. TC advised that unless it had a real impact on terms and conditions of staff we could impose anyway and where an impact on T&Cs was felt by staff we would back date anything necessary.

### **063 Any other Business**

None.

### **064 Time, date and place of the next meeting**

Set as 17<sup>th</sup> May at 10am in room 1 Union House.



## Employee Engagement Survey 2017 (Career Staff)

Agenda Consulting



## Introduction

### This Report

This report presents the results from the UEA Students' Union Employee Engagement Survey 2017 for Permanent + Member of non-student staff.

### Response rate

55 people responded to the survey out of a possible total of MULTIPLE SET, a response rate of NaN%.

### Results

The report uses 3 key measures:

- **Positive** percentage (%) figures: are calculated as % Strongly Agree + % Agree for positively phrased questions and % Strongly Disagree + % Disagree for negatively phrased questions
- **Neutral** percentage (%) figures: are calculated as % Neither Agree nor Disagree
- **Negative** percentage (%) figures: are calculated as % Strongly Disagree + % Disagree for positively phrased questions and % Strongly Agree + % Agree for negatively phrased questions

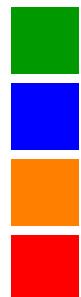
Results are presented as whole numbers for ease of reading. Therefore in some instances, results may not total 100%.

### Anonymity

It is Agenda Consulting's practice not to allow the reporting on groups of fewer than 5 people to preserve anonymity. However, their data will still contribute to the scores for the organisation overall.

### Traffic Light Scoring

Scores for the 2017 survey results are given a traffic light rating, based on the following.



70% or more of respondents Positive and less than 20% of respondents Negative

Between 50 - 70% of respondents Positive and less than 20% Negative

Less than 50% of respondents Positive or 20% - 30% of respondents Negative

30% or more of respondents Negative

## Benchmarking

Three benchmark comparisons are provided in this report

1. Students' Union (SU) Peer Group Benchmark median - The median score amongst your chosen SU benchmark peers
2. Students' Union (SU) Whole Sample Benchmark median - The median score amongst all participating SUs
3. Third Sector Benchmark median - The median score amongst the Third Sector organisations

The peer group figures are based on data collected from your chosen SU peer group:

- Birmingham Guild
- Bristol
- Hull
- Kings College London
- Keele
- Lincoln
- Manchester
- Nottingham
- Royal Holloway
- Warwick

The Students' Union Whole Sample Benchmark median figures are based on data collected from the 33 SUs which participated in the survey this year:

- |                    |                          |                  |
|--------------------|--------------------------|------------------|
| • Anglia Ruskin    | • KCLU                   | • Oxford         |
| • Aston            | • Keele                  | • Oxford Brookes |
| • Bedfordshire     | • Kingston               | • Plymouth       |
| • Birmingham City  | • Leeds Beckett          | • Royal Holloway |
| • Birmingham Guild | • Lincoln                | • Stirling       |
| • Bristol          | • Liverpool John Moore's | • UCLAN          |
| • Bucks            | • Manchester             | • UEA            |
| • Goldsmiths       | • Manchester Met         | • West London    |
| • Greenwich        | • Northumbria            | • Warwick        |
| • Huddersfield     | • Nottingham             | • Westminster    |
| • Hull             | • Nottingham Trent       | • York St John   |

The Third Sector Benchmark median figures are based on data collected within the last 2 years from the following 67 organisations:

Abbeyfield, Advertising Standards Authority, Alzheimer's Society, Amnesty International, Association of Commonwealth Universities, Battersea Dogs and Cats Home, Birmingham St Mary's Hospice, Blind Veterans, British Heart Foundation, Certitude, CHS Alliance, The Children's Society, CIP, Conciliation Resources, Croftlands, Diabetes UK, Four Seasons Health Care, Handicap International UK, HelpAge International, Hospice UK, IFAD, International Federation of Red Cross, IIED, Islamic Relief, IWMI, Jewish Care, MacIntyre, Marie Curie, Mary Hare School, Masonic Charitable Foundation, Mayflower Theatre Trust, Médecins Sans Frontières, Milestones Trust, Mission East, MS Society, National Autistic Society, National Union of Students, Norwegian Refugee Council, NCVO, NDCS, ODI, Oxfam, OPM, Paradigm Housing, Plan International, Practical Action, Prostate Cancer UK, RAPt, Rethink Mental Illness, Richmond Fellowship, Royal Masonic Benevolent Institution, Royal Star and Garter, Royal Voluntary Service, RSPCA, Save the Children International, Sense, Sightsavers, St Monica Trust, StepChange Debt Charity, UCEM, UnLtd, UNFPA, UN Women, WaterAid, World Fish, Young Epilepsy and ZSL.

## Employee Engagement

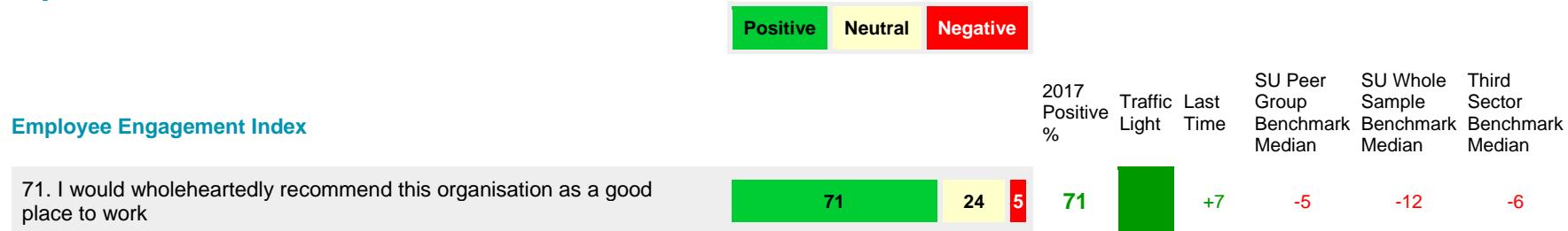
Employee engagement is when the organisation values the employee and when the employee values the organisation.

The key ideas are:

- Engagement is discretionary - it is something that the person can decide whether or not to offer the organisation.
- Research from Engage for Success shows that there are strong relationships between engagement and a number of business outcomes, including: absence, turnover, safety, customer satisfaction, productivity, profitability

The question below was chosen to create an employee engagement index.

### Key



## Highlights and Lowlights

This section shows the five highest scoring questions (Highlights) and the five lowest scoring questions (Lowlights) based on the 2017 Positive %.

### Key



## Highest and Lowest Relative to Last Time

### Key



Difference of +5 or more  
Difference of -5 or more

Difference to

2017 Positive %  
Traffic Light  
Last Time

### Highest relative to last time



### Lowest relative to last time



## Highest and Lowest Relative to the SU Whole Sample Benchmark Median

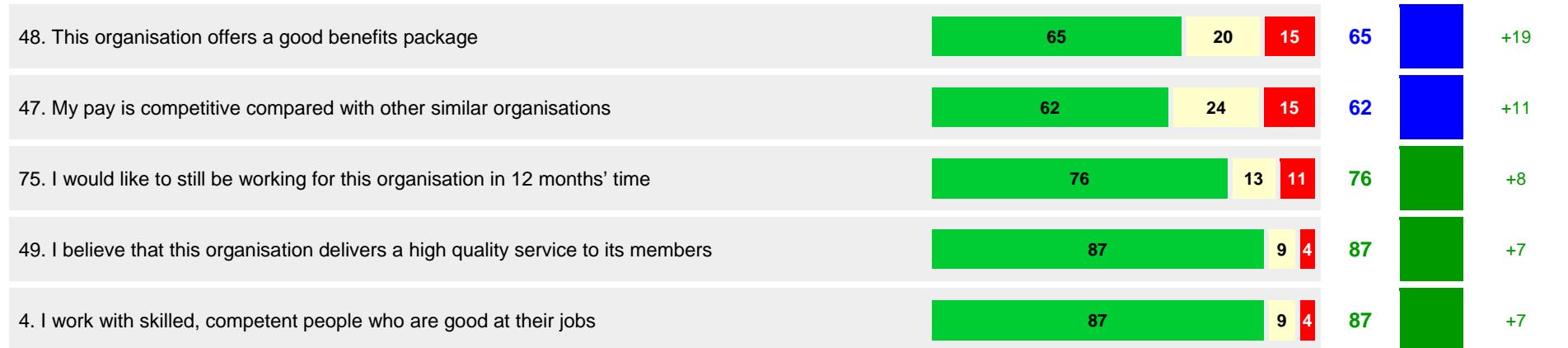
### Key



Difference of +5 or more  
Difference of -5 or more

Difference to  
2017 Positive %  
Traffic Light  
SU Whole Sample Benchmark Median

### Highest Relative to SU Whole Sample Benchmark Median



### Lowest Relative to SU Whole Sample Benchmark Median



# HR Consultancy Report:

## University of East Anglia Students' Union

National Union of Students  
HR Support Unit

June 2017

# UNIVERSITY OF EAST ANGLIA STUDENTS' UNION

## HR CONSULTANCY REPORT

### 1. Introduction and Terms of Reference

NUS' HR Support Unit was asked by Theo Antoniou-Phillips, Undergraduate Education Officer and Chair of the Trustee Board, to provide some consultancy support around HR provision at University of East Anglia students' union (UEA SU).

It has been a strategic decision since 2014 that UEA SU don't have a formal HR department. The preferred arrangement has been a series of processes and frameworks that allow managers to manage their staff. In this, strategic and operational HR support is given by the Deputy CEO and the Head of Operations, supported by an Operations & HR Administrator, a Payroll Administrator and external parties, notably a local HR consultant.

The reason for the work is that the Board would like to understand what the options are for HR provision over the next few years and how it could best be delivered. The question has been prompted in particular because the Head of Operations, who has responsibility for day-to-day HR, will be on maternity leave from summer 2017.

During her absence, arrangements have been made for the current part-time Operations & HR Administrator to act-up as HR Coordinator on a full-time basis. The Information & Welcome Team Coordinator will act as Operations Manager, line managing both the HR Coordinator and the Payroll Administrator. The external HR consultant will be available for support and will be on-site one day a fortnight.

The agreed consultancy work consists of the following activities:

- Time on-site at UEA SU to talk to key stakeholders and to review current HR provision including policies and processes and how well prepared staff are to carry them out
- A review of your HR strategy
- Feedback on the solution proposed by management on the way forward notably during the time the Head of Operations is away
- Preparation, by Friday June 9<sup>th</sup>, of a report with the findings and recommendations on how to go forward.

### 2. Review and Consultations

The review process consisted of a series of on-site meetings and review of a range of documents and other information.

Meetings were held with:

- Jim Dickinson, CEO
- Toby Cunningham, Deputy CEO
- Rob Drury, HR Administrator
- Chloe Alexander, Head of Operations, and Sue Buck, External HR Consultant
- Student Officer Team
- The Management Group (Heads of Departments and line managers)
- A small group of staff (non-managers)
- Theo Antoniou-Phillips, Undergraduate Education Officer, and Amy Rust, Campaigns and Democracy Officer
- Wrap-up meeting with Chloe Alexander and Rob Drury.

The following information was provided and reviewed:

- Annual report and student transformation strategy 2016
- Our people: 2017-2018 steering conversation (PowerPoint slides)
- Self-assessment of Quality Students' Unions (section 5 – People)
- Copy of CEO's objectives and notes from mid-year appraisal
- HR Action Plan
- Set of 34 HR policies which have been updated recently and are ready for review and approval via JCNC
- Last year's absence and turnover figures
- 2017 Employee Engagement Survey results report.

### 3. Findings from the Consultations and Review

#### 3.1 General Perceptions

I have the impression of a vibrant and positive workplace. Staff seem very engaged, they were open, friendly and approachable (towards me and apparently to one another) and it felt like a good place to work. I would particularly acknowledge how open, honest, helpful and committed the HR team were in supporting me during my work at the students' union.

The staff survey results are generally positive and have improved again after a dip in 2016. There is a good level of employee engagement, which is just a little behind the students' union benchmark but similar to the third sector benchmark. Student staff are more engaged than career staff (87% vs 70%), but this is a typical pattern across the majority of students' unions. There were concerns indicated in the survey around wellbeing and stress, and work is ongoing to better understand and address this.

There has been recent investment in a number of HR resources including the PeopleHR information system, performance appraisal based around the NUS behavioural competency framework, and supporting supervisors on ILM training. PeopleHR in particular seems to have been well-received, although it is still quite new and bedding in.

From the figures provided, staff turnover and sickness absence levels in the last year seem quite low on average, and give no immediate cause for concern. I also understand that the number of disciplinary and grievances is low.

There appears to be a genuine interest in HR and 'people' issues at a senior level, and a desire to improve people's experience of work. There are many examples consulting with staff, providing development opportunities and being keen to explore new approaches.

#### 3.2 HR Structure and Approach

The current approach to HR is that strategic focus is provided by the Deputy DEO, with the Head of Operations implementing HR projects and overseeing day-to-day HR. The Head of Operations is supported by an Operations & HR Administrator, a Payroll Administrator and an external consultant. The Head of Operations reports to the CEO and HR makes up about 70% of her role.

The idea of this approach is to facilitate line managers in actively managing their staff and having the capability to do so, moving away from a culture where there is a reliance on HR to do the 'people' things. Investment in the PeopleHR system, new HR administration staff and the ILM management training for supervisors are all a part of equipping managers to do this.

The Deputy CEO developed an HR/People Plan a few years ago and this has evolved over time shaped by various factors, but particularly the annual staff survey results. The Head of Operations maintains an HR Action Plan which identifies a range of HR projects and activities to support this.

There are a number of observations about this approach and how it works in practice:

- There isn't an HR strategy which sets out how the 'people' aspects will be developed to support the union's strategic plan. There are a number of areas of focus, such as wellbeing and staff development, which is very positive, but it seems rather reactive. There doesn't appear to be a coordinating strategy which brings these and other important areas (such as reward, performance management, learning and development, employee relations, benchmarking etc.) into a framework which supports the union's overall strategic objectives.
- There are a number of HR-related activities and projects happening, but it's not always clear how these are integrated or how their quality and effectiveness is assessed. For example, there are no dates or timeframes on the HR Action Plan. Also, whilst action is planned to improve wellbeing and reduce the level of stress amongst staff, there could perhaps be more investigation into the reasons why there is that level of stress in the organisation. Finally, whilst it's really good to see that an appraisal process with a behaviours framework has been implemented, the process seems quite intensive, and not everyone understands how they can apply it in their role or the implication of the ratings.
- There seems to be a 'disconnect' between the more strategic and operational HR work, which may partly be related to reporting structures.
- Day-to-day HR operations seem sound. Payroll appears to be efficient and well-run for example. Equally, HR administration around recruitment and the implementation of PeopleHR is good. Building on this, there is scope for further work to ensure that line managers use PeopleHR in the required way, to ensure that centrally-generated management information is reliable and can inform practice.
- Staff responsible for HR aren't CIPD-qualified and don't have significant HR experience. Specialist advice is provided by the external HR consultant and, if required, employment solicitors. This is not a criticism of the staff concerned or their commitment to their roles, but it does raise a concern about their level of HR knowledge, and the advice, guidance and appropriate challenge they're able to offer. Although the HR Coordinator does have access to the external consultant and to senior management during the Head of Operation's absence, I have some concern about what might be expected of him, how well-prepared he is to deliver it and who will support him, having had just a few month's experience in an administrator role. I do note that some training is planned for him.
- Building on this point, I'm not sure that staff and managers are clear on what the practical arrangements are for HR during the Head of Operation's leave and these should probably be re-communicated. From conversations, I believe there is a risk that people may be reluctant to approach the HR Coordinator about work because he's seen as relatively inexperienced and there are perceptions about him having a high workload.

### 3.3 People Managers

Line managers I spoke to understood that they were responsible for carrying out some aspects of HR, and they ranged from somewhat to fairly comfortable with doing this. However, there was not necessarily a shared view of exactly what came under this heading, how consistently processes are applied and are seen to be applied across the organisation, or a high level of confidence in dealing with more sensitive situations (e.g. capability, stress/workload issues).

There is feedback that a more thorough induction is needed for staff and managers. In particular, there is a need to set out from the start what's expected of a line management at UEA SU, noting that people may be new to management or have experience of a different style or approach elsewhere.

There was also feedback that managers do at times need clear HR guidance and support to fulfil their obligations. Examples given included designing effective questions where an interview process isn't working well, fully understanding how to carry out recruitment in line with diversity targets, and how to plan their approach to a potential disciplinary or other sensitive situation.

### 3.4 Policies

UEA has a set of 35 HR policies. These have been updated recently and are awaiting approval/sign off by the Trade Union as part of the JCNC agreement.

Having looked through the updated policies, my observations are that all of the key policy areas are in place for the span of the employee relationship and they appear to be compliant with current employment law regulations. There is probably scope to develop them further in future to better support your strategy and desired culture.

There are a number of questions and areas where I believe that further consideration or clarification would be helpful:

- There isn't consistency in how and to whom staff make requests, bring issues of concern or raise complaints in different situations. Differences occur across policies including Whistleblowing, Dignity at Work, Equal Opportunities, Sexual Harassment, Flexible Working and Homeworking. In some, people are referred directly to the Chief Executive (e.g. Homeworking, Sexual Harassment) and in others to their line manager, to HR or to an SMT member (e.g. Flexible Working, Equal Opportunities via the Grievance procedure).
- Sexual harassment has a separate policy, but it's not clear why this is the case and it could be confusing. Reference to sexual harassment should be part of the Dignity at Work policy, along with all other types of bullying and harassment, presenting a holistic approach to this important issue.
- The Disciplinary Policy has more warning stages than is recommended in the ACAS Code of Practice on Discipline and Grievance. Whilst it's permissible to have additional stages, and there may be historical reasons for it, it would be worth reconsidering whether this is still in the best interests of the students' union and its people practice.
- The Disciplinary Policy should also clarify the position for employees during the probationary period. With reference to the Probationary Policy, my view is that all employees should have at least one performance review during the probationary period (the policy refers to having a review 'if it is felt to be necessary').
- Related to this is the Capability Policy. Ideally this should run along similar lines to the Disciplinary Policy and it would be worth reviewing these two policies together for consistency in style, approach and guidance. This is particularly important given that these are two issues which many people managers may potentially need to deal with at some point.
- The Pay and Reward Policy refers to incremental pay progression being automatic in one part and refers to a link to performance in another. This should be clarified.
- In the Health and Safety Policy, clarify who the Principal Health and Safety Officer is in the Head of Operation's absence (named role).

### 3.5 Processes and Governance

Discussion with Officers and HR indicated there is a need to clarify and document some of the processes around both trustee recruitment and the line management and appraisal of the CEO, particularly during handover to new Officers. Key processes should be documented, along with support notes and clarification of who is responsible for inducting and guiding the incoming Officers and when.

