

# agenda

Meeting:	<b>Trustee Board</b>
Date:	Monday 18 <sup>th</sup> September 2017
Time:	4.00pm- 7.15pm
Location:	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 be marked as such.*

## **NOTE TOTAL TIMINGS IN THIS DRAFT = 120 MINUTES**

### **Code of Conduct Case**

- 4.1 pm For the first thirty minutes the CoS will present on a recent significant Code of Conduct case with a chance to discuss implications.

### **Administration**

#### **TB761 Membership (AM)\***

To receive any recommendations or updates on membership from the Nominations and HR Committee.

#### **TB762 Declarations of Interest (AM)\***

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

#### **TB763 Minutes (AM)\***

To receive and approve minutes of the meeting held on 20<sup>th</sup> June 2017.

#### **TB764 Action Log and Matters Arising (AM: 5 mins)**

- 4.30pm To receive the Chairs Actions report, Action Log and to note any matters arising from the minutes not otherwise covered by the agenda.

### **Finance and Performance- Year End**

#### **TB765 Chief of Staff's Report (JD: 15 mins)**

- 4.35pm To receive the report for the last quarter from the Chief of Staff.

#### **TB766 Operating Plan 2016-17 (JD)\***

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

#### **TB767 Key Performance Indicators (JD: 5 mins)**

- 4.50pm To receive a final update on the "top level" performance indicators for 2016-17.  
To receive and approve a proposed set of KPIs for 2017-18.

#### **TB768 Management Accounts & Year End Provisional Result (TCa/TCu: 15 mins)**

- 4.55pm To discuss fourth quarter management accounts; year-end provisional numbers; and a verbal report from the Chair of Finance Committee.

### **Commercial and Trading**

#### **TB769 Development and Oversight Boards (TCu)\***

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

#### **TB770 Social Enterprise Report (TCu: 10 mins)**

- 5.10pm To receive the Social Enterprises report for Q4 from the Deputy CoS.

#### **TB771 Commercial Supply Update (TCu: 5 mins)**

- 5.20pm To receive an update paper from the DCEO/Commercial Supply Working Group.

**TB772 Venues Partnership Update (TCu/MK: 5 mins)**

5.25pm To receive an update paper from the DCEO/Venues Partnership Working Group.

**TB773 Waterfront Update (TCu/MK: 5 mins)**

5.30pm To receive an update on negotiations surrounding the Waterfront and its lease.

**TB774 Agency Services (TCu)\***

*This has been further delayed while we engage Unitemps and discuss with University Departments. We expect to be able to progress during the term ahead and bring to December Board.*

**BREAK**

**Finance & Legal**

**TB775 Detailed Internal Budget 17-18 (TCa/JD: 15 mins)**

5.50pm To receive and approve the Detailed Internal Budget for 16-17 provisionally approved by Management Committee in July. Includes Capital schedule.

**TB776 Finance Improvement Plan 15-16 (TCa/TC)\***

To note the update on the plan in the finance function arising from the 15-16 Audit.

**TB777 Scheme of Delegation (JD/MC)\***

To approve the scheme of delegation for 2017-18.  
To approve a protocol regarding the SU Graduate Centre.

**TB778 Code of Conduct Annual Report (RH/LH: 10 mins)**

6.05pm To receive a report on the union's Code of Conduct from Roscoe Hastings at the close of his term as Supervising Trustee, and consider any appropriate action.  
To receive a further verbal report from Laura Hagen on the union's Code of Conduct considering issues arising from the Cheer Dance Case and consider any appropriate action.

**TB779 External Speakers Policy Annual Review (JD)\***

To consider the annual review of the Union's External Speakers Policy and appropriate action.

**TB780 Charity Campaigning Framework (JD)\***

To note the review of and approve the regulatory framework for campaigning within the SU for 17-18.

**TB781 Staff Protocol (JD: 5 mins)**

6.15pm To consider a revised Staff Protocol arising out of a review carried out earlier in the year.

**TB782 Enabling Strategy (Approval): Senior Postholder Pay (BG/LH: 5 mins)**

6.20pm To approve the scheme of remuneration for the SMT in the year ahead and consider process and timings for review in accordance with the policy.

**Strategy**

**TB783 Student Transformation Strategy 2017-18 (JD: 15 mins)**

6.25pm To receive and note the 17-20 strategy revision approved by Management Committee in July.  
To approve the proposed Key Performance Indicators for 17-18

**TB784 Enabling Strategy (Approval): Corporate Governance (JD, AM: 10 mins)**

6.40pm To receive a paper on the new Charity Governance Code, and a presentation on Corporate Governance Strategy (measured against an adapted version of the new Charity Governance Code).

**TB785 Enabling Strategy (Approval): Marketing & Communications (TCu/LC)\***

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

**TB786 HR and Nominations Sub Committee Minutes (CA)\***

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

**TB787 Enabling Strategy (Approval): People (TCu)\***

*Note we are currently recruiting the HR Projects Manager as discussed. The external consultants review in this area was discussed in June. Timings will likely mitigate against the incoming postholder being able to complete a strategy in time for September so we are proposing this item is covered by HR Committee as a priority, with a strategy/plan to December Board.*

**TB788 Enabling Strategy (Approval): Health, Safety, Building & Maintenance (RF)\***

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

**TB789 Enabling Strategy (Steering): Social Enterprises (TC)**

6.50pm To receive a steering presentation on the SU's Social Enterprises.

**Risk**

**TB790 Risk Register (TCu)\***

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

**Sundries**

**TB791 Key Actions of Union Council\***

**TB792 Any Other Business\***

**TB793 Time, Date and Place of the next meeting\***

**TB794 Ongoing Cycle of Business\***

# Minutes

Subject:	Minutes of the UEASU Trustee Board 20 June 2017
Produced by:	Tony Moore
To:	Board
Action:	To approve
Paper:	TB763
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), J Zilch (JZ) (Full Time Officer Trustee), M Leishman (ML) (Student Trustee/Full Time Officer Trustee elect), E Agu (EA), R Hastings (RH) (External Trustee), L Hagen (External Trustee) (LH), C Tutty (CT) (External Trustee) and B Gibbins (BG) (External Trustee).