The CEO's appraisal is particularly important. The current appraisal process itself seems rounded and thorough in reviewing objectives, impact and behaviour (via the 360-degree survey) and personal reflection. However, there may be a need to update the process for how the CEO's salary is reviewed and set. External benchmarking via a recognised methodology such as Hay could assist with this.

In terms of employee relations, it's noted that UEA SU has an agreement with the trade union (Unison) via JCNC. However, it seems that less than 20% of career staff are members of the trade union. I understand that, despite the best efforts of senior management, there hasn't been a JCNC meeting in a long time and this is holding up implementation of the updated HR policies. The arrangement doesn't seem to function in the best interests of the organisation and should be reviewed.

## 4. Recommendations

Based on the terms of reference the consultation and findings above, and my own reflections, the following recommendations are offered for the Board to consider.

- UEA SU should develop an HR strategy clarifying the focus, priorities and timescales for HR in support of the overall strategic plan. This should be timed to fit the period of the strategic plan.
- Going forward, I believe that UEA SU would benefit from having a fully-qualified and experienced HR staff member. The position could be recruited on a fixed-term contract or interim basis initially, depending in the commitments made to the Head of Operations. This role would:
  - Coordinate and implement the HR strategy (drawing on specialist support where needed)
  - Oversee day-to-day HR administration
  - Guide and support line managers in their roles and responsibilities as people managers, ensuring that agreed policies and processes are adhered to across the organisation
  - Provide technical HR advice on key areas such as performance appraisal, selection etc.
  - Give appropriate challenge to staff when necessary, including senior managers.
- Ensure processes referred to in section 3.5 are fully understood and documented.

Given that, if the recommendation were accepted, it could take some time to recruit and induct someone to fulfil this role, the following recommendations would be helpful during the interim period and reduce the risk of problems developing.

- Consider having operational HR reporting through the Deputy CEO to provide a better connection across the HR area of work. This could minimise confusion around which senior manager directs and guides their work.
- Clarify and communicate who is responsible for HR guidance. This should include the role of the external consultant, how staff can access her support and in what circumstances. It would be useful to direct staff and managers to the appropriate people from the outset.
- Review and develop the induction processes for staff and new managers, to clarify expectations and sources of support/guidance.

- Review, clarify and communicate the core policies to line managers – perhaps with a series of briefings or ‘masterclasses’ run by the external consultant. This should probably include the following policies:
  - Disciplinary
  - Capability
  - Grievance
  - Equality and Diversity
  - Dignity at Work
  - Recruitment and Selection
  - Probationary Period
  - Absence
  - Flexible Working
  - Use of IT.
- If not already underway, carry out some investigation into the reasons for the level of stress to see if they can be reduced.



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## HR Consultancy Report- Initial Management Response

As the report was only received near to the paper's deadline for this meeting there has not been time to fully consider the recommendations in the report. However our general view is the report is a helpful piece of work that both praises work in recent years and current strengths whilst highlighting important areas for improvement and development.

The Nominations and HR Sub Committee should also have an opportunity to consider the report in detail before we finalise a response which we will submit to the September Board. There are also some areas of urgency in the recommendations which may require interim decisions at Management Committee.

<b>Recommendation</b>	<b>Initial Commentary</b>	<b>Actions</b>
<b>Medium Term</b>		
UEA SU should develop an HR strategy clarifying the focus, priorities and timescales for HR in support of the overall strategic plan. This should be timed to fit the period of the strategic plan.	<b>Accepted.</b> If anything the "devolved" nature of our arrangements makes this more rather than less important.	HR & Noms will be responsible for steering and approving a detailed and timed action plan. Appropriate staff resources to be allocated by SMT.
UEA SU would benefit from having a fully-qualified and experienced HR staff member. The position could be recruited on a fixed-term contract or interim basis initially, depending on the commitments made to the Head of Operations.	<b>Partly Accepted.</b> This was in essence the "plan" for Chloe Alexander- she enrolled and began a CIPD course and it has been agreed in principle that on her return from maternity she will return and focus in this area. The question therefore is what do in the interim- see below*	See below.
Ensure processes referred to in section 3.5 (CEO Management, SMT pay and JCNC) are fully understood and documented.	<b>Accepted.</b> In some cases procedures exist (ie CEO pay was approved by Board Sep 16) but may not be fully understood and in any event need review.	All three areas referenced will be reviewed over the summer and included in the action plan referenced above.
<b>Short Term</b>		
Consider having operational HR reporting through the Deputy CEO to provide a better connection across the HR area of work. This could minimise confusion around which senior manager directs and guides their work.	<b>Partially Accepted.</b> This makes sense but need to be considered in the round as we look across SMT responsibilities.	CEO to review SMT responsibilities taking into account this issue with interim recommendations to MC and paper to Sept Board.
Clarify and communicate who is responsible for HR guidance. This should include the role of the external consultant, how staff can access her support and in what circumstances. It would be useful to direct staff and managers to the appropriate people from the outset.	<b>Accepted.</b> There is a need to communicate the interim arrangements clearly to managers, staff, and student staff as distinct groups.	Develop and implement clear communication plan describing HR arrangements for groups of staff by September.
Review and develop the induction processes for staff and new managers, to clarify expectations and sources of support/guidance.	<b>Accepted.</b> This project was in fact planned for 16/17 but postponed as other priorities presented.	Include work on induction for Career and Management staff in the action plan referenced above.

Review, clarify and communicate the core policies to line managers – perhaps with a series of briefings or ‘masterclasses’ run by the external consultant.	<b>Accepted.</b> The delay here has been agreeing policies with JCNC- once we get going a rolling programme of briefing of staff and managers should be in place	Include HR Policy briefing in the action plan referenced above,
If not already underway, carry out some investigation into the reasons for the level of stress to see if they can be reduced.	<b>Accepted.</b> This is already ongoing- our staff survey results have improved in this area but we are investigating in detail this issue as teams reflect on scores from the survey.	Present summary of findings to HR & Noms with reporting to Board for September. Include any resultant actions in plan.
<b>Additional Issues from Report</b>		
Ensure that line managers use PeopleHR in the required way, to ensure that centrally-generated management information is reliable and can inform practice.	<b>Accepted.</b> In addition there may be additional functionality (ie recruitment management) that we have been exploring as part of the IT Working Group	Develop compliance monitoring and training plan for PHR to be reported to HR & Noms
Ensure HR Coordinator properly supported	<b>Accepted.</b> This will be considered as part of the review of SMT responsibilities.	Put in place specific support plan for HR Coordinator include in action plan referenced above
Review inconsistencies in draft policies	<b>Accepted.</b> We are due to hold a strategic day with Unison where we will seek to highlight and identify these.	Hold JCNC strategy day report progress to HR&N

\*At present we are confident that the correct approach in the medium term is that currently planned- that Chloe Alexander returns from maternity leave on 0.6 FTE to run our HR function as described in Claire’s Report. Chloe may return to work as early as March, which would mean recruiting to a fixed term post for approx 6 months. Claire recognises that it could take some time to recruit and induct someone to fulfil this role and makes a number of suggestions for the interim period. The question is whether we should seek to fill this gap for Oct-Mar.

Our current arrangement for this type of support has been to secure the services of our HR consultant for 0.1 FTE with additional support from SMT and from the HR Coordinator who is going full time for the period. I would therefore **recommend** that we explore costed options around additional interim projects/systems support for HR to run Oct-Spring over the next month, being careful to evaluate risk and cost with a proposal to HR & Noms/Management Cttee. This will include direct recruitment, agency and secondment options.



## Union of UEA Students Employee Engagement Survey 2017 - Multiple Demographic Report by MULTIPLE SET

Agenda Consulting



## Introduction

### This Report

This report presents the results from the UEA Students' Union Employee Engagement Survey 2017 by MULTIPLE SET.

### Results

The report uses 3 key measures:

- **Positive** percentage (%) figures: are calculated as % Strongly Agree + % Agree for positively phrased questions and % Strongly Disagree + % Disagree for negatively phrased questions
- **Neutral** percentage (%) figures: are calculated as % Neither Agree nor Disagree
- **Negative** percentage (%) figures: are calculated as % Strongly Disagree + % Disagree for positively phrased questions and % Strongly Agree + % Agree for negatively phrased questions

Results are presented as whole numbers for ease of reading. Therefore in some instances, results may not total 100%.

### Anonymity

It is Agenda Consulting's practice not to allow the reporting on groups of fewer than 5 people to preserve anonymity. However, their data will still contribute to the scores for the organisation overall.

### Traffic Light Scoring

Scores for the 2017 survey results are given a traffic light rating, based on the following.



70% or more of respondents Positive and less than 20% of respondents Negative



Between 50 - 70% of respondents Positive and less than 20% Negative



Less than 50% of respondents Positive or 20% - 30% of respondents Negative



30% or more of respondents Negative

## Benchmarking

Three benchmark comparisons are provided in this report

1. Students' Union (SU) Peer Group Benchmark median - The median score amongst your chosen SU benchmark peers
2. Students' Union (SU) Whole Sample Benchmark median - The median score amongst all participating SUs
3. Third Sector Benchmark median - The median score amongst the Third Sector organisations

The peer group figures are based on data collected from your chosen SU peer group:

- Birmingham Guild
- Bristol
- Hull
- Kings College London
- Keele
- Lincoln
- Manchester
- Nottingham
- Royal Holloway
- Warwick

The Students' Union Whole Sample Benchmark median figures are based on data collected from the 33 SUs which participated in the survey this year:

- |                    |                          |                  |
|--------------------|--------------------------|------------------|
| • Anglia Ruskin    | • KCLU                   | • Oxford         |
| • Aston            | • Keele                  | • Oxford Brookes |
| • Bedfordshire     | • Kingston               | • Plymouth       |
| • Birmingham City  | • Leeds Beckett          | • Royal Holloway |
| • Birmingham Guild | • Lincoln                | • Stirling       |
| • Bristol          | • Liverpool John Moore's | • UCLAN          |
| • Bucks            | • Manchester             | • UEA            |
| • Goldsmiths       | • Manchester Met         | • West London    |
| • Greenwich        | • Northumbria            | • Warwick        |
| • Huddersfield     | • Nottingham             | • Westminster    |
| • Hull             | • Nottingham Trent       | • York St John   |

The Third Sector Benchmark median figures are based on data collected within the last 2 years from the following 67 organisations:

Abbeyfield, Advertising Standards Authority, Alzheimer's Society, Amnesty International, Association of Commonwealth Universities, Battersea Dogs and Cats Home, Birmingham St Mary's Hospice, Blind Veterans, British Heart Foundation, Certitude, CHS Alliance, The Children's Society, CIP, Conciliation Resources, Croftlands, Diabetes UK, Four Seasons Health Care, Handicap International UK, HelpAge International, Hospice UK, IFAD, International Federation of Red Cross, IIED, Islamic Relief, IWMI, Jewish Care, MacIntyre, Marie Curie, Mary Hare School, Masonic Charitable Foundation, Mayflower Theatre Trust, Médecins Sans Frontières, Milestones Trust, Mission East, MS Society, National Autistic Society, National Union of Students, Norwegian Refugee Council, NCVO, NDCS, ODI, Oxfam, OPM, Paradigm Housing, Plan International, Practical Action, Prostate Cancer UK, RAPt, Rethink Mental Illness, Richmond Fellowship, Royal Masonic Benevolent Institution, Royal Star and Garter, Royal Voluntary Service, RSPCA, Save the Children International, Sense, Sightsavers, St Monica Trust, StepChange Debt Charity, UCEM, UnLtd, UNFPA, UN Women, WaterAid, World Fish, Young Epilepsy and ZSL.

## Contents

- 1 Employee Engagement
- 2 Topic Summary
- 3 All questions

## Employee Engagement

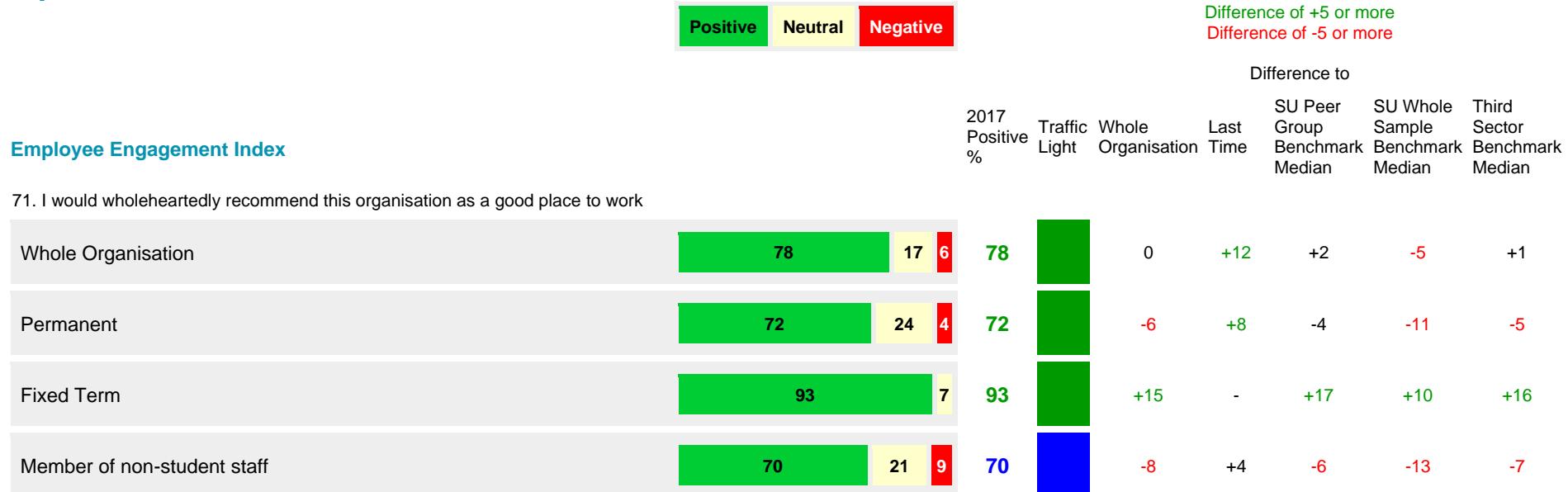
Employee engagement is when the organisation values the employee and when the employee values the organisation.

The key ideas are:

- Engagement is discretionary - it is something that the person can decide whether or not to offer the organisation.
- Research from Engage for Success shows that there are strong relationships between engagement and a number of business outcomes, including: absence, turnover, safety, customer satisfaction, productivity, profitability

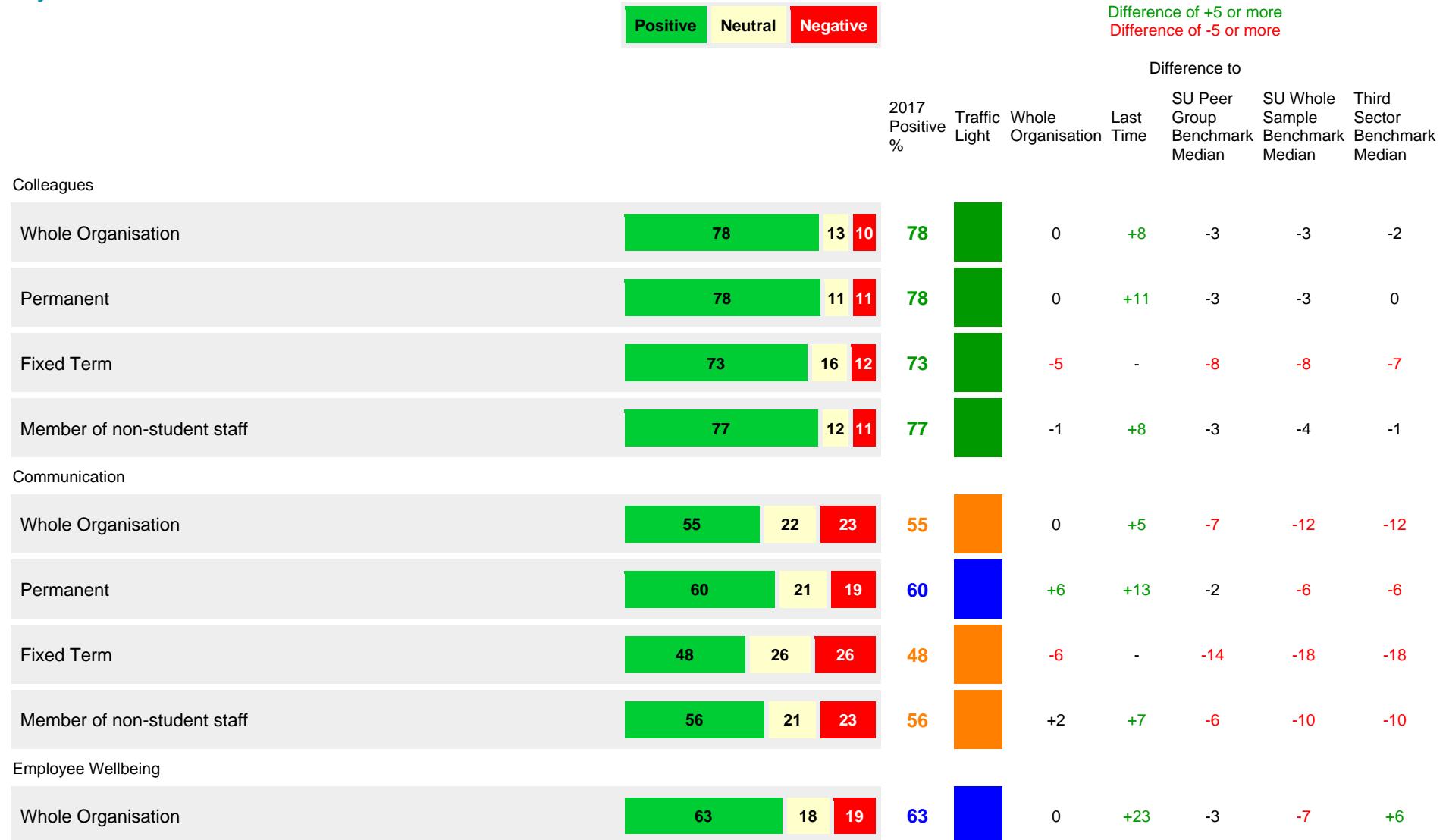
The question below was chosen to create an employee engagement index.