**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), T Cave (Head of Finance) (TCV), I Gibson (incoming External Trustee), J Robinson (Full Time Officer Trustee elect) (JR), I Edwards (Full Time Officer Trustee elect) and C Koosyial (Full Time Officer Trustee elect).

**Apologies:** M Cummins (Student Trustee), F Hicks (Student Trustee), J Taylor (PG Student Trustee), H Hughes (Student Trustee), and C Ball (Part Time Officer Trustee).

## Key Decisions/deliberations:

- *Appointments for 17-18: M Colledge as Chair, B Gibbins as Deputy Chair and to Finance Committee, L Hagen as Supervising Trustee for the Code of Conduct and to AHRC*
- *mandated the Waterfront working group to negotiate and conclude an agreement with VMS with the proviso that any major changes to the negotiating position of either side would be reported to Trustees prior to agreement*
- *agreed formal proposal to set up a campus based employment agency*
- *approved Finance Committee’s recommendations to not take up a discount offer to make a pre-payment of three years’ pension contributions and to investigate the options for recruitment of an external investment adviser*
- *approved the Finance Strategy*
- *delegated approval of the Detailed Internal Budget to Finance Committee*
- *adopted a Special Resolution to amend the Articles of Association as a result of the Student Leadership Review*
- *approved Strategic Framework for 2017-18*
- *approved Marketing and Communications Strategy for 2017-18*



## **Action Points**

- *Student Trustee and Part-Time Officer Trustee members of Committees to be appointed over the summer*
- *Changes to staffing structure over the summer delegated to Management Committee*
- *Management to take steps to identify cultural issues around rising number of Code of Conduct cases involving Sports Clubs*
- *Nightline office space situation to be monitored and carried forward into the 17-18 OP*
- *Changes to Student Leadership structure to be integrated across KPIS*
- *Finance Committee to sign-off Detailed Internal Budget at meeting to be held by 1 August*
- *Review of and recommendations as to process for recruitment of External Trustees to be presented to the September Board*
- *External Report on HR and Board's thinking on future of HR to be communicated to staff*
- *Steering paper on Corporate Governance to be circulated prior to September Board*

## **Administration**

### **TB731 Membership**

Chair noted no recommendations from AHRC as to membership.

Chair welcomed Ian Gibson and noted Ian would be shadowing Roscoe Hastings for the present meeting and taking up the External Trustee role at the end of Mr Hastings's term.

Chair proposed that the Student Trustee and Officer membership of the Board sub-committees be deferred for decision over the summer.

Chair proposed that the election of the Chair of Trustees for 2017 to 18 should be deferred for decision by a meeting of the incoming Full Time Officer team.

*The Board appointed L Hagen to serve as the External Trustee on the Appointments and HR Committee.*

*The Board appointed B Gibbins to serve as the External Trustee on the Finance Committee.*

*The Board appointed B Gibbins as Deputy Chair of Trustees.*

*The Board deferred a decision on the appointment of Chair of Trustees until a meeting of the incoming Full Time Officer team.\**

*\* Clerk's note: the Full Time Officers later appointed M Colledge to serve as Chair of Trustees.*

### **TB732 Declarations of Interest**

There were no new declarations.

### **TB733 Minutes of the Meetings of 28 March 2017**

The minutes were agreed.

### **TB734 Action Log and Matters Arising**

JS asked, as to the Action Log, whether the review of the staffing proposal had come to Management Committee as they had no recollection of it being discussed.

JD advised that the review had not as yet been brought to Management Committee due to a number of interrelated factors including the feed in to the Financial Estimates and the setting up of the Employment Agency; JD advised that there might be a need to make some changes to the staffing structure over the summer but these would be made by Management Committee under the Scheme of Delegation. **AP**

## **Performance**

### **TB735 Chief Executive Report**

JD drew attention to the written report.

JD advised that it had been an exceptionally busy and challenging term with UEASU having been buffeted by a whole series of events which had been handled in admirable fashion by the organisation as a whole.

JH advised as to items of note:

- The University had achieved a silver rather than gold rating under the Teaching Excellence Framework (TEF); JD advised indications were that the failure to achieve gold was due to the relatively poor graduate employment figures and that, consequently, employability would be a central concern for the University in the immediate future;
- The recent data breach by the University that had resulted in the disclosure of the details of exceptional circumstances submission made by forty-eight students; JD advised that the breach would mean that UEASU would be asking the University some hard questions as to data security and would be helping the students involved with support and advice on seeking redress;
- UEASU had been given an award by the NUS for its exceptional work in education; JD asked that the great work by UEASU staff in support of the various education initiatives that had led to the award be noted in the minutes.

IG wondered why the University had needed the data which had been breached.

JD advised the problem had arisen due to the combination of students feeling they had to provide more information than they, in actuality, needed to fulfil the exceptional circumstances criteria and the University failing to anonymise the data.

MC noted that, in the spring term, there had been a spike in demands on staff and Officers' time due to the need to deal with a set of particularly complex Code of Conduct cases involving Sports Clubs. MC believed it might be a testament to the work that UEASU had undertaken on publicising the Code and what was deemed to be unacceptable behaviour that more members were using the Code to register complaints.

MC asked that either UEA Sport or UEASU investigate the underlying patterns of behaviour that appeared to be the cause of the rising number of complaints. MC believed it important to have clear evidence and to not rely on assumptions when addressing the problem; MC asked that the request be minuted.

JC advised that there were two underlying issues around the Code that were relevant to the current casework. JD noted there was a consensus across the sector that SUs lacked the capacity to properly investigate the kind of cases where it had previously been judged to be: 'the police or nothing'. JD advised there had been a cultural change which, combined with recent government initiatives, had meant that SUs and universities could not wash their hands of harassment cases where previously no action would have been taken. JD advised that, in discussions with the University, it had become apparent that neither the University nor UEASU had the capacity, at present, to undertake complex investigations. JD advised that one of the approaches under discussion with the University would be to employ some of the HEFCE funded resources in this area.

JD advised that the second issue was around expectations as to what was socially acceptable behaviour and the gap between what had come to be deemed acceptable in the wider society and age group that students belonged to and what was deemed acceptable by the University and UEASU; the task ahead would be to close the gap. JD advised that there was a clear need for UEASU, working with Student Support Services and UEA Sport, to take steps over the summer to establish the nature and scale of the cultural problems that the recent cases had shown to exist. JD advised that the work would probably be based on anonymous research where members would

be asked to share their experiences of different Sports Clubs' cultures so that UEASU could gauge the reality of behaviours.