### Key

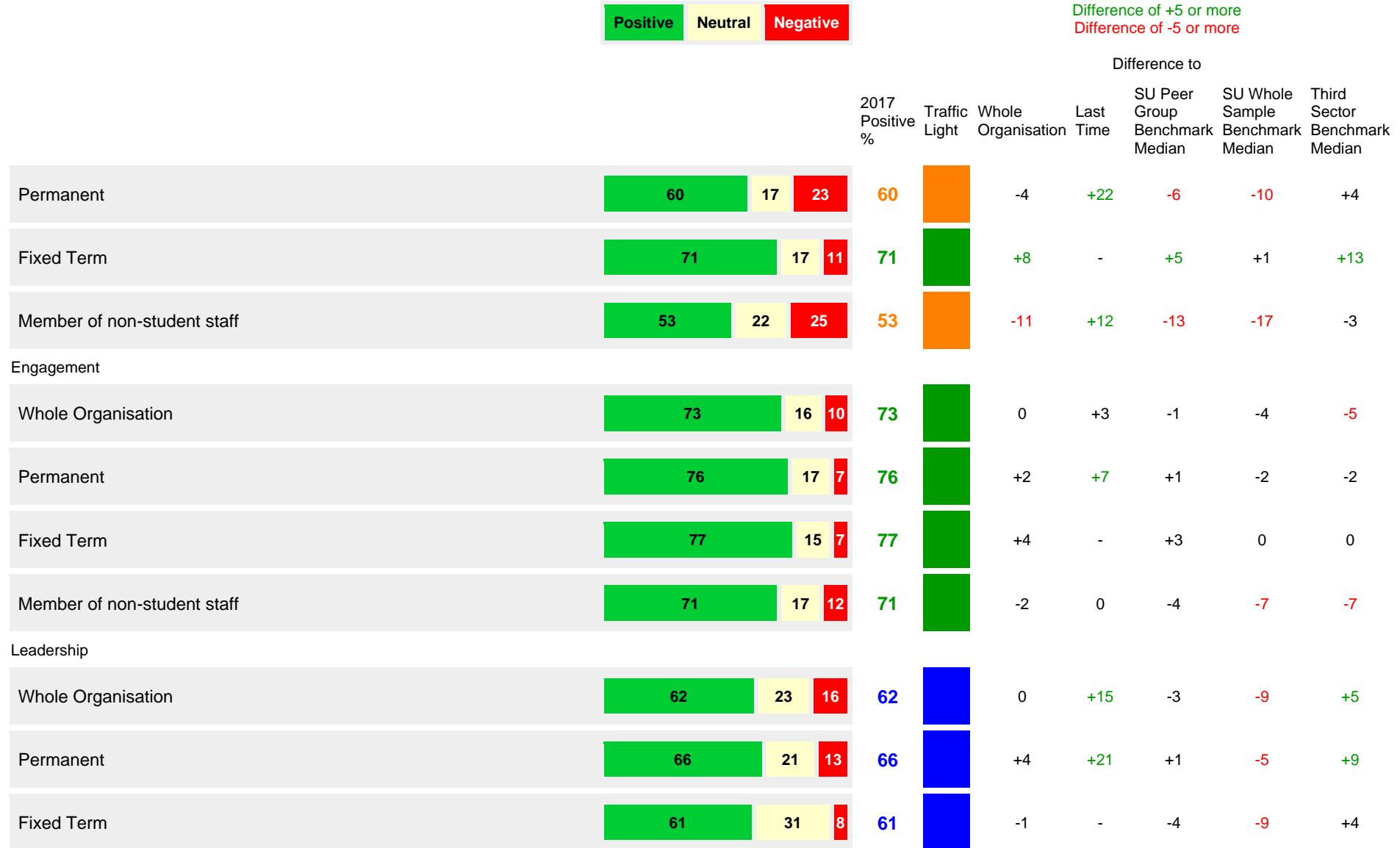


## Topic Summary

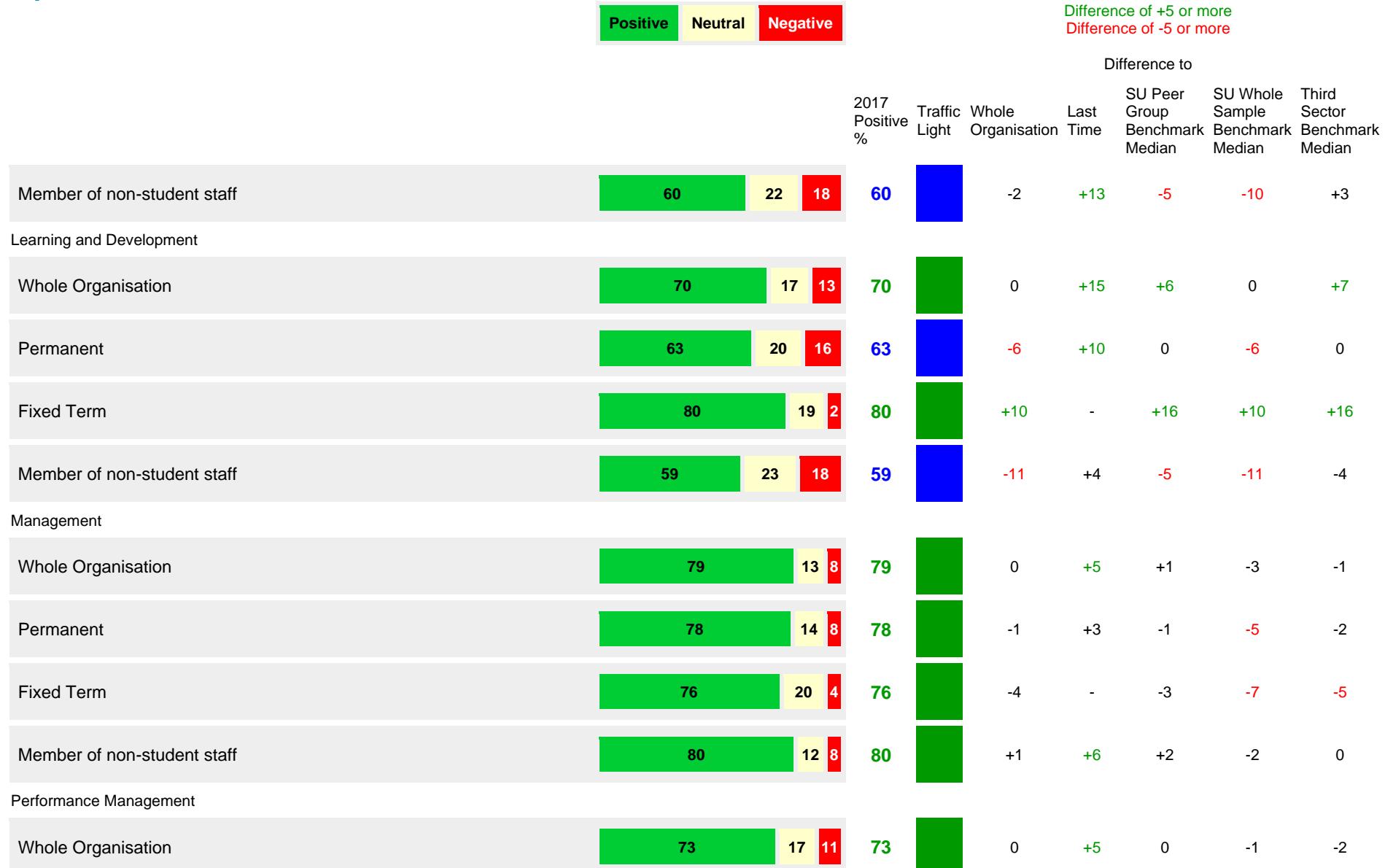
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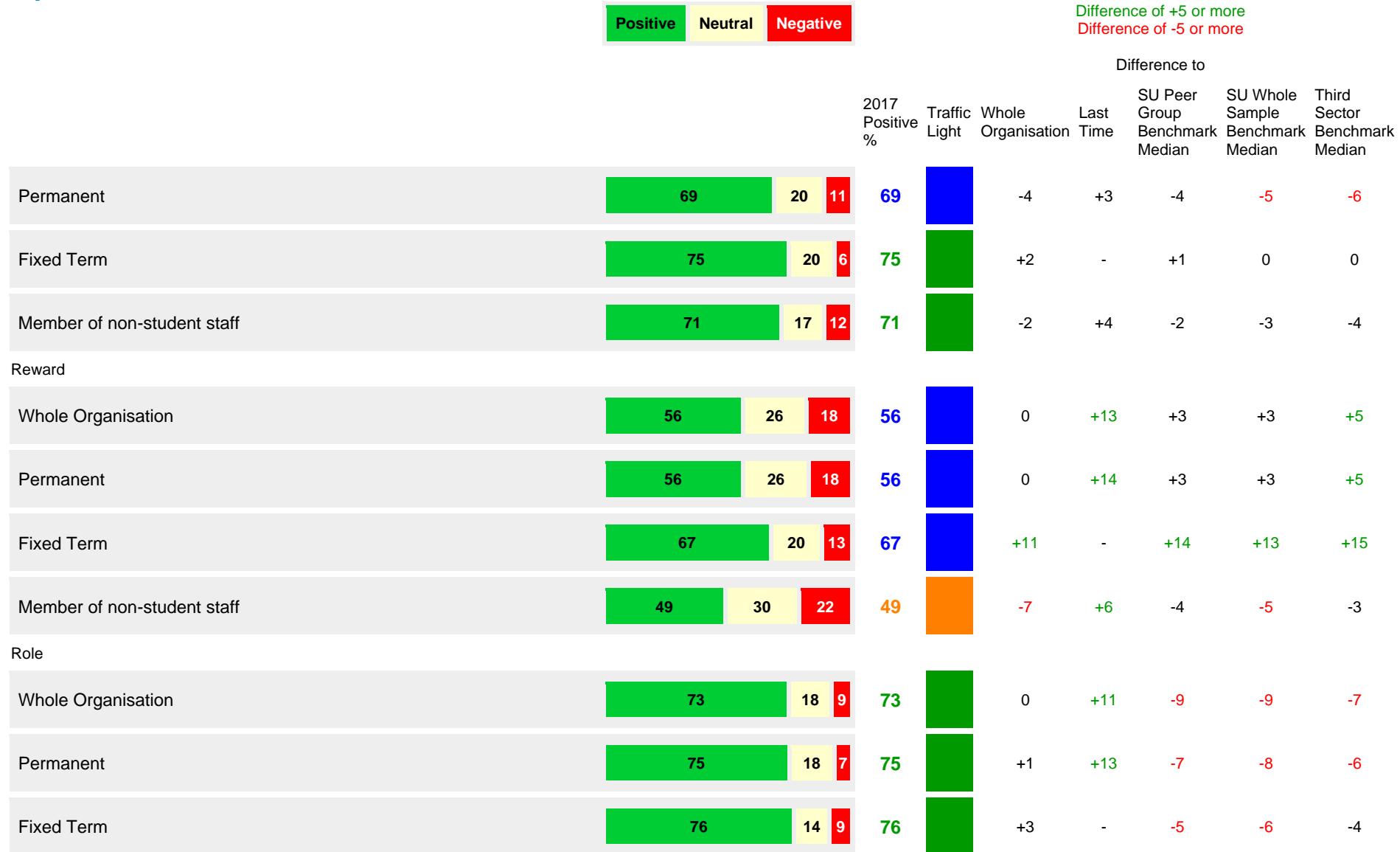
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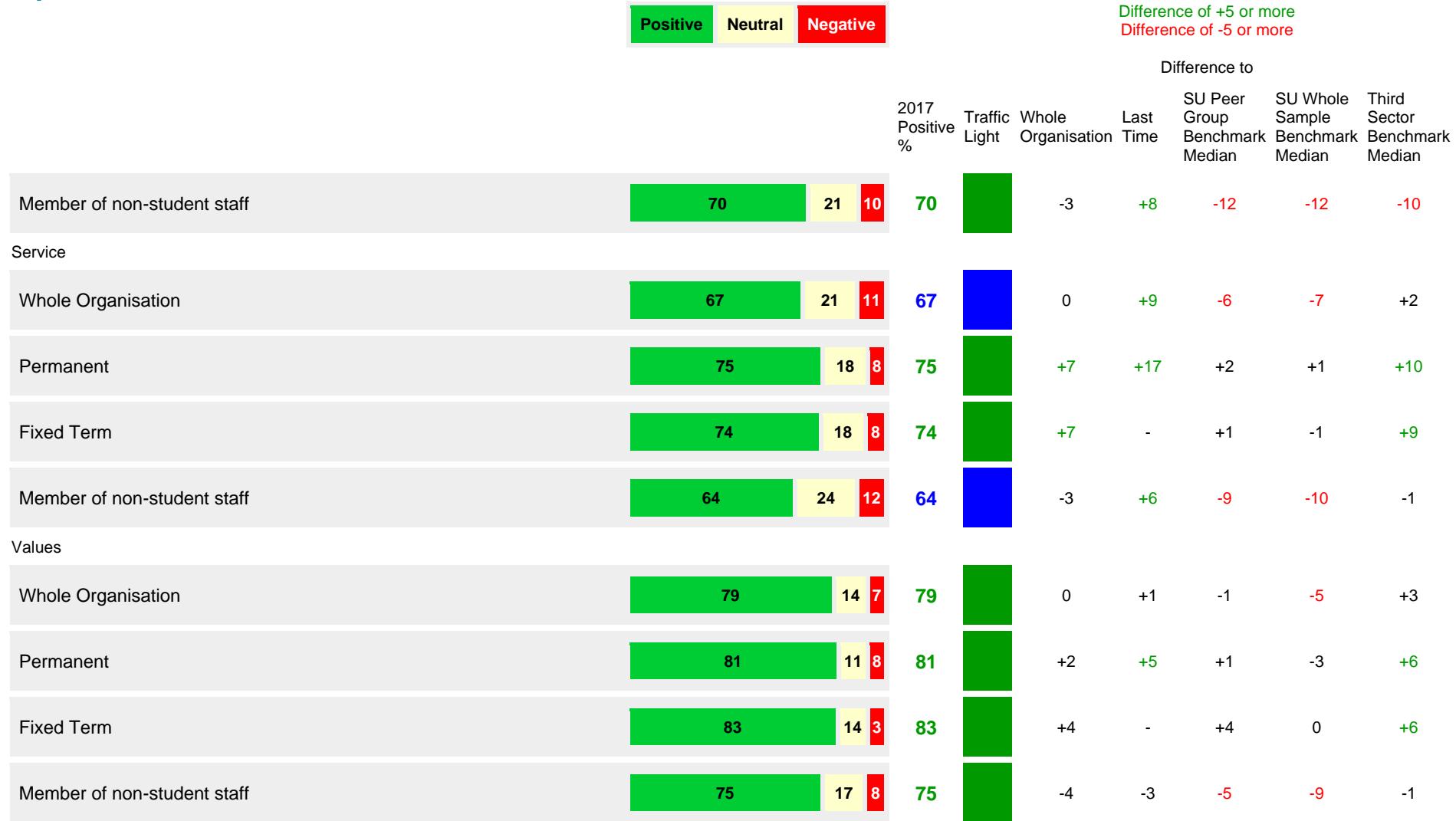
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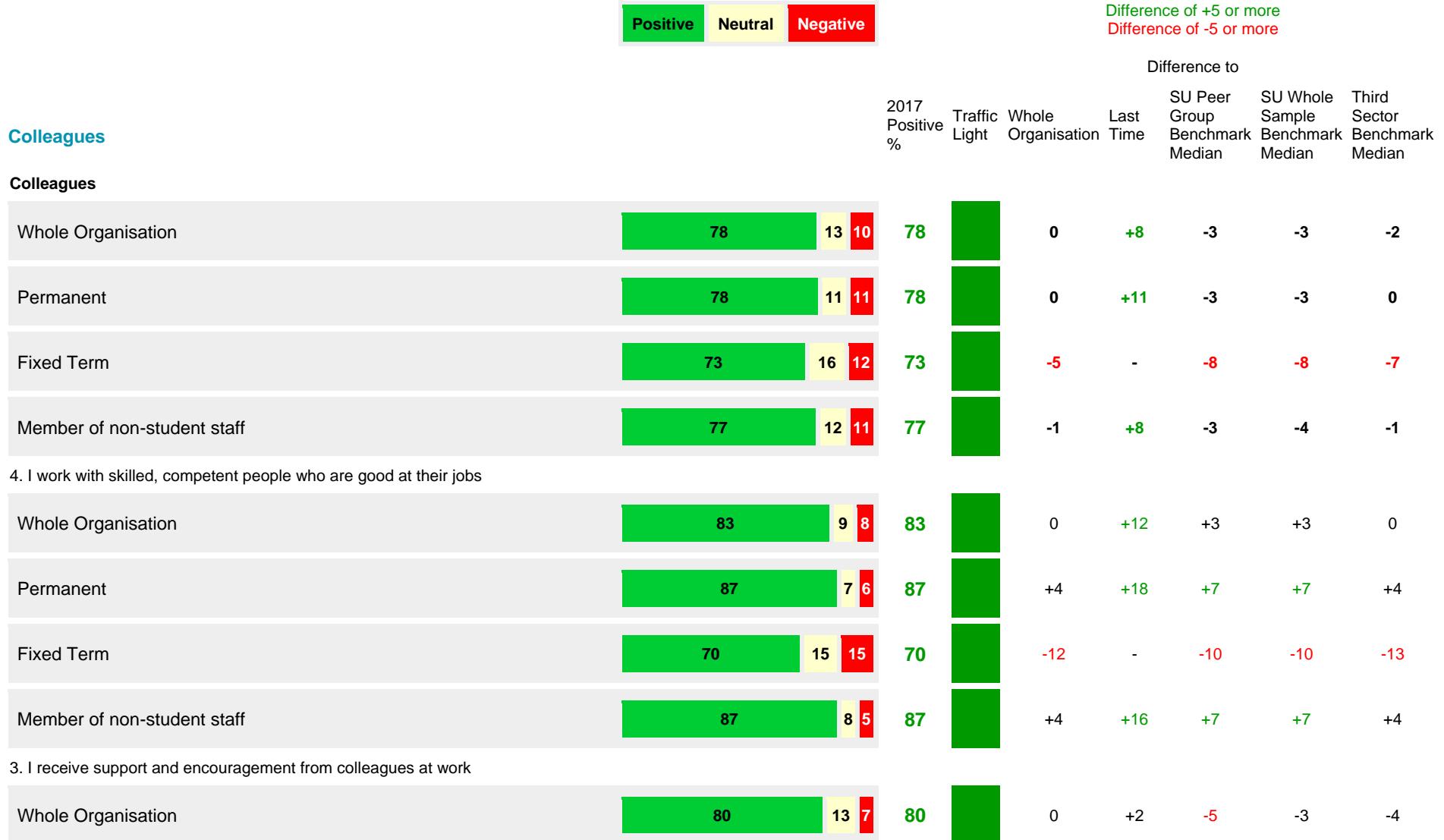