JD noted that the initiative would be a priority and asked that it be minuted that the work would form a key part of UEASU strategy. **AP**

CT noted on the counselling programme closure that they worked in a similar area at their university and would share their guidelines with MC.

There were no further comments.

### **TB736 Operating Plan 2016-17**

JD noted management's overall satisfaction with the performance against plan.

JS noted that Nightline had been ragged as green when there had only been a temporary solution arrived at by the University: Nightline given office space in SST at night.

Chair noted that the situation would be monitored and the item would be carried forward into the 17-18 Plan. **AP**

JS wondered as to why Housing was ragged as red as they believed there had been significant progress in this area over the current year.

JD advised there had been tactical successes in response to events in terms of getting students housed in an emergency but there had been little progress in development of a city-wide housing strategy.

There were no further comments.

### **TB737 Key Performance Indicators**

JD advised as to the Equality and Diversity Indicator that the full differentiation had been delayed by the need to categorise job roles into 'student movement' and 'general commercial and technical'; JD advised that once the categorization had been completed the Equality and Diversity performance would become clear.

JR wondered as to the student staff ratios for BEM and international students.

JD advised that the figures did not take into account the major exercise targeting the issues that international students encounter in applying for jobs that had been part of the latest recruitment round; JD believed this would have a positive impact on the figures which would be reported to the September Board.

JS noted that there would be major changes to campaigns and representation positions brought about by the new Student Leadership structure and believed these should be reflected in the gathering of the BEM and other data.

JD advised that the changes to the structure would be added to a whole range of indicators and these would be added to the next iteration of the KPIs. **AP**

There were no further comments.

### **Commercial and Trading**

#### **TB738 Development and Oversight Boards**

There were no comments.

## **TB739 Social Enterprise Report**

TCM drew attention to the written report which included the figures for net contributions in relation to the previous year and names of particular workers whose conspicuous contribution had been worthy of report.

TCM highlighted that performance was below forecast for the year but there had been some catch up in May; overall, the performance was significantly up on budget and up in comparison to the previous year.

TCM characterised the performance as building on last year's consolidation to deliver an increase in revenues and improvement in customer service.

TCM advised that better utilisation of space had increased capacity in the Bars and generated increased revenues.

As to the Shop, TCM advised that the Board had given management the challenging task of: reducing prices, making more money and maintaining a high GP. TCM reported that turn-over had risen by around £100K but the GP had fallen because the growth had been mainly in sales of low-margin 'value' items. TCM advised that, if the Board wished to maintain the lower prices, it would need to accept lower contributions and/or look at generating growth in sales of higher GP items.

TCM reported that a meeting the previous week had confirmed a timeline for the transfer of ticketing from ABC to MSL: a change which would lead to an annual saving of around £30K.

IG asked as to provision in the Shop for the specific demands of international students. TCM advised that there was a full range of lines to meet the requirements of international students but noted that sales in this area had been hit by the falling number of international and, in particular, INTO students, on campus.

MC wondered why there had been a marked downturn in contributions from the Marketing Department.

TCM advised that the Department had generated increased revenues but that there had been an increase in student staff in the design team to enable better provision of services across the organisation and this accounted for the downturn.

MC hoped, in relation to the transfer from ABC to MSL, that the changeover would not be made until the upgrades to the system had been completed.

TCM assured MC that this would not be the case and noted the importance of UEASU's business model which was based on the ability to sell tickets quickly.

JZ asked whether the refund facility in ticketing would be available for Club and Society events.

TCM confirmed that the facility would be available.

RH wondered as to the contract arrangements with ABC and as to the projected date for going live with MSL.

TCM advised UEASU had a rolling contract with ABC and would simply not renew it at the appropriate time.

JD advised that MSL had finalised some exciting add-ons and this had delayed things by a few weeks. JD advised that management anticipated running the two systems in tandem for around a year in order to ensure that the complex transition process did not have any negative impact on the customer journey.

RH wondered whether having to run the two systems would impact on the projected cost savings. JD agreed there might be some impact on cost savings during the transition period.

JS noted the difficulties involved but wondered whether there had been any progress in finding cultural awareness training providers.

AR reported that there had been bids to the Alumni Fund by both the University and UEASU for funding for cultural awareness provision. AR noted that the fund had indicated that they would accept a joint bid and that this was currently being put together.

There were no further comments.

### **TB740 Commercial Supply Update**

TCM advised that management's position of 'retail: in/licensed trade: out' had radically changed since the last meeting.

TCM noted that Mike Kill (Head of Venues) had been in discussions with NUSSL and had discovered that, because of long-term staff illness, there had not been any recent concentration on securing better wholesaling deals. TCM reported that Mr Kill had been working with new NUSSL staff members and believed there was a firm indication that NUSSL would be in a position to offer the kind of deals that UEASU were looking for that would provide savings for both UEASU and other SUs.

TCM advised that, in the light of Mr Kill's findings, management had changed their thinking and the updated recommendation to the Board was to work with NUSSL in licensed trade for a further year. TCM further advised that UEASU had offered Mr Kill's services as a consultant on procurement for an appropriate fee.

TCM advised, as to Retail, that there were coherent bespoke offers on the table from the Co-op and Spar.

TCM reported that the Co-op had been ruled out because they could not offer a 'value' range.

TCM noted that the Spar could offer a 'value' range and there were a number of other attractions in their offer including efficient systems, credit card discounts, help with tills and technical support. TCM noted that, additionally, Spar would be willing to help fund improvements to the Shop or expansion to other retail outlets. TCM noted management were waiting to for a detailed breakdown of figures to show how NUSSL and Spar would compare over the long term, as the Spar franchise offer would be for a minimum of three years. TCM advised that there might be a minor effect on GP but that would be offset by the opportunities to be gained by the Spar's funding for expansion.

JR voiced concern that if UEASU dropped NUSSL for retail purchase it might be expelled and thus be unable to be part of the licensed trade purchasing consortium.

TCM advised expulsion was highly unlikely as other SUs had left NUSSL for either retail or licensed trade yet remained in the consortium.

JR wondered, in an assessment of the Spar bid, whether there were be a point where the savings that it could offer would be so compelling that they would outweigh other arguments for staying with NUSSL.

TCM advised that, in focus groups with students and student staff, the overwhelming preference had been value for money and this had been far ahead of those around

ethics and the environment. TCM advised that, given UEASU's commercial leverage, it would be hard to recommend a deal that put value for money and GP too far down the list of requirements.

TCM further advised to JR that the savings with Spar on credit card transactions, daily delivery and automatic stock re-ordering would be significant.

JR asked as to the timeframe for getting the figures from NUSSL.

TCM advised the figures should be available in a matter of weeks; there was then a six-month notice period to be considered. TCM expected to be able to bring a hard proposal to the September Board with a view to agreeing the Spar offer in order to have the new operation ready to go for September 2018.

TCM advised that if the Spar offer were agreed at September Board the budget and forecast would be recast.

AR noted the mixed messages coming from NUSSL and noted concerns about the level of transparency within the organisation.

There were no further comments.

#### **TB741 Waterfront and Venues Partnership**

# **Redacted due to commercial sensitivity**

*The Board agreed to mandate the Waterfront working group to negotiate and conclude an agreement with VMS based on the proposal in the briefing paper with the proviso that any major changes to the negotiating position of either side would be reported to Trustees prior to agreement.*

# **Redacted due to commercial sensitivity**

#### **TB742 Agency Services**

*The Board agreed to the proposal on Agency Services without comment.*

#### **Finance & Legal**

#### **TB743 Finance Committee Minutes**

Chair left the meeting. LH left the meeting.

JZ, as Committee Chair, reported that the Committee had interrogated the management accounts in detail and had been satisfied with management's responses to their questions.

JZ reported the Committee had been happy with the progress made on the Financial Procedures Manual.

TCV advised that the Committee had discussed the question of UEASU having cash reserves available but being unable to employ them due to the strictures of the current Reserves Policy. TCV reported that the Committee had asked management to investigate the appointment of an external investment adviser to help formulate an investment strategy based on a more expansive Reserves Policy. TCV noted that the

strategy would be dictated by the level of risk that the Board thought to be appropriate.

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TCV advised that the question of the reserves strategy was bound up with the pension repayment obligations that the Committee had discussed. TCV reported that the Trustees of the SUSS scheme had made UEASU an offer of a £17.9k prepayment discount on the next three years' payment of £489k. TCV noted that the Committee had felt that this did not represent a worthwhile incentive for prepayment and the money could be better used to fund UEASU's own investment strategy.

JZ noted that the Committee's twin recommendations were:

- to seek external investment advice
- to turn down the SUSS prepayment offer

RH believed the recommendations were sound but thought that future Board members would need to seek due diligence over the appointment of the adviser and the formulation and the costs of the investment strategy.

ML wondered whether UEASU had any policies on what type of investments it could make.

JZ noted that Union Council had passed a series of policies on investment which needed to be adhered to. JZ noted that one of the provisos made by the Committee was that research would be made into other SUS' approaches to investments.

TCV advised there was a possibility given the beginnings of a rise in inflation that, in the medium term, this might continue leading to higher interests and the return of a risk free investment climate.

RH noted that the Board had never had an in-depth discussion as to its appetite for risk. RH believed that the present proposal was a significant change and that a future Board meeting would need to discuss the type and level of risk to be taken on.

JS wondered how much students would be consulted as where any money would be invested.

TCV advised that management would take guidance from the Finance Committee and from any policies that were developed by the democratic arm and any investment manager appointed would have to align with UEASU's policy requirements.

There were no further comments.

*The Board approved the Finance Committee recommendation to not take up the discount offer to make a pre-payment of three years' pension contributions.*

### **TB744 Management Accounts Q3**

TCV highlighted the fact that the first quarter of the year had seen a good performance against budget. For the third quarter, TCV advised the forecasting had been somewhat aggressive but that it was hoped there would be some catch up in performance against forecast in the final quarter. TCV advised that management were confident that the performance for the entire year would be comfortably ahead of budget.

TCV noted the £7k drop in income from INTO and that although this was small in overall budgetary terms it would represent a trend as INTO's recruitment figures appeared to be on a downward trend.

TCV reported that cash in hand had tracked well above the previous year and currently stood at £1.7m.

There were no comments.

The Board noted receipt of the Management Accounts.

#### **TB745 Enabling Strategy (Approval): Finance**

*The Board approved the Finance Enabling Strategy without comment.*

#### **TB746 Estimates 2017-18**

JD advised that the budget setting process had been somewhat skewed by Easter falling late in the year.

JD advised that the reasons why the detailed internal budget was not yet available were:

- the new Head of Venues had been asked to prepare far more detailed assumptions about performance than had been made in the past
- Retail had been asked to do the same with the department taking far more ownership over the process than in the past
- Charity managers had been asked to build their budgets from scratch rather than just modify the previous year's
- Waiting for the University's go-ahead on the Employment Agency as this had implications for UEASU's staffing structure

JD noted that management were confident as to their ability to set a robust budget but would ask the Board to delegate the sign-off of the Detailed Internal Budget to a meeting of Finance Committee to be held before 1 August.

There were no further comments.

*The Board delegated approval of the Detailed Internal Budget to Finance Committee.*

#### **TB747 Special Resolution**

*The Board adopted the Special Resolution unanimously and without comment.*

#### **TB748 Pensions Deficit Contributions**

Deputy Chair noted that this item had been covered during consideration of the Finance Committee Report.

#### **TB749 Elections Report**

Noted without comment.

### **Strategy**

#### **TB750 Strategic Framework**

*The Board approved the basic framework for strategy development and revision for 2017-18 without comment.*

#### **TB751 Enabling Strategy (Approval): Marketing and Communications**

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*The Board approved the MarComms strategy for 17-18.*

## **TB752 Appointments and HR Sub Committee Minutes**

MC noted that there had been issues around the recruitment of External Trustees and MC had asked for the recruitment process to be reviewed by the Committee and for a report to be made to Trustees; MC noted that the report had not been presented to the March Board and was not in the agenda papers for the current meeting and asked for an update.