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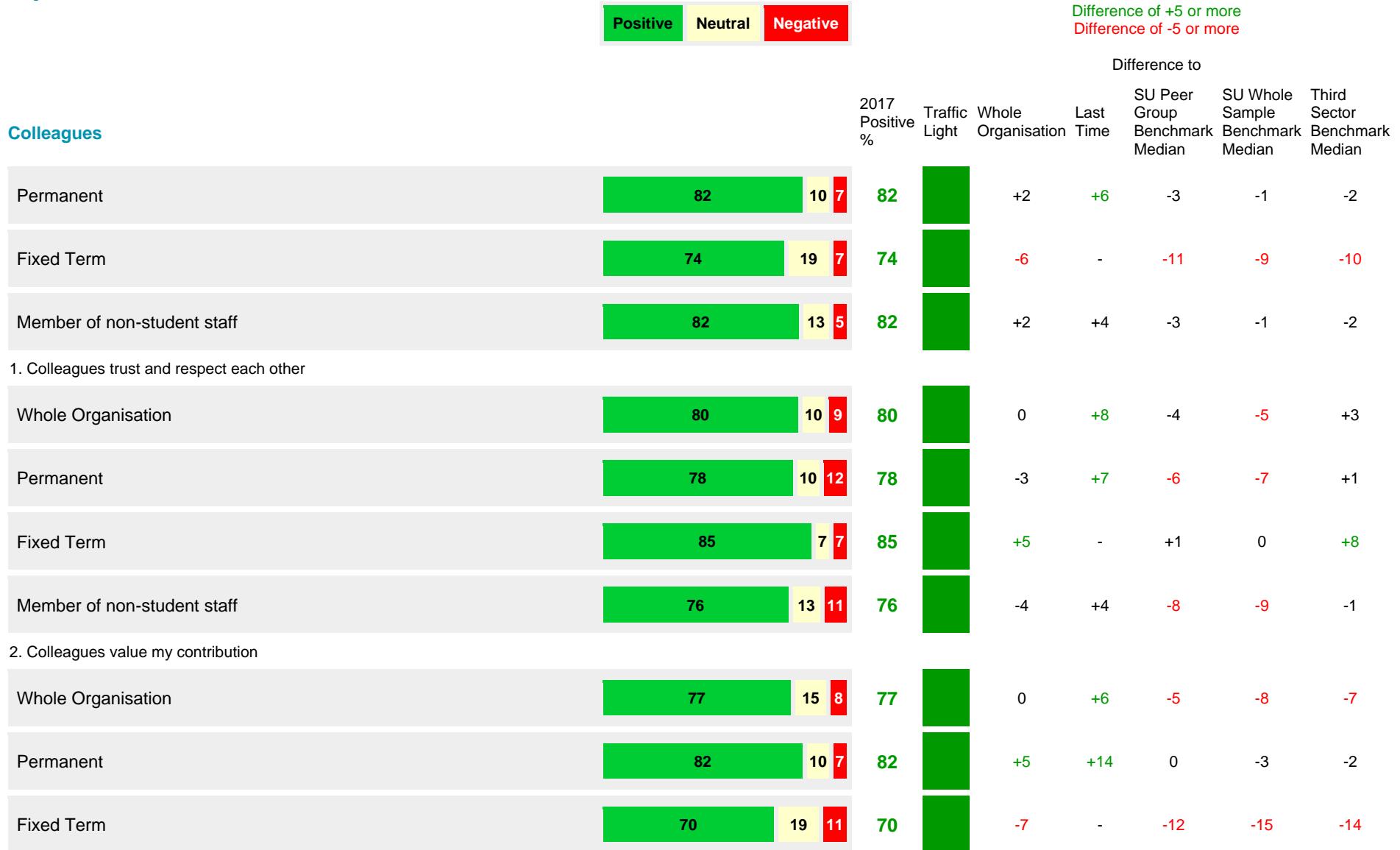


## All Questions

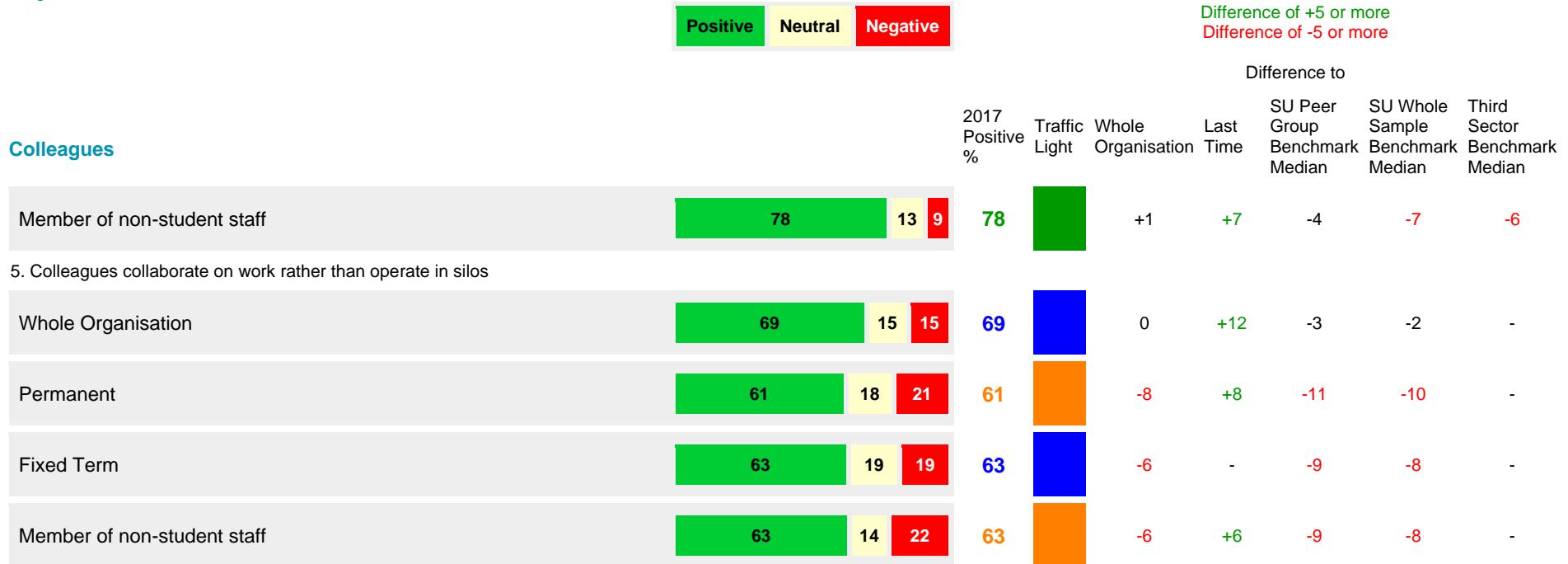
### Key



## Key



## Key



## Key



## Key



## Key



Difference of +5 or more

Difference of -5 or more

Difference to

	2017 Positive %	Traffic Light	Whole Organisation	Last Time	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
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## Communication

Member of non-student staff



## Key



## Key



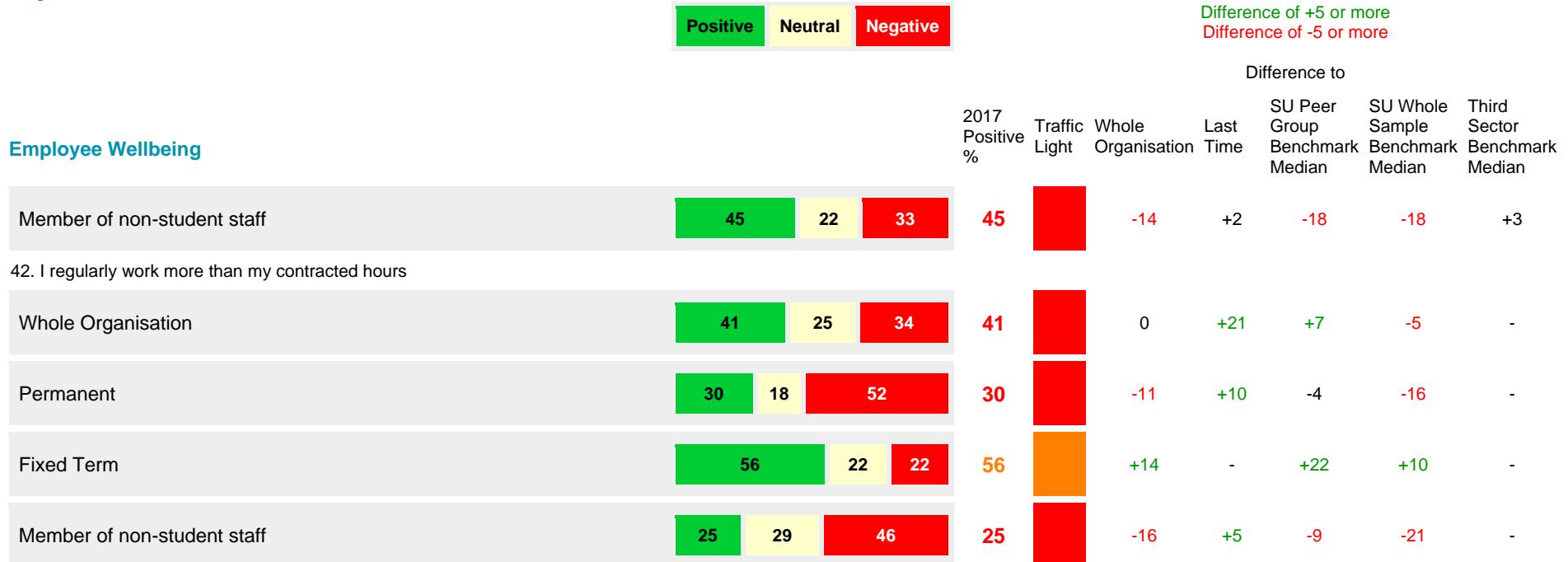
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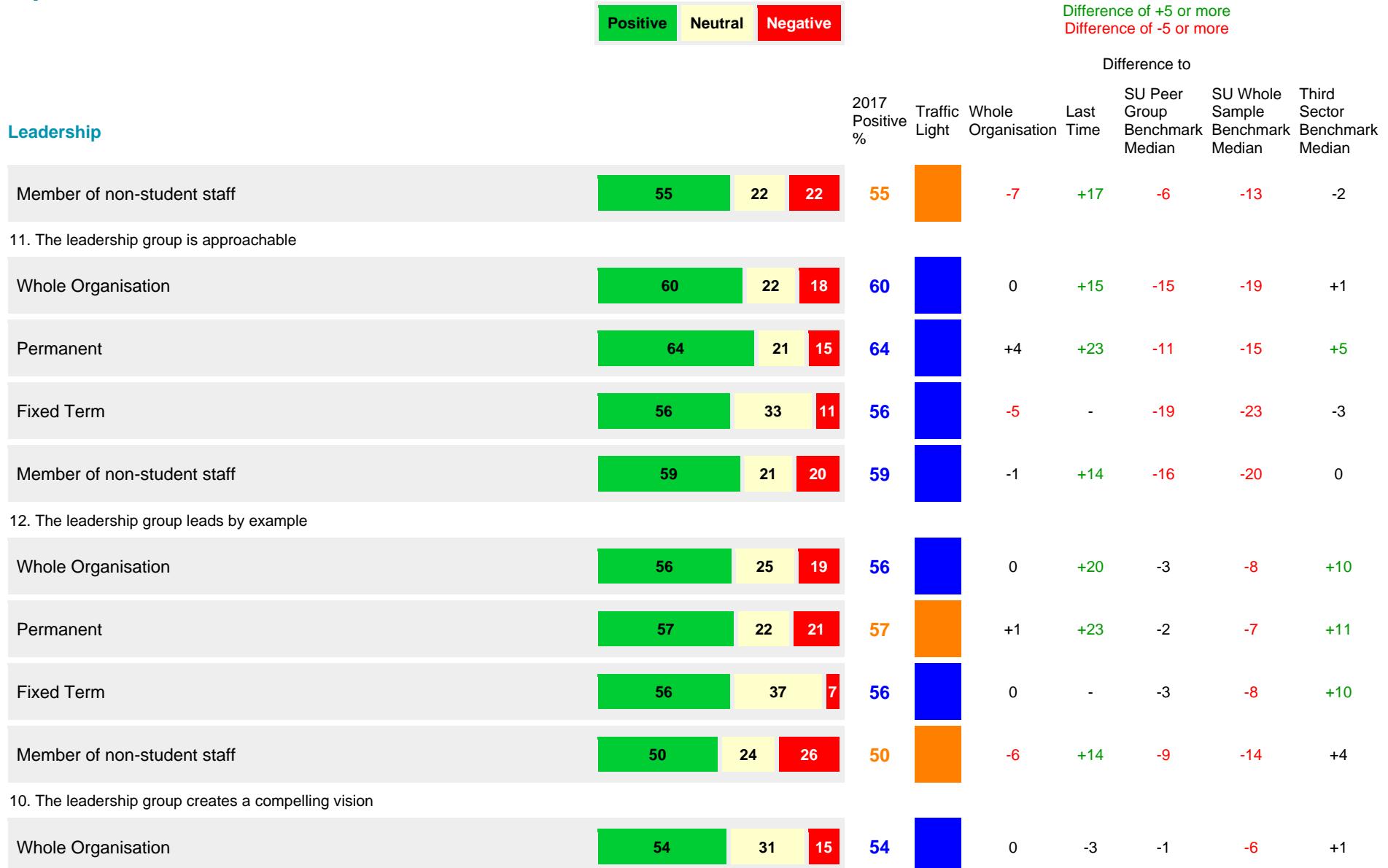
## Key



## Key



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## Key



## Key



## Key



## Key



Difference of +5 or more

Difference of -5 or more

Difference to

2017  
Positive  
%

Traffic  
Light

Whole  
Organisation

Last  
Time

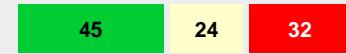
SU Peer  
Group  
Benchmark  
Median

SU Whole  
Sample  
Benchmark  
Median

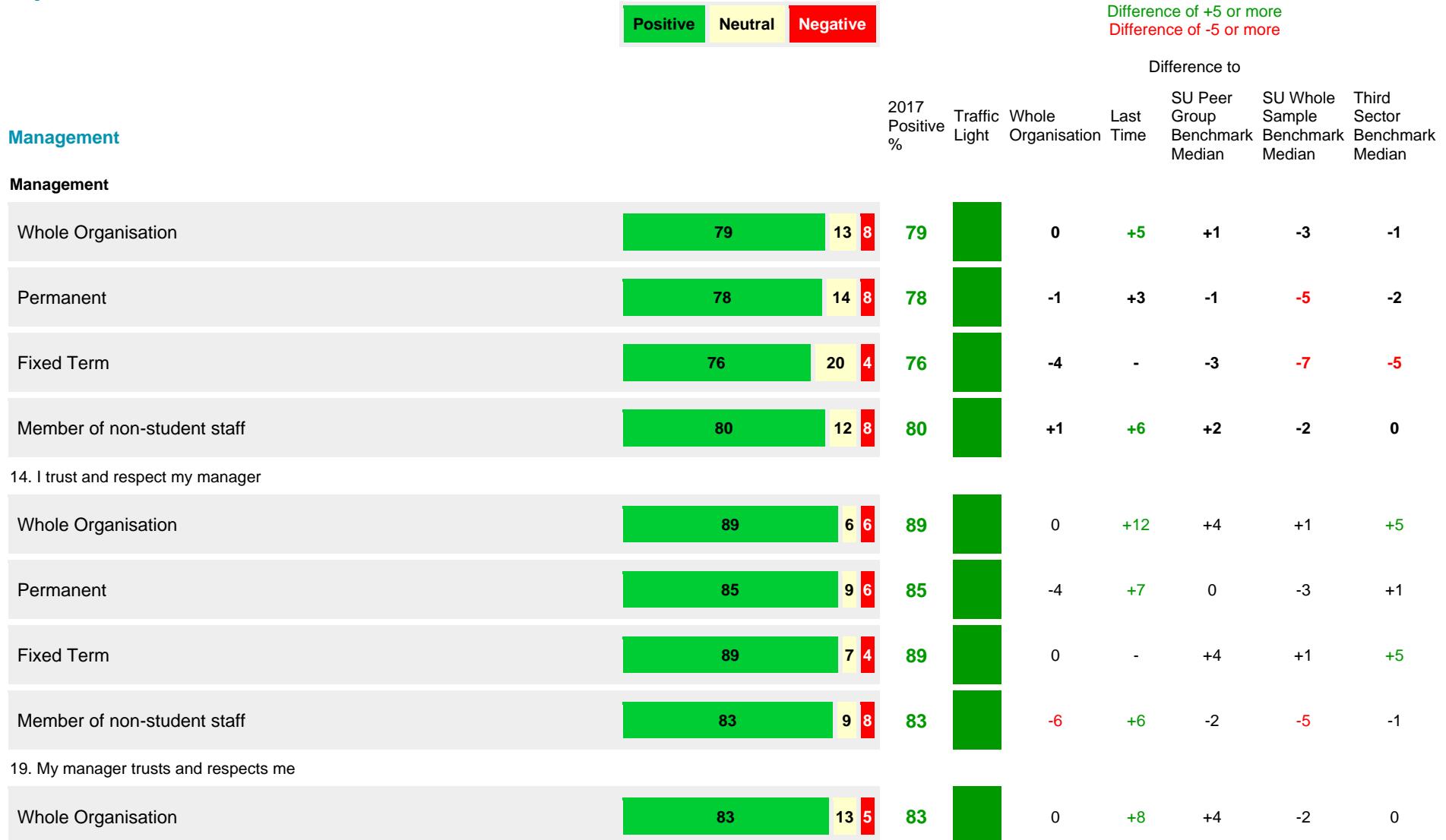
Third  
Sector  
Benchmark  
Median

## Learning and Development

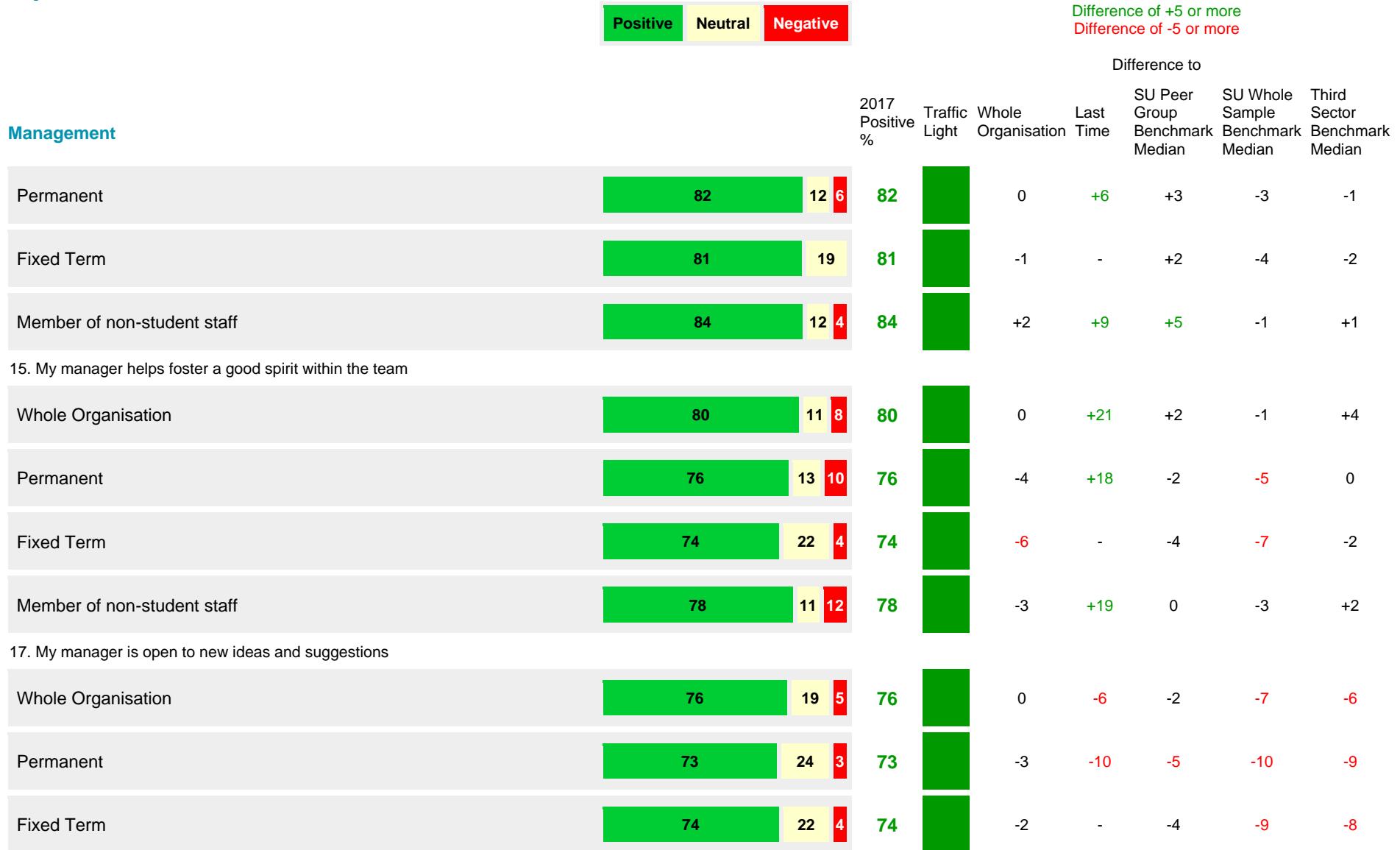
Member of non-student staff



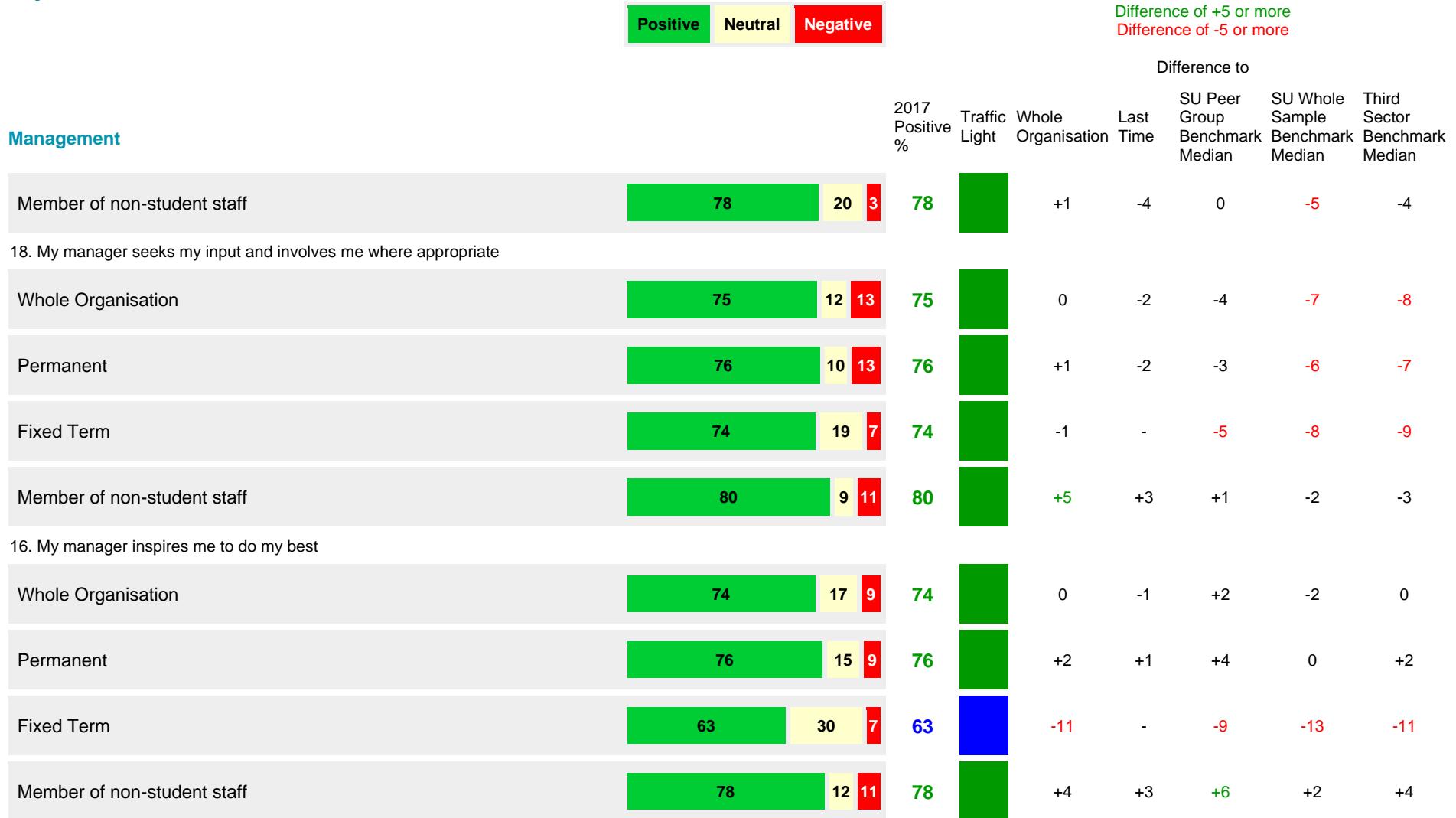
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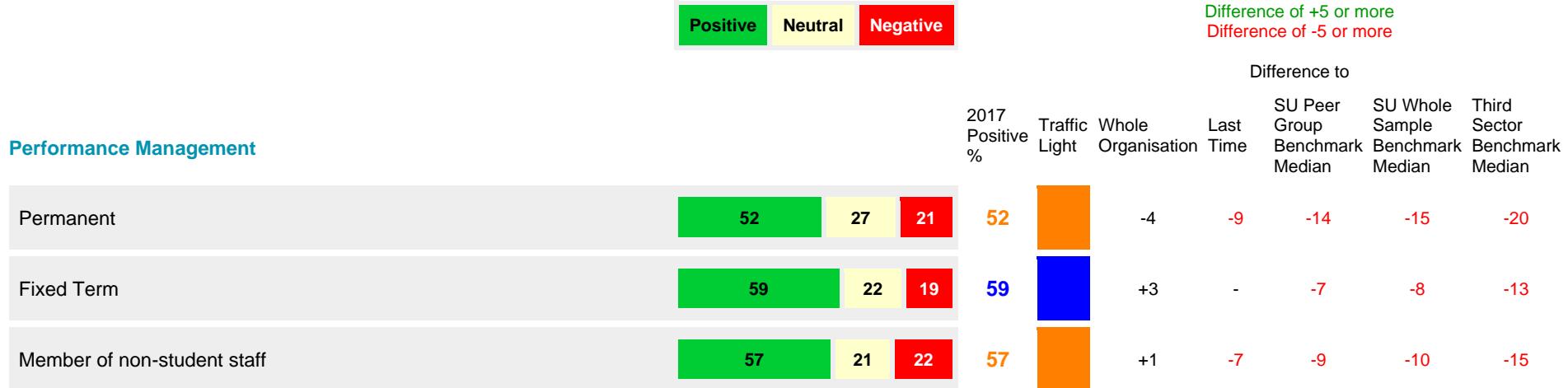
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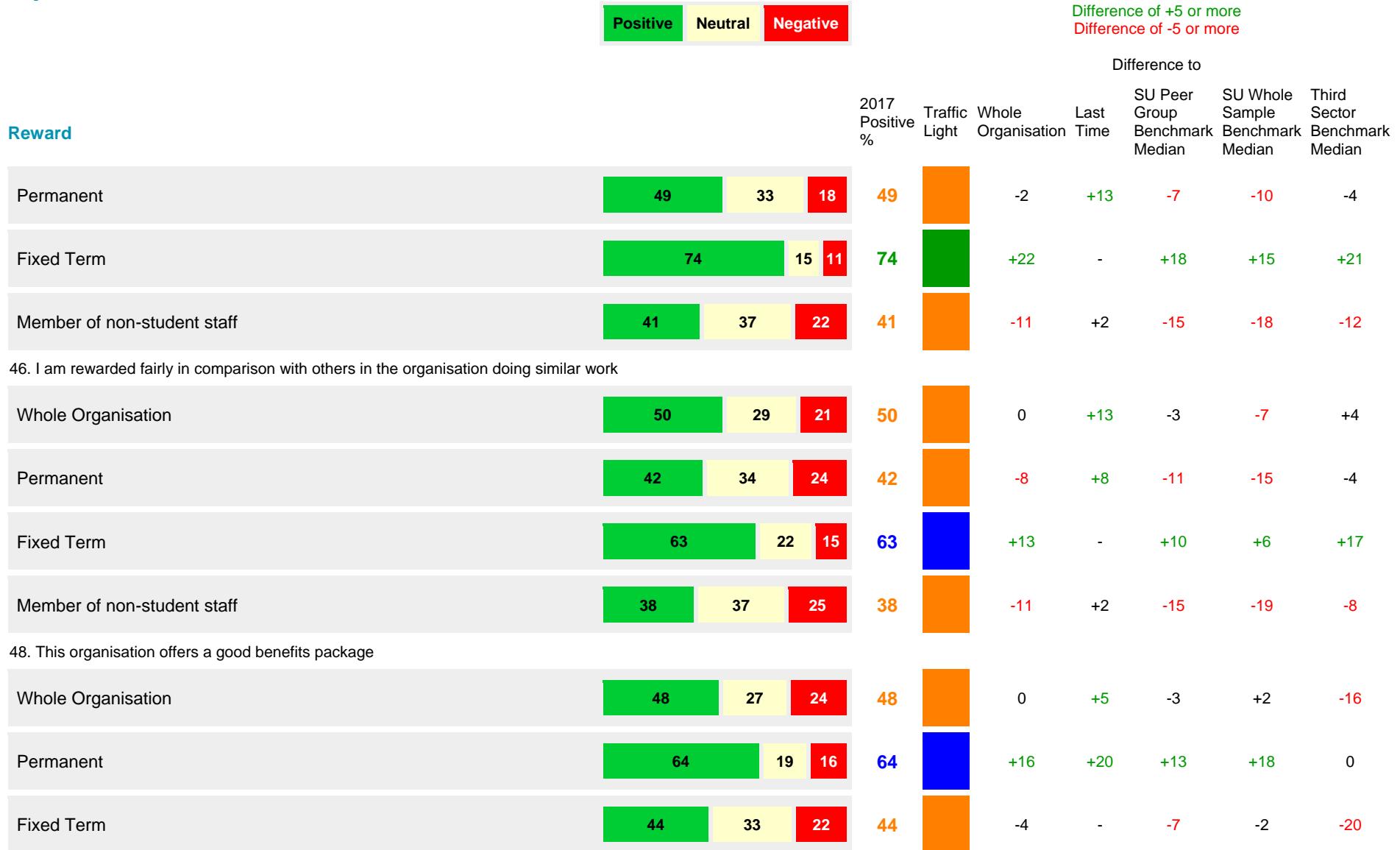
## Key



## Key



## Key



## Key



Difference of +5 or more

Difference of -5 or more

Difference to

	2017 Positive %	Traffic Light	Whole Organisation	Last Time	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
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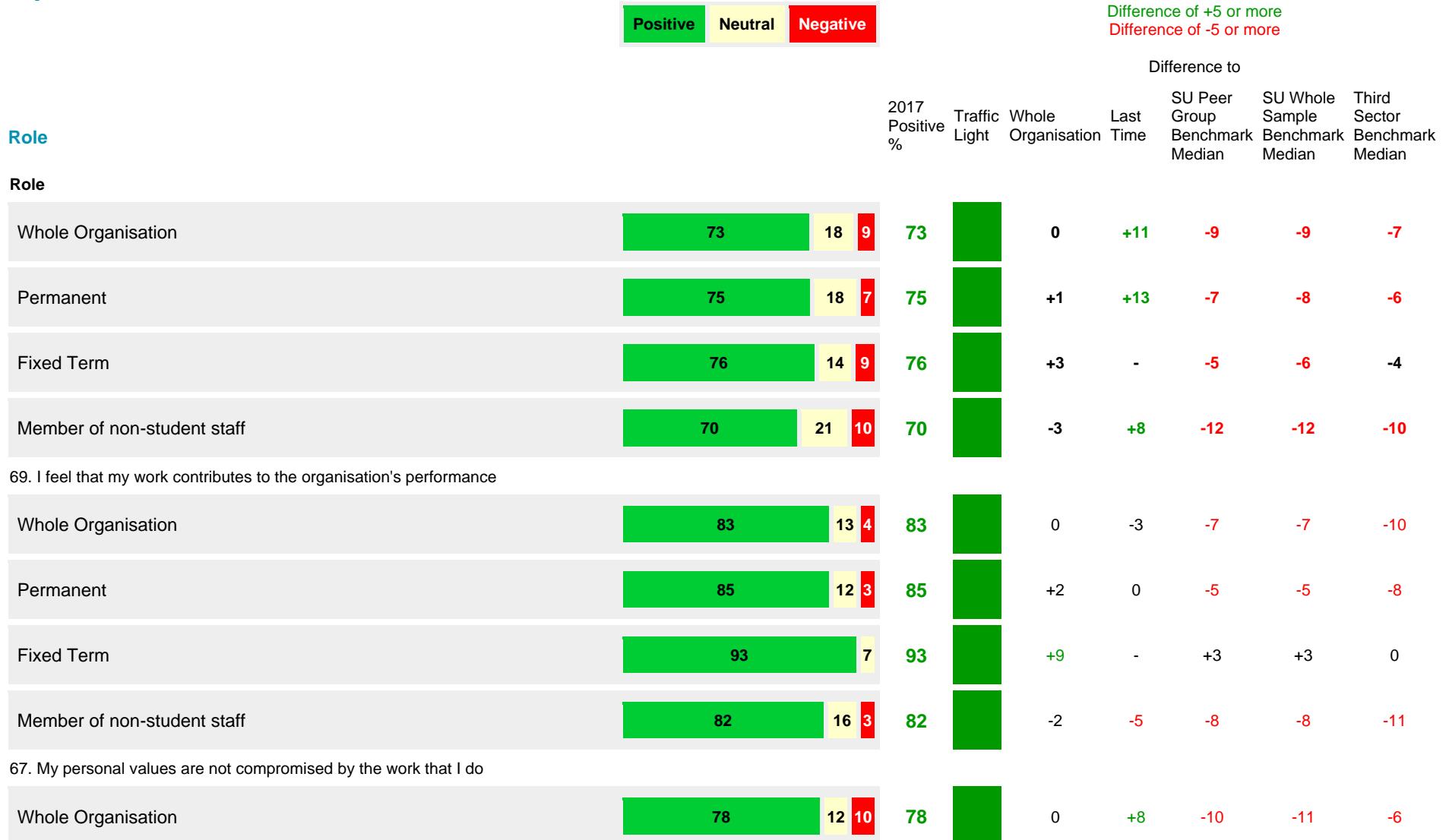
## Reward