AR reported that the last meeting of the Committee had been cancelled and approval by email of the review had been proposed. AR noted work had been done with TCM throughout the year on the review and that the Committee had approved the review by email.

AR reported that CT had indicated to the Committee a wish to continue for a further one year term.

AR noted that the results of the review and the recommendations as to process would be presented to the September Board. **AP**

There were no further comments.

## **TB753 Enabling Strategy (Steering): People**

JD advised that the steering strategy would usually have come to the March Board but that some Trustees had raised concerns as to whether the present HR arrangements were the right fit for the organisation and also the full results of the Staff Survey had not been available. JD advised that the Trustees' concern had led to the commissioning of a review of HR by an external consultant from NUS whose report was included in the agenda papers.

JD advised that a reading of the survey statistics in conjunction with the narrative from the consultant's report would lead to the following conclusions:

- After the tough target set by the last year's survey statistics, there were very good indications of progress over the current year but that UEASU was still behind in terms of the SU sector
- There was not a crisis in HR but the project-based, decentralised approach currently in place had some 'holes'
- Given the organisation's growth, it was apparent that UEASU needed an HR function, in the sense of an HR manager rather than a massive HR department.

JD drew attention to management's written response to the consultant's report which contained a question that management had not yet been able to resolve and deliver a recommendation on.

JD advised that the question had arisen out of the following circumstances. The Head of Operations, who had been asked to undertake HR training with the intention of taking up responsibilities for HR, had taken maternity leave; if they had not had to take leave they would be within a few months of qualification. JD noted that the staff member had indicated that when they returned from leave they would like to work part-time and to focus on HR duties and management had agreed to this in principle. JD advised that the organisation was, given the above situation, confronted with a lengthy resource gap.

JD advised that one possibility would be to engage an external consultant or a temp and in both these cases the incoming person would not 'get' the organisation and might make HR more problematic.

JD advised that, whereas if no appointment were made, UEASU might just carry on sharing HR tasks and projects between departments and might exacerbate the situation. JD advised that management were confident that projects that were up and running, such as Well-being, would progress but the more intractable HR issues where professional input was essential would be hard to progress.

JD advised that although management did not have, at present, a firm recommendation to make what they would be able to do would be over the summer to test the market and explore whether there was a realistic possibility of finding an HR manager to engage on a six month contract or other alternative approaches on how to fill the resource gap. JD noted that there would then be the question as to who any progress should be reported to, given that it looked as though the AHRC would be difficult to convene over the summer; JD wondered whether developments should be reported for action to Management Committee or to the Board.

RH thought it a sensible course for management to test the market and believed that any decision over the summer could be determined by Management Committee. RH noted concerns, which were also shared by LH and featured in the consultant's report, that a short term appointment might be all well and good but that it was fundamentally important to get the underlying strategy, which would underpin their work, absolutely right. RH believed that UEASU could not just 'bob along' for another year without a strategy in place: the Trustees needed to know what the strategy was.

JD advised that management were confident they could have a strategy in place relatively soon with robust performance milestones charted but there would then be a waiting period, of probably around six months, where not many milestones would be reached due to lack of capacity.

JD further advised that SMT's responsibilities were at present in flux and that they would be recast with the appointment of a Head of Venues freeing up some of the Deputy Chief Executive's time allowing some extra resources and oversight to be devoted to HR.

MC noted concerns that UEASU would 'bumble along' for another year without an HR strategy. MC noted that the Head of Operations did not have HR qualifications and there had been specific issues arising in the past which they had not been able to address and which they would be unable to address on their return. MC agreed as to the cost implications and possible problems of making a temporary appointment. MC noted having looked at the cost currently incurred by buying in external support on HR and recruitment and this was around £18K; MC believed this money could be usefully spent on an immediate increase in HR staff resources. MC thought it ironic for UEASU to be in the position detailed in management's response where it was so hard to recruit staff when the organisation had meagre resources actually deployed on recruitment. MC asked that UEASU push forward immediately on increasing HR resources.

JD advised that a large proportion of the £18K had been spent on advertising and agencies but nevertheless believed that MC had made a compelling point.

MC pointed to the number of times when UEASU had needed qualified staff and had had to go to recruitment agencies when if it had had someone in post this would have been unnecessary.

MC reiterated that the Head of Operations had a lot of other duties and did not have an HR qualification and that under no circumstances should UEASU go for a further

year or more without adequate HR resources in place. MC believed the present time was ideal to get a fresh pair of eyes in and to develop an HR strategy. JD advised that, if MC's views were the general view of the Board, they would provide a good steer which was extremely helpful.

JR noted past experience working in UEASU's HR function and agreed with MC's position that UEASU could not carry on as it had been; JR believed there was a serious lack of capacity.

AR wondered how much the lack of a functioning JCNC had impacted on UEASU's ability to develop an HR strategy.

JD advised there had been positive developments and the JCNC was back up and running; JD noted there would be a Policy Day in the summer where Unison and management would meet to work together on the backlog of policy revisions.

JS noted that the NUS external consultant had come in and interviewed a number of UEASU staff and this must surely have caused concern amongst the staff concerned and others. JS wondered how management were planning to report the results of the consultant's audit with staff.

JD advised that management would be using a Thursday Afternoon Live monthly all-staff meeting to communicate:

- The interim HR arrangements as the consultant had concluded these had not been effectively communicated
- The outcome of the current discussion
- The outcome of the recruitment process.

JD advised there was a gap in management's overall communication to staff on HR and the session would address this.

JZ wondered whether the report itself might be circulated to staff.

JD advised there appeared to be no reason not to but would double check the text for anything that would breach the staff protocol.

Deputy Chair mooted that it would be good practice to provide an executive summary of the report and use this as the basis for the presentation to the all-staff meeting. **AP**

There were no further comments.

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

AM advised that this item had been delayed until the September Board and that a steering paper would be circulated during the summer. **AP**

There were no comments.

### **TB755 Enabling Strategy (Steering): Health, Safety, Building and Maintenance**

JD reported that the NUS had not had the Green Impact results ready in time for the current meeting but that UEASU was confident that it would achieve very good or excellent. JD noted that, in most universities, the staff resource for sustainability was placed within the SU and that there was a conversation to be had with the University about this. JD noted that UEASU could not get the figures in detail from Estates on energy consumption in Union House; so it was currently difficult to show to members

where savings had been made and the lack of detailed figures needed to be discussed with the University.