Member of non-student staff

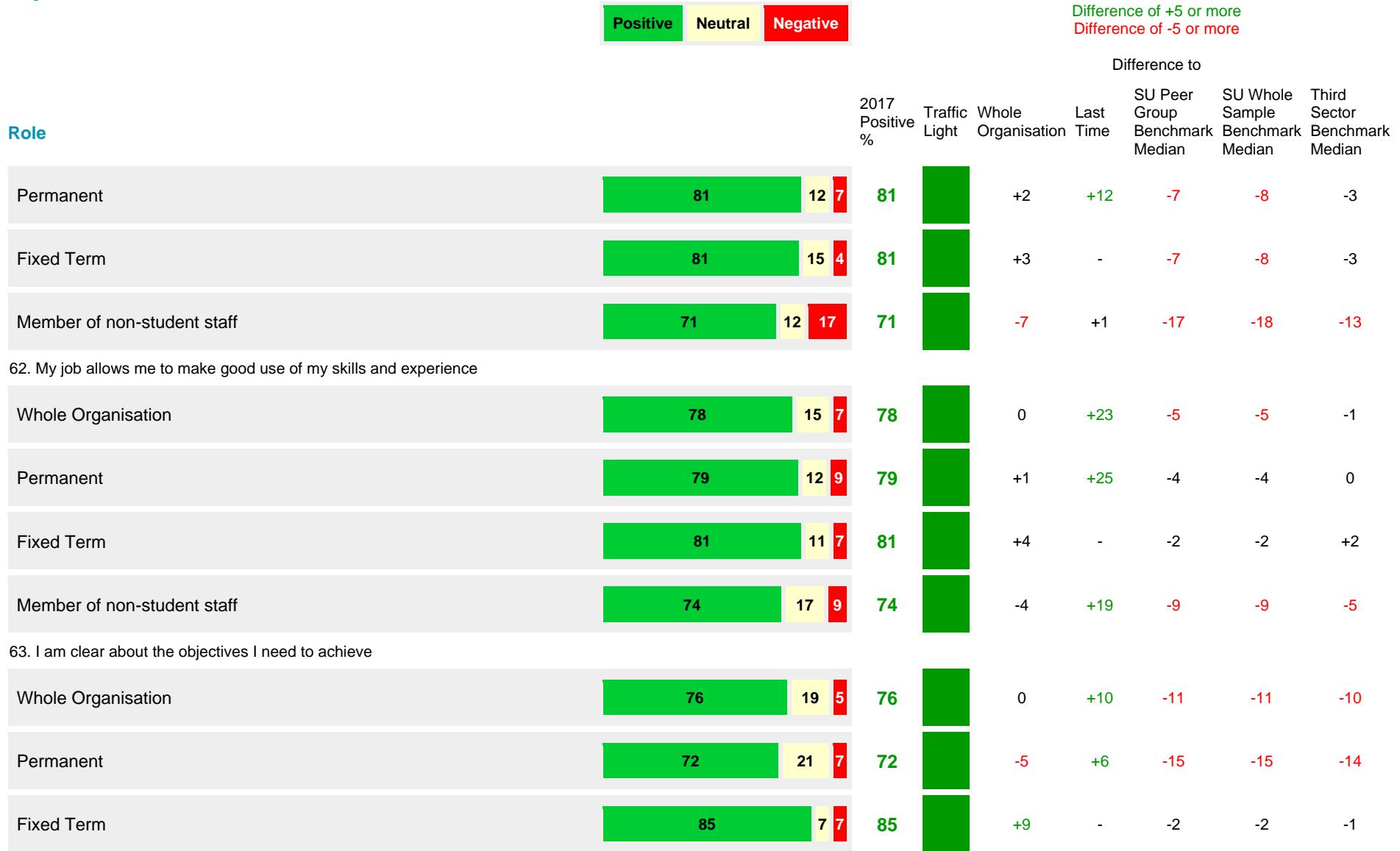


+7      +12      +4      +9      -9

## Key



## Key



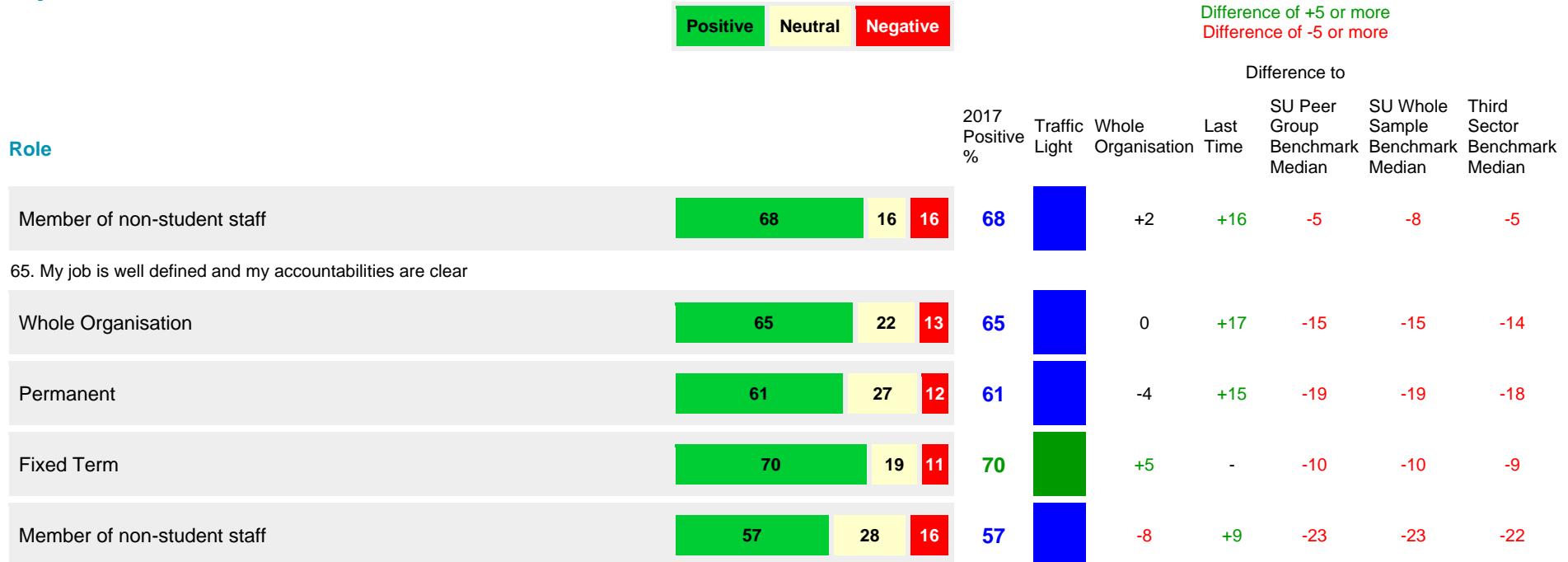
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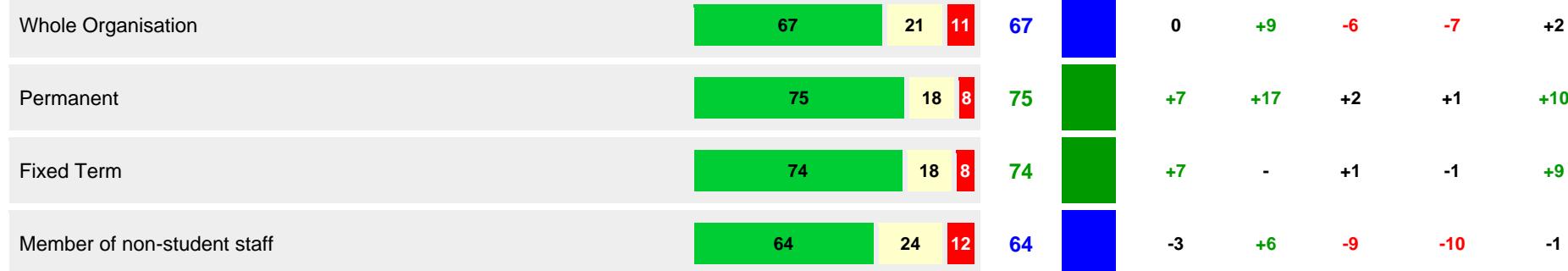


## Key

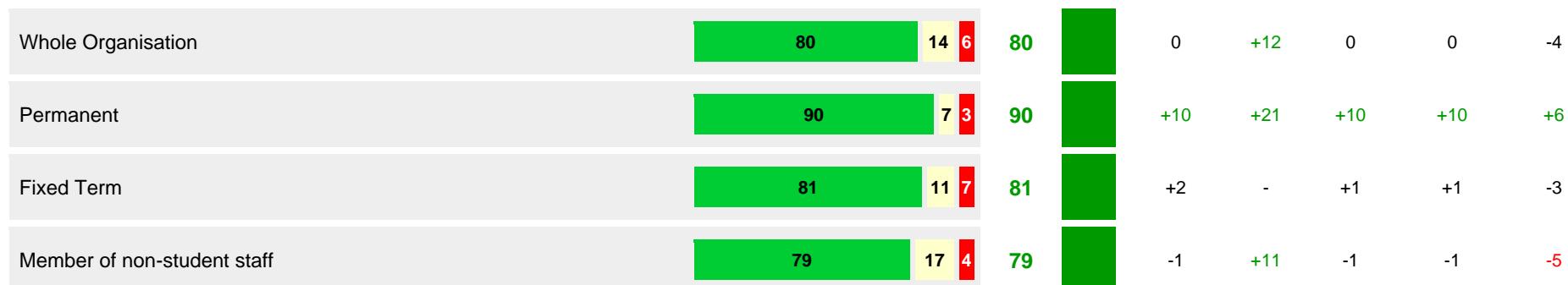
	Positive	Neutral	Negative	2017 Positive %	Traffic Light	Whole Organisation	Last Time	SU Peer Group Benchmark Median	SU Whole Sample Benchmark Median	Third Sector Benchmark Median
Difference of +5 or more Difference of -5 or more										
Difference to										

## Service

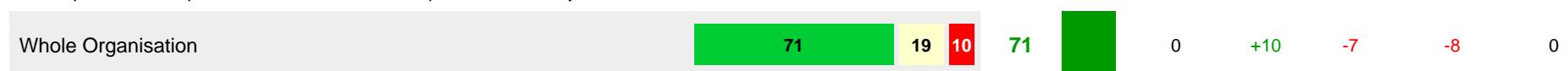
### Service



49. I believe that this organisation delivers a high quality service to its members



51. People in other departments are skilled and competent to do their jobs



## Key



## Key



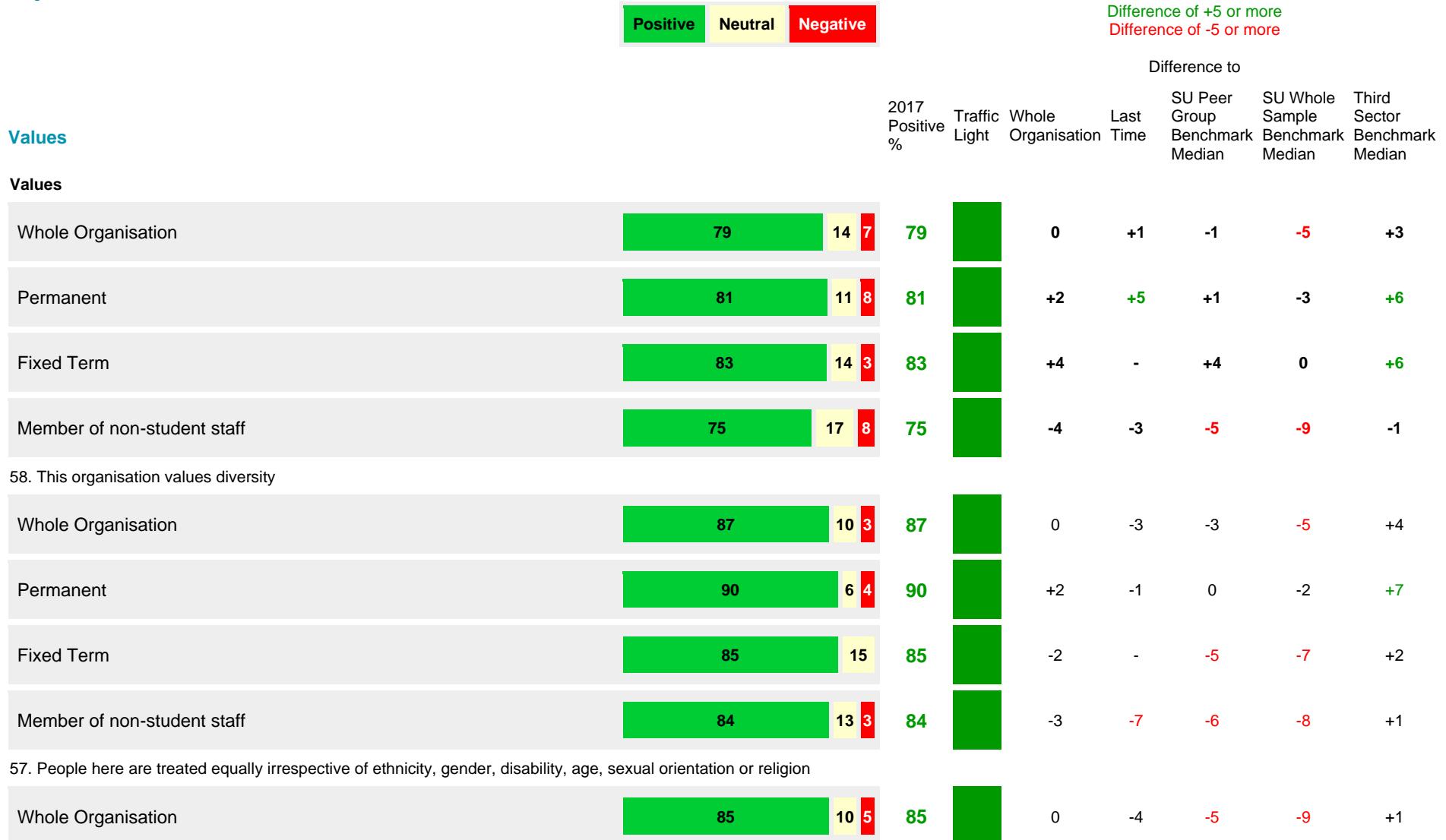
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Difference of -5 or more

Difference to

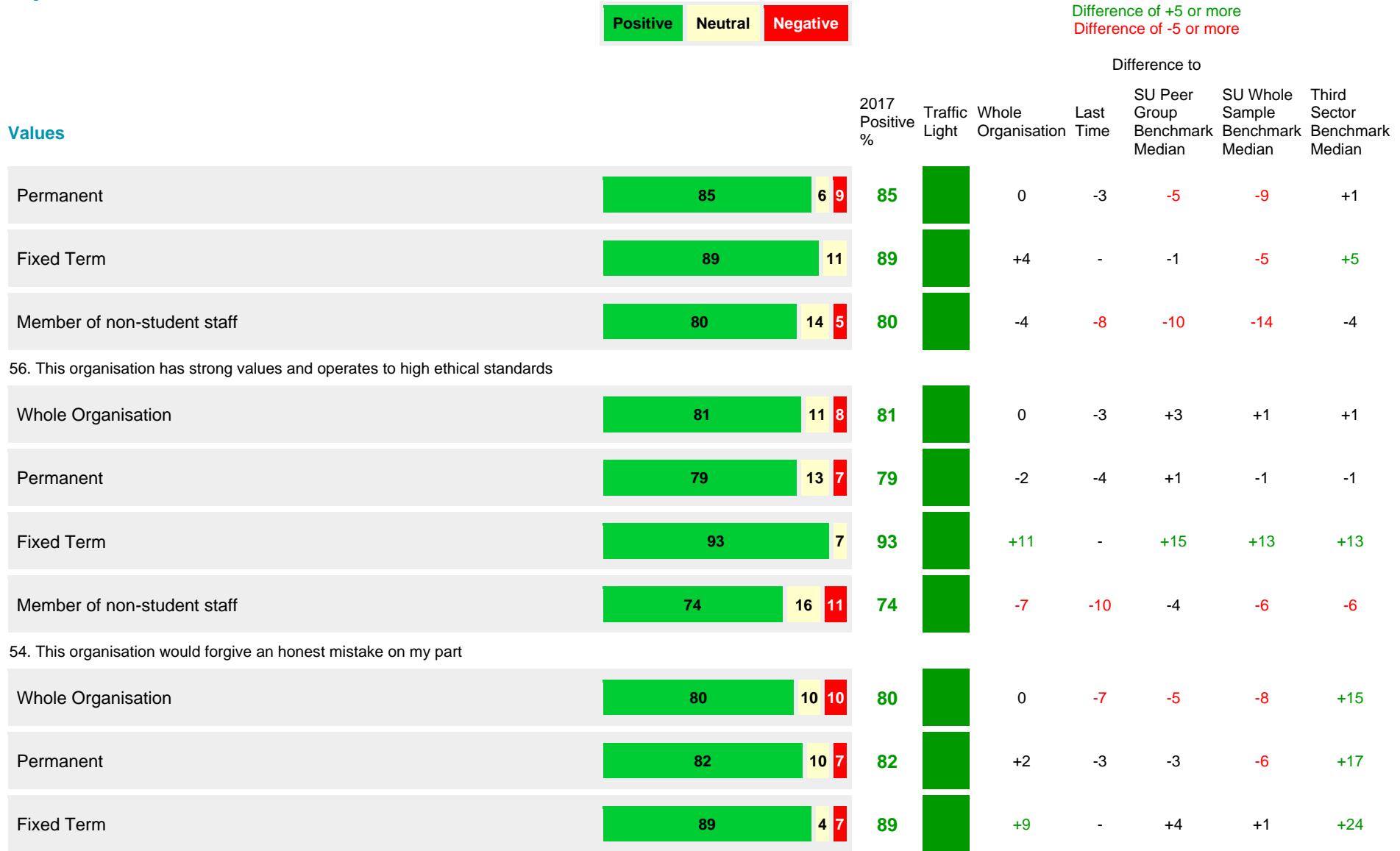
### Service

Service	2017 Positive %	Traffic Light	Whole Organisation	Last Time	SU Peer Group	SU Whole Sample	Third Sector		
					Benchmark Median	Benchmark Median	Benchmark Median		
Member of non-student staff	49	32	20	49	-1	+6	-12	-16	+4