JD advised that a lot of work had been done on environmental issues and it was important to communicate this to staff as, JD believed, there was a perception amongst staff that management did not take these seriously.

JD advised that achievement of excellence in Green Impact would depend on decisions over where UEASU spent its money.

JD advised, as to Health and Safety, that the narrative was one of good progress with solid achievement and the establishment of a strong Health and Safety culture.

JD noted to JR that the Green Impact results would go to Management Committee for consideration.

RH wondered how UEASU was proposing to align its Capex strategy with the investment requirements of the Health and Safety strategy.

JD advised that each department would submit its Capex proposals for a five year cycle and these would include investment on Health and Safety; JD noted that these would subsequently be evaluate using the criteria that the Board had asked management to use.

There were no further comments.

*The Board noted receipt of the steering strategy.*

## **Risk**

### **TB756 Risk Register**

*The Board noted the Risk Register without comment.*

## **CEO Line Management**

### **TB757 CEO Line Management**

*Staff members withdrew from the meeting at this point. Chair to make notes of the confidential session and circulate to Trustees. (This item was considered at an earlier stage in the meeting)*

## **Sundries**

### **TB758 Key Decisions of Union Council**

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

### **TB759 Any Other Business**

JD thanked RH, on behalf of the staff team, for their hard work and contributions, particularly outside of meetings, over the last three years. JD believed that RH exemplified the qualities essential to being a successful External Trustee: a commitment to strong governance and a willingness to 'hold management's feet to the fire' whilst being empathic to the democratic ethos of the organisation. On a personal

note, JD believed their own ability to continue their work had been dependent on RH's advice and support.

**TB 760 Time, date and place of next meeting**

19 September 2017, venue and time to be confirmed.

**TB 761 Ongoing Cycle of Business**

Noted.

## TRUSTEE ACTION LOG

Subject:	<b>Action Log</b>
Produced by:	Tony Moore
To:	Board
Date:	19 September 2017
Action:	To note
Status:	<b>Open</b>
Paper:	TBxxxx

Action	Own	Update
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
Review of KPIs delegated to Management Committee	Jim	Presented directly to September Board
Management Committee's review of staffing structure proposal to be incorporated in final proposal	Jim/Maddie	To be incorporated in proposal to June Board/ proposal delayed and delegated to Management Committee
Student Trustee and Part-Time Officer Trustee members of Committees to be appointed over the summer	Tony/Jim	Complete
Changes to staff structure delegated to Management Committee	Jim/Maddie	Action and report to September Board
Management to investigate cultures in Sports Clubs in light of rise in Code of Conduct cases	Jim/Camille/Tony	Action and report to September Board
Nightline office provision to be monitored and kept in OP	Jim/India	Ongoing
Changes to Student Leadership Structure to be integrated across KPIs	Jim/Lou	Action and into KPIs
Finance Committee to sign-off DIB	Jim/Tim	Management Signed off; Action and report to September Board
Review and recommendation from AHRC on ET recruitment to come to Board	Toby/Jack	Action and report to September Board
Results of HR Review to be communicated to staff	Jim/Toby	Action and report to September Board
Briefing paper on Corporate Governance to be circulated		Action and present to September Board



# report

Subject:	<b>Chief of Staff Report</b>
Produced by:	Jim Dickinson, CoS
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To discuss
Paper:	TB765
Status:	<b>Open</b>
Purpose:	The CoS reports to each meeting of the Board

## Introduction

At each meeting the agreed format for the CoS 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

Plus

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

### 1. Reporting against plan

The final updates for 16-17 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:

**Charity Governance Code:** The voluntary sector steering group on Charity Governance has released a new Charity Governance Code. The updated version of the code sets out higher standards and urges larger charities to carry out external reviews every three years. I have included a paper summarising the issues for us to this meeting. Over the summer I have been involved (along with Ben Ward, CEO at Manchester SU and former colleague at NUS) in adapting the Code for the Student Movement and we ran a successful event for over 60 unions on the code and potential adaptations at Manchester SU in Late August. NUS will now take the work forward via a Task and Finish Group.

**Strategy:** A large amount of time since the last meeting has been taken up with the development and finalising of the 17-18 strategy revision which is presented at this meeting. This has involved reviewing objectives from 16-17 and taking into account environmental factors and feedback from the Board from the strategy session at the last meeting. We have also done detailed consultation with departments at the annual staff residential and aligned the budget for 17-18 appropriately.

**Restructure:** Following discussions at the last meeting a "mini restructure" was carried out over the summer in order to properly align our staffing resource to our strategy. A detailed communications and consultation plan was put in place with little discernible dissatisfaction. Detail on what was released to staff is **appended** to this report.

**Do Something Different:** Following a mixed evaluation into the University's "extra curricular activity" week we have been involved in discussing an expansion of the scheme that would establish the SU as a key delivery partner. Feedback from students collated by the SU suggests that students would like to get involved in "low commitment" extra-curricular activity both during a focussed week and across

the academic year. As a result it has been agreed following a number of meetings that UEA will work with the SU as a delivery partner to guarantee that DSD activity will be staged every day.

We will then deliver a flagship DSD "Festival" in Week 6 of term two where many of the year round sessions would be repeated. This mixed approach will ensure that students on courses that do not fit the "traditional" academic year, along with PGT students, will be able to access the programme.

The revised approach will develop a single promotional strategy for "taster" activities currently run by the SU, SSS, the Careers Service and SportsPark- giving students a single place to go to access information about extra-curricular activity opportunities throughout the year. The SU will also develop a student led key skills training programme within the DSD offer which will see students trained to be trainers in key graduate attribute skills.

**Code of Conduct:** A particularly complex and difficult case has continued to take up large chunks of time in the quarter. Full detail and some implications from the case are to be discussed separately at the meeting.

**Book:** Simon Blake (CEO at NUS) and Yemi Gbajobi (CEO at Arts/LSE SU) are editing a book of short essays about current issues and trends in SUs- the intent is that the essays to be authoritative, drawing on the evidence and experience to set out current issues, opportunities and challenges. I have contributed a draft essay on student interests which is also up on my blog here: <https://dickinsonjimblog.wordpress.com/2017/07/21/you-dont-even-know-me-so-why-do-you-judge-my-life/>

**MOU:** I have spent considerable time this summer on two aspects of the Memorandum of Understanding with the University- a section on Buildings/Estate and a section on Student Representation/Consultation. Both arise out frustration with current arrangements for student input into the University at strategic level. I hope to be able to update fully on progress in both areas at the meeting.

**Data Breach:** Although there is no further update on GDPR (See June and March reports) since the last meeting a major issue that has taken up time has been a significant data breach. The University has referred itself to the Information Commissioner after it mistakenly sent out an email containing a spreadsheet of confidential and highly sensitive personal details of dozens of students to hundreds of other students. **Redacted.**

We have been involved in:

- Ensuring priority access to student support services for those affected
- Demanding answers on how this happened along with prevention questions for the rest of the University
- Securing legal advice for the affected students re compensation

The situation is developing over the summer and I will update further at the meeting.

**Significant staffing issues: Redacted**

**Union House Phase Four:** I reported at the last meeting that we had secured a capital injection for the bars/Unio areas; whilst work on this has continued a series of roadblocks have emerged from the University estates department over requirements to manage physical changes through them that have uncovered a conflict between our lease agreement and our Memorandum of Understanding. We have

now rephrased the works over this summer, this coming Xmas and next summer, and are pursuing clarity over the conflict in regulation documents as part of the MOU discussions referenced earlier.

**NSS:** In the period NSS results were released and the headline for us was a disappointing Q26 score. A note is appended.

**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 referenda on new arrangements for Liberation societies. Initial meetings and clerking arrangements for the new bodies are almost all finalised and by the time of the meeting we will have held the inaugural Student Leadership Weekend at Hautbis House- a large event for over 200 student leaders.

**Industrial Relations:** Following the update at the last meeting we have now agreed what we believe to be a ground-breaking partnership with the GMB for our student staff. As well as a formal recognition agreement we have developed a wider partnership that will focus on student employment rights and campaigning on rights at work especially for those in temporary work and/or the "gig" economy. We will be carrying out a formal launch later in September.

**Medical Charges:** Over the summer the University announced the introduction of a fee for medical certificates from the University Medical Centre when a student needs to apply for extenuating circumstances. Originally justified on the basis of increased demand, it emerged following detailed questioning that a large efficiency saving was being generated by the charge. In addition we discovered that the University's "grace period" for new students to avoid incurring fees was decreasing from five weeks to 2 weeks. Following our lobbying both have been postponed for at least a year. I have been involved in supporting the officers in a number of meetings and negotiations on the issues.

Both of the issues highlight the continued problem of students at UEA not having meaningful input into financial decision making at UEA which we will continue to push for at strategic and operational level.

### **Teaching Excellence Framework**

I reported briefly on the University's Teaching Excellence Framework position at the last meeting.

TEF- beginner's guide

<http://wonkhe.com/blogs/a-beginners-guide-to-the-teaching-excellence-framework/>

Rolling coverage on wonkhe <http://wonkhe.com/blogs/live-tef-results-day-on-wonkhe/>

UEA's results

<http://www.hefce.ac.uk/tefoutcomes/#/provider/10007789>

The headlines were that UEA seemed to have missed out on Gold for two reasons.

- 1) Grad employment rates are fine (not ahead of benchmark but not behind) but "highly skilled" jobs (ie graduate level jobs) we are behind benchmark.
- 2) Part time student drop out rates are also a negative flag. This seems to be focussed in Health Sciences.

Our press line was as follows: "We're obviously disappointed that UEA didn't get gold, but given that one of the main reason seems to have been the University's performance on Graduate Employment in 'high skilled' jobs, that at least means it knows where to focus. Whilst the Careers central service is great, it's obvious to students that the University's approach to extra curricular activities is disjointed and uncoordinated, and the approach to employability within the curriculum often piecemeal and feels like an afterthought. Education isn't just about earnings, but given the investment students make in Uni it's vital that UEA helps them get good jobs.

“We’re calling on the University to take action on extra curricular- supporting the SU to act as a hub for volunteering, student employment (in the Uni, SU and City), “Do Something Different Week” and proper time allocated to welcome and transition. And on curriculum change we’re calling for the University to deliver a proper student opportunity programme and high quality employability content in every degree course. It’s also crucial that the University doesn’t put its other Student Satisfaction scores at risk by packing too many students into already over crowded rooms, spaces and services”

“There were also issues with retention of part time students which seems to be an issue focussed in Health Sciences. It’s really important that the University works hard to understand why those who don’t experience the traditional full time campus experience are more likely to drop out and tries to fix it- ensuring that the services on offer for students meet the needs of students with heavy placement demands and that are more likely to be mature or carers”

Since the news UEA has emerged as the only University to appeal its result that has been successful- and now holds a Gold award. HEFCE has continued to be cagey about the reasons for granting the appeal.

Internally we have been pursuing action at the aggregate level and for input into analysis/action at the subject level, the categories for which were announced at the Jo Johnson event I attended reference in this report.

Finally in early September the Government announced three significant changes to the TEF:

- The inclusion of a “grade inflation” metric
- The halving of the influence of NSS in the TEF formula
- Longitudinal Outcomes (Graduate Salary) Data metric

All three pose a significant challenge and we will keep a watching brief on the University’s response.

### **Vice Chancellor**

We wrote to the Vice Chancellor setting out our view on a range of issues in the year ahead in September. The letter is appended.

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

### **Higher Education**

The summer “silly season” has been notable in 2017 for its negativity towards HE. A good round up of the issues is on wonkhe here:

<http://wonkhe.com/blogs/why-dont-they-like-us-a-terrible-two-months-for-universities-in-the-news/>

### **Jo Johnson**

In July I attended a speech at the Think Tank “Reform” given by Jo Johnson on “Value for Money” reform in HE. The speech came in the middle of a period of intense press scrutiny on HE fees, with the common view that Labour’s free education offer had had an important impact on their result at the last election.