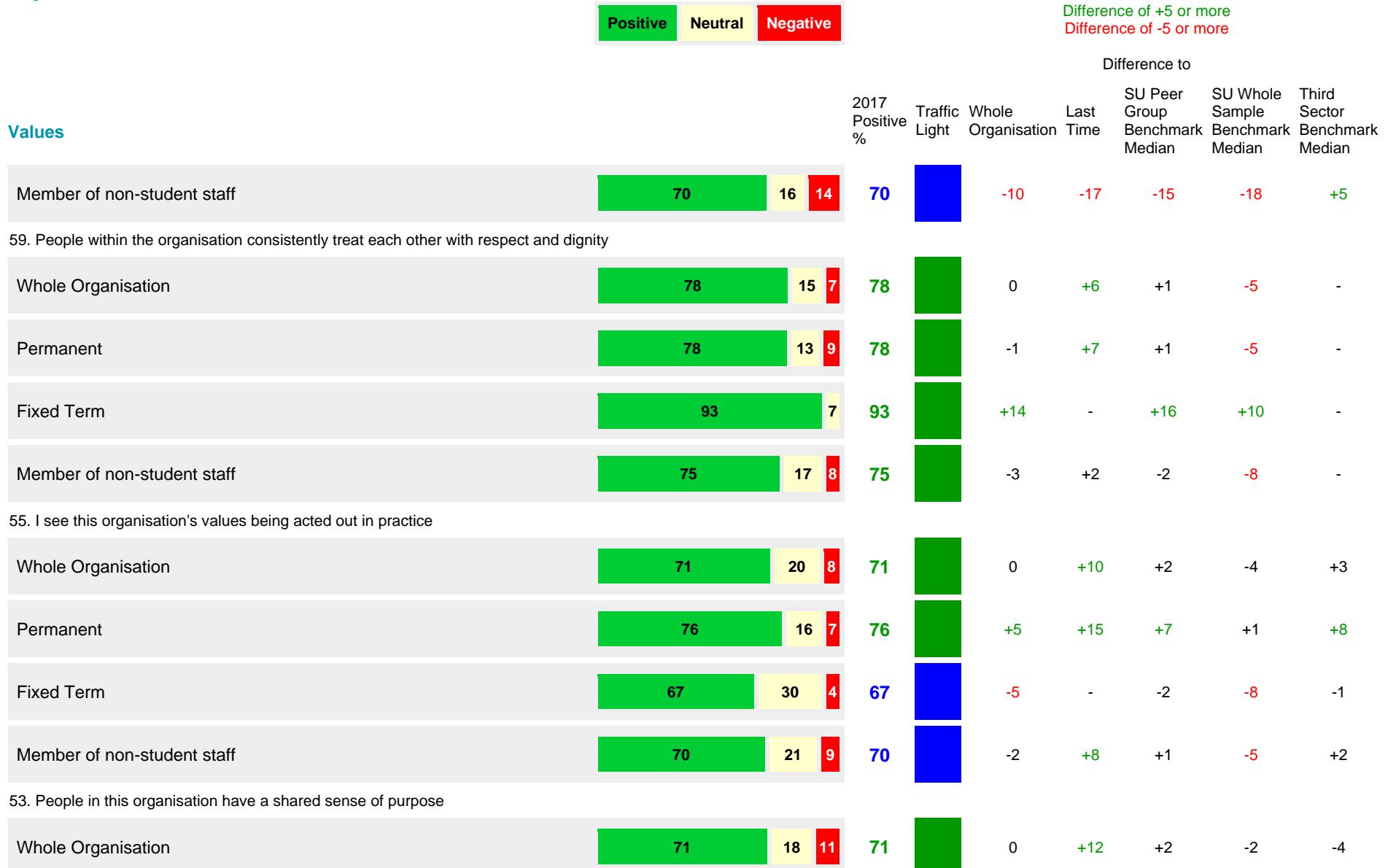
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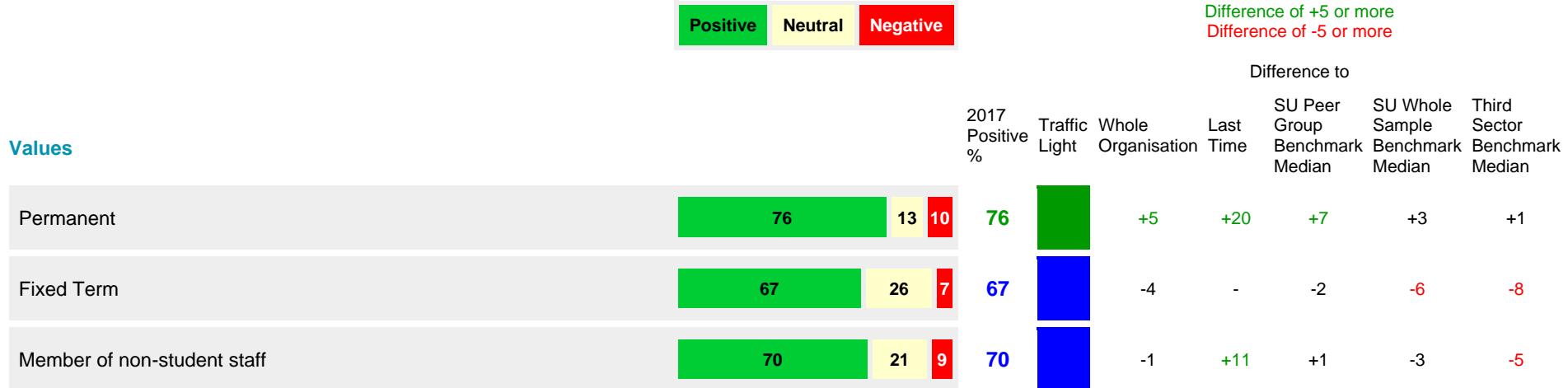
## Key



## Key



## Key



# sustainability, maintenance, health & safety

2017-18

**robyn fisher**  
**Operations manager**



# what do we want to achieve?

---

- An exemplar organisation for health and safety across all of our buildings and services
- A strategic approach to maintenance which enables us to plan better and budget more accurately
- A service level agreement in place with UEA to set out the terms, expectations and costs involved with using their maintenance teams
- All staff advocates for safe spaces, events and services

# where are we

---

- **55%** of permanent staff are now fire marshal and fire evacuation chair trained and now have over 25 members of career staff that are first aid trained.
- Our new processes for accident/incident and fire are legally compliant but we need to renew our risk assessments for fire across the organisation.
- We have submitted ourselves for the Green Impact award and are awaiting results.
- We have set up a regular Health and Safety working group to discuss issues related to health and safety
- We are in talks with UEA about the work they do for us in terms of cleaning and maintenance and how we want that to work in the future
- We have risk assessed all of the maintenance activities carried out internally, and those RAs will be reviewed annually
- We have no maintenance forward planning in place and instead firefight as problems occur
- We have establish an accessibility working group with representatives from both across the organisation and students.

# how do we get there?

---

- We will continue the work of the Health and Safety working group in reviewing processes and procedures alongside RA and accidents
- We will train as many of the remaining permanent staff to be fire marshals and fire evacuation chair competent as we can
- We will ensure that our student staff receive basic fire evacuation training as part of their work with us
- We will agree a service level agreement with the University around the maintenance service offered to the Union
- We will develop an annual cycle of maintenance work that should be carried out across all our sites and services
- We will work with UEA to renew our fire risk assessments for the building

# green impact

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- Green Impact Students' Unions is NUS' flagship sustainability accreditation scheme
- Over 100 students' unions take part and are rewarded with a Good, Very Good or Excellent award each year at NUS Awards
- Green Impact provides a practical framework (achievable, quantifiable actions in an online workbook format) for greening students' unions, covering actions around waste, travel, procurement, biodiversity, energy use, and more.

# green impact: where are we?

---

- Carried out an assessment of current status
- Submitted a Very Good level award
- Possibility, with some resource, to get to Excellent in coming year

# from you...

---

- Is there an area of this work we should be prioritising over others?
- Is there anything that you feel is missing from our plan?
- Do you think we should aim for Excellent in our Green Impact Award next year?

# thank you

**robyn fisher**  
operations manager  
[robyn.fisher@uea.ac.uk](mailto:robyn.fisher@uea.ac.uk)

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	IRL		Impact	Likelihood	IRL		

## STRATEGIC CORPORATE RISK REGISTER FOR UEASU JUNE 2017

### RISK SCORE

Significance		Probability		
4	Major/critical			
3	Significant	4 Very Likely		
2	Moderate	3 Likely		
1	Minor	2 Possible		
		1 Remote		

Major/critical = 4	4	8	12	16
Significant = 3	3	6	9	12
Moderate = 2	2	4	6	8
Minor = 1	2	2	3	4
Impact	Remote = 1	Possible = 2	Likely = 3	Very Likely = 4
Likelihood				

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	TXL		Impact	Likelihood	TXL		

<b>Governance and legal</b>										
<b>1. Trustee Board</b>	Poor quality governance leads to poor decision making including inappropriate behaviour or performance including legal failings	4	3	12	<ul style="list-style-type: none"> <li>Induction and handover</li> <li>Support of SMT</li> <li>Policies and procedures</li> <li>Timetable of items to be approved</li> <li>Recruitment of experienced external trustees</li> <li>Director and Officer insurance in place for protection of trustees</li> <li>Incorporation</li> </ul>	4	2	8	TB, CEO	<ul style="list-style-type: none"> <li>Clear role descriptions</li> <li>SMT to attend Board meetings</li> <li>External trustee training</li> <li>Trustees to also meet staff team at staff event</li> <li>Delegated authority matrix</li> <li>Terms of reference for TB</li> <li>Recruitment pack for external trustees</li> <li>Full review of constitution completed through incorporation process</li> <li>NUS QM for good governance</li> <li>Minutes published for scrutiny by members</li> <li>Trustees and staff to work outside meetings on strategic development</li> </ul>
<b>2. External Trustees</b>	Failure to recruit experienced external trustees with the skills required for the role or knowledge about the Charity	4	3	12	<ul style="list-style-type: none"> <li>Referrals for appointments</li> <li>Seek references for appointments</li> <li>HR &amp; Mons to recommend on new appointments</li> <li>Transparent process to appoint new trustees</li> </ul>	4	2	8	TB,CEO	<ul style="list-style-type: none"> <li>Trustee recruitment pack</li> <li>Robust recruitment process</li> <li>Formal interview of candidates before appointment</li> <li>Appointments committee</li> <li>Trustee induction</li> <li>External trustees invited to council annually</li> <li>New trustees to meet with SMT</li> </ul>
<b>3. Failure to engage board</b>	Board members not engaged in issues rubber stamp reports and papers	4	3	9	<ul style="list-style-type: none"> <li>Referrals for appointments</li> <li>Measure of attendance</li> </ul>	4	3	12	TB, CEO, Secretary	<ul style="list-style-type: none"> <li>Papers circulated in good time</li> <li>Training for all trustees</li> <li>Mentoring with lay and external trustees</li> <li>All Trustees invited to one council per year</li> <li>Minutes published for scrutiny by members</li> <li>Quarterly catch up with secretary to identify any issues or concerns</li> </ul>

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	IRL		Impact	Likelihood	IRL		

										• Trustees to consider and report level of support, further training they require
<b>4. Company/Charity Law compliance</b>	Failure to comply with deadlines for filing etc causing reputation and financial risks	3	3	9	• Training • Contact advisors • Finance team qualifications	3	2	6	CEO	Diarised submission of CC and CH compliance Submission review on TB annual agenda
<b>5. General Legal Compliance</b>	Failure to follow legal requirements in any area of the business, causing legal, financial and reputational damage	4	3	12	• Training • Relationships with legal firms for free updates • Legal compliance on annual board cycle • Legal competence on Board	4	2	8	DCEO	Annual legal compliance sign off by CEO Department legal compliance addressed annual plans
<b>6. Gt Scrutiny of potential anti-Semitic events</b>	Government and regulatory bodies actively scrutinising SU events for alleged anti-Semitic content	3	2	6	Risk asses all events External speaker policy Liaise with NUS and other union Staff training Society training	2	2	4		Officer training Staff training Guest speaker policy Advice to democratic bodies

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<b>Corporate and Strategy</b>										
<b>1. Strategic Plan</b>	Lack of/inappropriate strategic plan leads to weak performance not meeting student expectations and failure to reflect UEA strategic goals	4	4	16	<ul style="list-style-type: none"> <li>Strategic positioning statement approved by board</li> <li>Regular and close relationships with UEA</li> <li>Development of UEA/UUEAS Forum</li> <li>UUEAS representatives on UEA committees</li> <li>Memorandum of Understanding</li> <li>Strategic plan review in process</li> <li>Market research and Q22</li> <li>Officer visibility</li> <li>Industry benchmarking</li> <li>Complaints procedure</li> <li>Website statistics</li> </ul>	3	2	6	CEO, DCEO, TB	<ul style="list-style-type: none"> <li>New strategic positioning statement in place and approved by TB. Monitoring performance against plan on quarterly basis.</li> <li>KPIs for all departmental action plans</li> <li>SMT to regularly monitor performance against KPIs</li> <li>Strategic positioning statement presented to UEA</li> <li>Regular review of KPIs included in TB annual timetable</li> <li>All departments seeking member input and feedback to inform annual planning cycle</li> </ul>
<b>2. Engagement</b>	Failure to engage membership in democratic activity threatens legitimacy of UUEAS	4	3	12	<ul style="list-style-type: none"> <li>Restructure of Marketing team</li> <li>Increased resources for elections</li> <li>On line elections for Officers, Committee's and school reps</li> <li>Benchmark results with other SU's</li> </ul>	4	2	8	SMT, FTO's	<ul style="list-style-type: none"> <li>Democratic activity in strategic plan</li> <li>Clear targets for elections eg standing and voting</li> <li>Review of constitution complete</li> <li>Increase resources into elections through development of Education and Engagement team</li> </ul>
<b>3. Advice centre gives incorrect/misleading advice to student.</b>	Leads to reputational issues or legal action. This could affect reputation with students and UUEAS and also affect UUEAS license to recruit and sponsor international students	3	3	9	<ul style="list-style-type: none"> <li>Advice Quality Standard</li> <li>Team meetings to discuss cases</li> <li>Regular liaison between Advocacy staff and UEA L&amp;T staff</li> </ul>	3	2	6	DoA	<ul style="list-style-type: none"> <li>Indemnity insurance</li> <li>Advice UK, UKCISA and ILPA memberships</li> <li>Specialist advice and training</li> </ul>

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<b>4. Senior Management Team</b>	In 2015 SMT reduced from 4 to 2. Risks associated with further loss of senior management expertise reducing SMT to 1 reducing capacity to run operation	4	2	8	<ul style="list-style-type: none"> <li>• Board consider workload of SMT</li> <li>• SMT have 3 months' notice period</li> </ul>	3	2	6	Board	<ul style="list-style-type: none"> <li>• Board establish relationship with NUS for possible emergency support</li> <li>• Board have emergency plan to support remaining SMT in the event of another loss of SMT member</li> <li>• Plan to expand SMT over time approved by board</li> </ul>
<b>MARKETING &amp; COMMS</b>										
<b>1. Access to data</b>	Changes in legislation removing 'legitimate purpose' clause may encourage UEA not to share data with us	3	3	9	<ul style="list-style-type: none"> <li>• Compliance with UEA DSA</li> <li>• Training</li> <li>• NUS commissioning legal advice</li> <li>• </li> </ul>	3	3	9	HoOps	Remains at moderate risk until legal advice received
<b>EXTERNAL FACTORS</b>										
<b>1. Austerity in HE</b>	Changes in HE funding Changes in legislation/policy Government threat to principle of SU's and their funding	4	4	16	<ul style="list-style-type: none"> <li>• Maintain effective relationship with UEA</li> <li>• Maintain effective relationship with NUS</li> <li>• Maintain relationship with local MP's</li> <li>• Promote benefits of Union to student experience</li> </ul>	4	4	16	FTO's, TB, SMT	<ul style="list-style-type: none"> <li>• Lobby parliamentary candidates on HE funding</li> <li>• Produce e student manifesto</li> <li>• Make UEA policy on HE funding</li> <li>• Send delegates to NUS conference</li> <li>• Take policies/vote for policies at NUS conference</li> </ul>
<b>2. Brexit</b>	Brexit leads to the loss of international and EU students, damaging UEA business model	3	3	9	<ul style="list-style-type: none"> <li>• Monitor impact</li> <li>• Liaise with UEA ET</li> <li>• Seek advice from NUS</li> <li>• Lobby at national level</li> <li>• Work with other SMT at other Unions</li> </ul>	3	3	9	FTO's, TB, SMT	<ul style="list-style-type: none"> <li>• Officers and CEO to raise with UEA ET</li> <li>• CEO seek advice from NUS other SU's</li> <li>• </li> </ul>
<b>3. Rapid expansion of student numbers</b>	Inability to provide services to all students, housing crisis, excessive use of	4	4	16	<ul style="list-style-type: none"> <li>• Liaise with ET</li> <li>• Student feedback as barometers</li> <li>• Evidence of building decline/costs</li> </ul>	4	3	12	FTO's CEO, DA	<ul style="list-style-type: none"> <li>• Feedback <ul style="list-style-type: none"> <li>• Quality Conversations</li> <li>• Annual student survey</li> </ul> </li> <li>• Effective use of UEA liaison</li> <li>• ADA to work with Housing team</li> </ul>

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	IRX L		Impact	Likelihood	IRX L		

	building increases costs				<ul style="list-style-type: none"> <li>• Work with City Council on housing</li> <li>• Support for housing team</li> </ul>					
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		Impact	Likelihood	TXL		Impact	Likelihood	TXL		

REPUTATION										
<b>Relationship with UEA</b>	Failure to maintain/develop relationships including change of high level staffing in both organisations, media destabilising relationship or officers and/or staff adopt adversarial relationship with UEA. Threat to funding	4	3	12	<ul style="list-style-type: none"> <li>Established UEA/UUEAS Forum</li> <li>Handover to incoming Officers</li> <li>Presence on UEA committees</li> <li>CEO meetings with ET members</li> <li>Editorial Independence but review by Marketing Comms Coordinator prior to publishing Concrete</li> <li>Training of Media group</li> <li>Ensure effective handover between Officers but also with University departments</li> <li>Annual VC address to Union Council</li> </ul>	4	2	8	CEO, SMT, FTO's	<ul style="list-style-type: none"> <li>SMT to develop relationships with key UEA personnel</li> <li>Formalise publishing agreement between Union and Concrete</li> <li>Officers continue to attend meetings with the VC and have honest and open discussions</li> <li>Officers to discuss relationships / issues with University at SOC.</li> <li>UUEAS staff to support UEA strategic review</li> <li>ET to input into UUEAS CEO recruitment process</li> </ul>
<b>New UEA governance Board</b>	New Board with greater scrutiny in UEA operations, funding and relationships	4	3	12	<ul style="list-style-type: none"> <li>Officer well prepared/briefed for University Council</li> <li>Invite members of UEA council to Union Council</li> <li></li> </ul>	4	2	8		<ul style="list-style-type: none"> <li>Accept and find opportunities to engage with councillors outside room</li> <li>Encourage external councillors to mentor officers</li> </ul>
<b>NSS change of Q23 to be about academic engagement</b>	Reputational risk, UEA lobbies GT/Gt decide Unions not appropriate vehicle for student rep'n. Cut funding and/or close union.	4	3	12	<ul style="list-style-type: none"> <li>Improve rep training</li> <li>Ensuring transforming education campaign at forefront</li> <li>Better communication of UEA SU interventions to improve academic experience</li> <li>Recruit assistant director of advocacy</li> <li>Lobby UEA with coherent academic strategy</li> </ul>	4	2	8	HoA, HoE&E, FTO's,	<ul style="list-style-type: none"> <li>Improve and quantify rep training</li> <li>Run effective transforming education campaign</li> <li>Joint student partnership officer training</li> <li>Lobby university to invest in representation</li> <li>Support officer in committee meetings</li> <li>Communicate regular updates in officer and student lead academic change</li> <li>Rep of the month</li> <li>Teaching Awards</li> <li>Rep awards</li> </ul>
<b>Collapse of SUSS</b>	SUSS scheme fails	3	3	9	<ul style="list-style-type: none"> <li>Continue to lobby UEA to help fund pension deficit</li> </ul>	3	3	9		<ul style="list-style-type: none"> <li>Continue to lobby UEA to help fund pension deficit</li> </ul>

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pension scheme	Causing greater employer contributions									
<b>Collapse of NUS buying consortium</b>	Due to disaffiliation by a number of large unions the NUS buying consortium collapses as it no longer has the purchasing power of large union	2	2	4	<ul style="list-style-type: none"> <li>As a large purchaser we could negotiate our own deal</li> <li>ADTO to research purchasing options</li> </ul>	1	2	3		<ul style="list-style-type: none"> <li>Attend NUS conferences and event to support NUS</li> <li>Keep close tabs of disaffiliation motions</li> <li>Seek contingency advise from NUS</li> <li></li> </ul>
<b>3. Licensed Trade</b>	Poorly planned and managed events, events with high reputational risk	3	4	12	<ul style="list-style-type: none"> <li>All Bookings risk assessed</li> <li>High risk to be approved by DCEO</li> </ul>	3	3	9	DoSE	<ul style="list-style-type: none"> <li>UEA notified of high risk events</li> <li>Event management plans agreed by UEA as necessary</li> <li>UUEAS dedicate appropriate management experience to high risk events</li> </ul>

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FINANCE										
<b>1. Block Grant Funding</b>	Inadequate funding from the University/long term funding commitment leads to inability to achieve aims and long term planning difficulties	4	3	12	<ul style="list-style-type: none"> <li>Maintain relationships with key UUEAS staff</li> <li>Budgeting</li> <li>Reserves Policy</li> <li>Demonstrate UUEAS vital to retention and attraction</li> <li>Monitor info from sector press</li> <li>NUS liaison and advice</li> <li>Maintain relationships with key UEA staff</li> <li>Memorandum of Understanding</li> </ul>	4	2	8	CEO, FB, FTO's	<ul style="list-style-type: none"> <li>3 year forecasting</li> <li>Lobby University for proper block grant review process/ commitment to long term funding</li> <li>Strong relationships with UEA</li> <li>Trustee training</li> </ul>
<b>2. Inadequate financial reporting</b>	Inadequate financial reporting masks poor performance	4	3	12	<ul style="list-style-type: none"> <li>Monthly management accounts</li> <li>Finance Sub Committee</li> <li>External trustee with Financial Expertise</li> <li>Commercial Boards</li> <li>Annual accounts subject to external auditors, tendered every three years</li> </ul>	4	2	8	CEO, FB	<ul style="list-style-type: none"> <li>Heads of Dept to review MA monthly and report to CEO</li> <li>HoF to report performance to both commercial and financed boards</li> <li>TB to review auditors report and approve EOY accounts</li> </ul>
<b>3. Fraud/Theft</b>	Non compliance with procedures leading to misappropriation of assets/funds.	3	3	9	<ul style="list-style-type: none"> <li>Robust financial policies and procedures</li> <li>Use of PO's</li> <li>Bank Mandates</li> <li>Segregation of duties</li> <li>External stocktaker</li> <li>No override of internal controls</li> <li>Audit</li> </ul>	2	3	6	DoSE, HoF	<ul style="list-style-type: none"> <li>Review of internal controls</li> <li>Budgetary controls</li> <li>HoSE to review monthly stock takes</li> <li>HoF finance procedures for effective double checking payments</li> </ul>

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Commercial Operations										
<b>1. Commercial Decline</b>	Further decline due to failure to meet needs of the membership and changing customer habits leading to adverse effect on finances and potential reduction in services.	4	3	12	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Close monitoring of performance</li> <li>Monthly review of MA</li> <li>Cost control</li> <li>Market research</li> <li>NUSSL info reviewed on student trends</li> <li>Timing of offers to student</li> <li>Review market offerings</li> <li>Maintain good service</li> <li>Review pricing and events</li> </ul>	4	2	8	DoSE	<ul style="list-style-type: none"> <li>Partnership with VMS</li> <li>Strategic plan for commercial to be developed</li> <li>Monthly meetings with budget holders and managers to discuss and control variances</li> <li>Market research of membership Commercial requirements</li> <li>Staff and officer positions on NUSSL board</li> <li>Make full use of NUS research and trend analysis</li> </ul>
<b>2. Licensing</b>	Bars or shop fail to hold appropriate licenses/ non compliance with licensing requirements	4	2	8	<ul style="list-style-type: none"> <li>Training</li> <li>Mandatory ID checks at point of sale or at controlled entry to events</li> <li>Attendance of local licensing meetings</li> <li>Adequate SIA provision</li> <li>Use external licensing consultant for capacities</li> </ul>	4	3	8	DoSE	<ul style="list-style-type: none"> <li>Age checks</li> <li>Monitoring legislation</li> <li>Training</li> <li>Policies and procedures</li> <li>Schedule of licensing renewal</li> <li>Door policy</li> <li>Positive relationship with licensing authority</li> </ul>
<b>4. Licensing relationships</b>	Local authorities raising concerns regards in drugs and club culture Crime & disorder neighbourhood relations	4	2	8	<ul style="list-style-type: none"> <li>Meet licensing officers</li> <li>New license in place approved by police</li> <li>Monitor and record drug related issues</li> <li>Late night noise</li> <li>Customer Dispersal</li> </ul>	4	2	8		<ul style="list-style-type: none"> <li>DPS trained to support and uphold the licence</li> <li>Regular meeting between DPS and licensing</li> <li>Operating manual and training for all duty managers</li> <li>'No drugs in clubs' campaign for external clubs</li> <li>Staff training and signage to leave quietly</li> <li>Safe taxi schemes, bus co. liaison.</li> </ul>
<b>3. Live Music</b>	Loss of live music programme damage to business model, reputation with University	4	3	12	<ul style="list-style-type: none"> <li>Partnership with VMS</li> <li>Updating of facilities</li> <li>Control over costs</li> <li>Risk Assessments</li> <li>Training</li> </ul>	4	2	8	DoSE	<ul style="list-style-type: none"> <li>Benchmark costs with other national providers</li> <li>Develop key relationships with Promoters and agents</li> <li>Control costs to make competitive offer</li> </ul>

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										<ul style="list-style-type: none"> <li>• Improve pre- booking events and facilities information and make available on line</li> <li>• Maintain rigorous approach to health and safety</li> <li>• Seek and follow detailed advice in line with industry standards</li> </ul>
<b>4. Terrorism</b>	Need to take steps to reduce risk in light of terror incidents	4	2	8						

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IT										
<b>1. Lack of IT support leading to operational issues affecting all areas.</b>	Lack of dedicated IT resource leading to operational issues, affecting services and finances, insecure data storage	4	3	16	<ul style="list-style-type: none"> <li>IT now provided by UEA</li> <li>IT capital plan</li> <li>New IT infrastructure in place</li> <li>IT enabling strategy</li> </ul>	4	2	8	CEO	<ul style="list-style-type: none"> <li>Risk issues present relating to Fidelity system (tills) and obtaining support.</li> <li>Training programme in key software to create internal champions</li> <li>ITC competency test for new permanent employees</li> <li>IT review group of champions</li> </ul>
<b>2. Union Website</b>	Transfer of Website to Membership Services Ltd, transfer goes wrong and affects, purchasing, group membership and key messages damaging income streams and reputation	4	3	12	<ul style="list-style-type: none"> <li>Head of Department with operational responsibility</li> <li>Audit and review of current on-line content</li> <li>Back-up of content transferred early</li> <li>Extra resources to implement transfer</li> <li>Backup plan for tickets sales</li> <li>Digital back up of clubs and society data</li> </ul>	4	2	8	DCEO	<ul style="list-style-type: none"> <li>UUEAS establish minimum standards with MSL</li> <li>Develop a website user group to consider issues</li> <li>Ensure back up systems in place</li> <li>Monitor student feedback to identify issues</li> </ul>
<b>3.Data loss</b>	Critical data lost including loss of personal data	4	3	12	<ul style="list-style-type: none"> <li>DPA Registered</li> <li>DPA training</li> <li>Student data securely stored via NUS Cloud</li> <li>UUEAS data securely stored via UEA</li> <li>Critical systems eg EPOS, Exchequer software with maintenance contracts</li> <li>DSA with UEA</li> </ul>	2	2	4	DCEO	<ul style="list-style-type: none"> <li>Compliance with DPA</li> <li>Compliance with UEA DSA</li> <li>Data protection procedures in place</li> <li>Training in place for all staff using data</li> <li>Staff using data now go on UUEAS courses</li> <li>EPOS system on UEA server</li> </ul>
<b>People</b>										
<b>1.Loss of key staff</b>	High turnover effecting operations/morale and knowledge	3	2	6	<ul style="list-style-type: none"> <li>Robust performance management system</li> <li>Regular systematic 121's of all permanent staff</li> <li>Role evaluation to ensure fair pay</li> <li>Staff development opportunities</li> </ul>	2	2	4	DCEO	<ul style="list-style-type: none"> <li>Sickness monitoring</li> <li>Complete exit interviews for all staff</li> <li>Flexible working</li> <li>Staff Survey action plan</li> <li>Enhanced supervision meetings between line manager and staff member</li> </ul>

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					<ul style="list-style-type: none"> <li>• Training</li> <li>• Stress at work policy</li> <li>• Exit interview</li> </ul>				<ul style="list-style-type: none"> <li>• Achieve IIP gold standard</li> <li>• Succession planning for key roles</li> </ul>
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<b>2. Staff Issues</b>	Bullying, discrimination, breach of duty of care	4	3	12	<ul style="list-style-type: none"> <li>1-1s</li> <li>Appraisals</li> <li>Team meetings</li> <li>All staff briefings</li> <li>All staff days out</li> <li>Access to Occupational Health</li> <li>Trade Union involvement</li> <li>Return to work interviews</li> </ul>	2	3	6	DCEO	<ul style="list-style-type: none"> <li>Ensure relevant policies are up to date</li> <li>Staff wellbeing policy</li> <li>Staff wellbeing champion</li> <li>Ensure Managers are trained to enforce policies</li> <li>Use external support for Stress Risk Assessments and staff WB plans</li> <li>Ensure staff members are inducted to understand express and implied terms of a contract of employment</li> <li>Monitored through yearly staff survey</li> <li>•</li> </ul>
<b>3. Employment legislation</b>	Failure to comply leading to legal challenges by staff	3	3	9	<ul style="list-style-type: none"> <li>Effective HR function backed up by external consultant and legal advice</li> <li>Support from UEA if required</li> <li>Relationship with Unison</li> <li>People plan review by HR and Noms sub-committee</li> </ul>	2	3	6	DCEO	<ul style="list-style-type: none"> <li>All policies and procedures up to date following policy review work – compliance maintained</li> <li>Regular attendance at legal updates</li> <li>•</li> </ul>
<b>4. Statutory Compliance</b>	Failure to submit documentation or follow correct procedures can lead to heavy fines from HMRC and/or Pension regulator	3	3	9	<ul style="list-style-type: none"> <li>Checks built in to new HR payroll software</li> <li>Training for relevant staff to ensure awareness of changes</li> <li>Support from external consultant</li> </ul>	3	2	6		<ul style="list-style-type: none"> <li>New software implemented with auto alerts built in</li> <li>All procedures up to date</li> <li>Regular update training for relevant staff</li> </ul>
<b>Opportunities</b>										
<b>1. External Speakers</b>	Reputational damage by society association to external speakers	3	4	12	<ul style="list-style-type: none"> <li>Guest speaker approval form and policy</li> <li>Training – staff and committees</li> <li>Liaison with UUEAS security to screen guest speakers</li> <li>NUS policy and guidance</li> </ul>	2	3	6	DCEO, HoOpp	<ul style="list-style-type: none"> <li>Training for societies on external speaker policy</li> <li>Regular meetings with UUEAS stakeholders to review requests</li> <li>Staff training</li> <li>Follow NUS guidance remain up to date with latest guidance</li> </ul>

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	IRL		Impact	Likelihood	IRL		

<b>2. Injury or death of student</b>	As a result of drugs, violence etc associated with UUEAS or as a result of sporting or other activity	4	3	12	<ul style="list-style-type: none"> <li>Staff and committee training</li> <li>Best Bar None</li> <li>All union regulated activity to be risk assessed</li> <li>Regular liaison with insurers to maintain Adequate insurance</li> <li>Disciplinary procedures for student behaviour (code of conduct)</li> <li>First aiders (for events and sports at Colney Lane)</li> <li>C&amp;S equipment checks/policies</li> </ul>	4	2	8	ALL	<ul style="list-style-type: none"> <li>Qualified coaches</li> <li>Safe and inspected facilities</li> <li>Investment in new equipment</li> <li>Police liaison</li> <li>Scheduled liaison with insurers on activities</li> <li>C&amp;S committee training reviewed annually</li> </ul>
<b>3. Initiations and inappropriate behaviour</b>	Poor/inappropriate behaviour of sports or soc causing rep damage and risk of personal injury e.g initiations	3	4	12	<ul style="list-style-type: none"> <li>Clear initiations policy</li> <li>Training for sports and society committees</li> <li>Code of Conduct</li> </ul>	3	3	9	DCEO, HoOpp	<ul style="list-style-type: none"> <li>Code of conduct for members</li> <li>Rigorous implementation of Code of conduct</li> <li>Disciplinary policy reviewed in line with constitutional changes</li> <li>Annual review of training of Committee members</li> <li>Monitoring of room bookings</li> </ul>

<b>Health and Safety</b>										
<b>1. Health and Safety</b>	Prosecution/injury effecting operations/reputation and finances	3	3	9	<ul style="list-style-type: none"> <li>H&amp;S policy</li> <li>H&amp;S training</li> <li>IOSH training for key staff</li> <li>Risk assessments</li> <li>Adequate insurance</li> <li>Bi-annual rigging inspections</li> </ul>	3	2	6	DCEO	<ul style="list-style-type: none"> <li>Annual H&amp;S departmental audit</li> <li>Staff trained in IOSH</li> <li>Annual departmental Risk Assessment audit and review</li> <li>H&amp;S committee review accidents quarterly</li> </ul>
<b>5. Fire and Evacuation</b>	Injury, death, loss of business/premises	4	3	12	<ul style="list-style-type: none"> <li>Fire and Evacuation policy</li> <li>Independent FRA every three years</li> <li>Fire Marshal training</li> <li>Alarm Checks</li> <li>Fire Practice Drill</li> <li>Statuary compliance checks with water, gas, electricity</li> </ul>	4	2	8	DCEO	<ul style="list-style-type: none"> <li>Annual Review of systems and processes</li> <li>FRA completed by UEA</li> <li>Fire Marshall retraining booked annually with 80% career staff trained</li> <li>Work with UEA on statuary compliance at Waterfront</li> </ul>

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	IRL		Impact	Likelihood	IRL		

# **Chief Executive Appraisal**

*Note: this item has been redacted under the Staff Protocol*

# paper

Subject:	<b>Key Actions from Union Council</b>
Produced by:	Jim Dickinson, Chief Executive
To:	Trustee Board
Date:	20 <sup>th</sup> June 2017
Action:	To note
Status:	<b>Open</b>
Paper:	TB758
Purpose:	We report on the SU's key representative/political body to each Board meeting.

## Feb 2 Meeting

- Elected Jack Lewis as Chair for the rest of the academic year
- Approved the following new Student Opportunities Groups: Friends of Childreach International, Humanist Society, Respiratory Society, the Big C, UEA Movement for Justice, Vegan Society, Youth for Europe and Aerial Arts
- After a spirited debate, approved a set of changes to our democratic structure proposed by the Student Leadership Review working group. Prior to the meeting, the proposers had accepted an amendment that kept the Student Officer Committee's present place in the structure and changed the proposed Student Executives into sub-committees of SOC an amendment from Finn Northrop (Non Portfolio Officer), to stop a ceiling being placed on the number of Student Opportunities Group leadership positions any individuals may hold, was defeated an amendment from Finn that we should keep the rule that Student Trustees must be elected rather than appointed was accepted
- The Review debate took some time so there was only time to hear two policy proposals before the 10.30 cut-off; both resolutions were agreed by Council; they were:
  - Policy 2040 from Malaika Jaovisidha (International Officer) which aims to increase the proportion of staff working in the Union of BEM and International backgrounds
  - Policy 2043 from Jo Swo (Welfare, Community and Diversity Officer) on promoting safe student sex, looking at how to provide free contraception to students and at installation in Union House of contraception dispensers- these will be accessible to wheelchair users

## Feb 23<sup>rd</sup> Meeting

- Approved a new Student Opportunities Group: Songwriters' Society
- Approved policy proposals to send to National Union of Students' National Conference – this is our chance to get our policies adopted by the nationwide the student movement. The policies we are sending to Conference are:
  - Support the Sanctuary Campus movement and back any campus that offers protection to migrants and refugees
  - Support working students' rights; to secure trade union membership for all NUS Extra Cardholders and to campaign for an increase in the minimum wage
  - Support a wide range of measures to help Nursing and Midwifery students both on campus and in the work place
  - For the NUS to adopt a Brexit policy that defends freedom of movement and keeps the UK in the Single Market
- Approved UEASU policies on:
  - Advertising UEASU leadership elections more effectively to international students
  - Setting minimum standards that we expect University management to stick to when they engage with student campaigns
  - Setting up a Book Swap to help students with recreational reading
  - Campaigning against the government sell-off of student debt

- Improving reporting from Councillors to constituents after meetings and improving the voting records part of the website
- Backing the protests against the state visit of Mr Trump to the UK and providing transport to the demo
- Investigating and improving our international students interaction with our student opportunity groups and looking at building links between our groups and local cultural groups
- Changing the remit of the Democratic Procedures Committee, increasing its membership and making it more visible and accessible at Council
- Taking a firm pro-choice stand on abortion rights
- Reverting to a two-thirds majority requirement for changing the Bye Laws Open Discussions looked at student housing on and off campus; discussion notes will go to Student Officer Committee which will look at how to tackle the problems Councillors raised

**March 23<sup>rd</sup> Meeting**

- Approved creation of Portuguese Society, Skydiving Society and Somali Society.
- Approved UEASU Policies on:
  - The Make-up of Disciplinary Hearing Panels and Cases concerning members who are members of SOC and/or the Trustee Board
  - Code of Conduct- Theft from SU Outlets
  - UEA as a Sanctuary Campus
  - UEA Parking
  - BME work
  - Increasing the scrutiny and discussion period for Motions Submitted to Council
  - Access to a Defibrillator at the Colney Lane facility

**March 4 May meeting**

- Approved creation of Portuguese Society, Skydiving Society and Somali Society

## Cycle of Business

The cycle is proposed to be quarterly with a mixture of standard items, governance items, finance items and strategic items, as well as space for ad hoc items as they arise.

Standard Board Meetings	September	December	March	June
<b>Standard items</b>				
Board, SMT and SOC minutes				
Risk Register Summary				
Management accounts & finance update				
KPI Update				
Annual Detailed Risk Review				
Annual External Speakers Review				
<b>Governance</b>				
Appointments				
Code of Conduct Annual Report				
Election Results				
SUS & WF Annual Report				
Scheme of delegation review				
<b>Finance</b>				
Detailed Internal Budgets				
Update on year end				
Receive and approve audited accounts				
Approve estimates to Union Council				
<b>Strategy</b>				
KPI annual report				
Strategic framework				
KPIs for the year ahead				
ES1: Corporate Governance	Approve			Discuss
ES2: Health & Safety, Building & Maintenance	Approve			Discuss
ES3: People Strategy			Discuss	Approve
ES3: Senior post holder remuneration	Approve			
ES3: Staff Survey Report			Discuss	
ES4: Finance Strategy			Discuss	Approve
ES5: ICT and Web Strategy		Discuss	Approve	
ES6: Marketing, Communications & R'ships		Discuss	Approve	
ES7: Equality and Diversity	Discuss	Approve		
ES8: Social Enterprises Strategy	Discuss	Approve		