As well as a robust defence of the current £9k fees system, JJ made a series of announcements:

Improving student choice:

- Making it easier to set-up new (private) providers
- Easier for universities to offer two-year degrees.
- Intention is that accelerated degrees will cost students less than an equivalent degree.
- (Assumption is that students undertaking an accelerated course borrow less money over a shorter period and forgo less in terms of missed earnings)

#### Teaching Excellence Framework:

- Longitudinal Educational Outcomes data set (earnings after graduation) will be a metric in TEF
- Subject-level TEF pilot (35 subject groups)
- New pilot TEF metric on teaching intensity a student experiences. This will look at the contact hours students receive, including the class sizes in which they are taught.
- Making TEF compulsory.

#### Office for Students

- Legal establishment January 2018, three months ahead of the full launch of the organisation.
- Consult on the system-wide introduction of student contracts between students and universities. These would set out what students can expect from their providers in terms of resource commitments, contact time, assessments, support and other important aspects of their educational experience.

#### VC pay

- New guidance to the OfS to use its powers to address this problem- advice to remuneration committees

We will keep abreast of these and consider any implications for us at UEA. I have blogged (pers cap) on these issues for wonkhe:

<http://wonkhe.com/blogs/good-news-as-some-student-rights-are-let-out-of-a-mixed-bag/>

<http://wonkhe.com/blogs/contracts-complaints-and-unintended-consequences/>

#### Prevent

The results of a judicial review into "Prevent"- specifically aspects related to the "monitoring" of students in the name of anti terrorism, were released in July. We have a policy to oppose Prevent on the basis that it demonises Muslim students. Despite initial jubilation from campaigners, we have heard from officials that as all of the claims were rejected by the judge, there is no intention from the government or Higher Education Funding Council for England (HEFCE) to change the guidance for HEI's on Prevent and their duties in relation to the Prevent legislation or free speech.

#### NUS Students' Unions 2017

Along with the new FTO team and SMT we attended this event in July. I delivered three popular workshops and we were pleased to receive the 2017 Education Award for our partnership on Healthcare students.

#### NUS Digital/NUS Media/Union Cloud

In early September it was announced that NUS Media, the holding company for the Union Cloud operation (a web platform run by NUS for member unions) had been broken off into a company called OneVoice Digital- owned mostly by an external web development company. The investment made by member unions into the platform (circa £3m) is to be written off as an impairment in NUS' accounts. We were former customers of Union Cloud until its functionality and long term prospects looked bleak- and have led the way in arguing that the student movement's assets should not continue to prop up a failing business model. The news whilst unwelcome in terms of the write off is somewhat of a vindication of our approach in this area.

#### 4. External Meetings/Visits

- NUS Students' Unions 2017, Birmingham, 3-6 July
- Securing Value for Money for Students in HE (Reform), London 20<sup>th</sup> July
- NUS Membership Services Conference, Liverpool, 15-16 August
- Charity Governance Event, Manchester, 30<sup>th</sup> August 2017
- NSS Policy Day, London, 7<sup>th</sup> September 2017
- Student view on Teaching Excellence Research Steering Group, London 7<sup>th</sup> September 2017

**5. Declaration of any hospitality/gifts**

- N/A

# appendix report

Subject:	<b>Developing the Union’s Staffing Model</b>
Produced by:	Jim Dickinson, CEO
To:	Career Staff
Date:	July 12 <sup>th</sup> 2017
Action:	To discuss
Purpose:	This paper summarises discussions on the ongoing development of our career staff model at the SU

## Introduction

In the Summers of 2015 and 2016 we made a series of adjustments to the SU departmental and staffing model that sought to respond to issues and feedback arising from a major restructure in 2014, and to place the organisation in a position to deliver on the new transformation strategy within a challenging budget context.

We have always said that we would keep the structure under review, making incremental changes as we went, with a view to making another round of changes in 2017. This process ensures that our staffing structure develops to deliver our purpose and strategy. It is also an important component of budget setting for 17-18 and so complements the process of agreeing detailed internal budget for 2017/18.

The revised structure going forward is appended. In addition in 2015-16 we paid 130,000 student staff hours, employing a total of 1003 students across the year (an FTE of around 78 with around 70 FTE career staff). Having achieved this our general view is that we should seek to maintain or enhance this balance.

Where these changes affect individual members of staff we will engage in positive consultation and where necessary review Job Descriptions and evaluations as a result.

## Principles

Where we make adjustments to the structure a number of principles come into play:

- We try to avoid wherever possible putting staff at risk of redundancy
- Where staff have taken on additional responsibilities that do not fundamentally change their job role we seek to embed these into the structure
- We are gradually seeking to make responsibilities more generic to allow flexibility in roles as projects occur
- We will always seek to maintain or improve our student staff:career staff ratio in all areas to maximise opportunities for student employment

## All Career Staff

We intend to consult with Unison on formally agreeing generic responsibilities for all staff that include:

- Working on the Quality Conversations project
- Working on generic duties that may present as a result of Welcome Week
- Working at least two of the four University Open Days
- Delivering sessions as part of the “Do Something Different” scheme

## HR and People

In recent months there have been some discussions surrounding the HR/People function in the organisation. As with other “shared services” departments (ie Finance, MarComms etc) we deliberately adopted a “lean central & distributed to managers” model for the delivery of the function in the 2013 restructure enabling investment in student facing services.

The arrangements can be summarised as follows:

- HR and People matters are supervised at strategic level by a Senior Manager (Deputy CEO), a dedicated committee and a strategy scrutinised in detail at Board level.
- Heads and other managers have been involved in a number of management development programmes over the past two years covering several elements of “HR”.
- We have in the past year invested in a payroll clerk and an HR administrator.



- We retain the services of an external HR consultant to handle policy development and casework where an external intervention is appropriate/helpful (ie stress risk assessment).
- In addition the Head of Operations' role has been being developed in the year ahead to include HR matters via a CIPD qualification.
- Our people function overall has recently been rated as "Very Good" by the Quality Students' Unions process, evidencing strong processes to support people and grow services through training and culture.

There are three developments that required us to pause and rethink:

- The Head of Operations went on maternity leave from Summer 2016 for a year delaying the CIPD qualification and removing day to day management of payroll and recruitment admin in this area for twelve months.
- The staff trade union has a low membership and there is an indication from staff that they would like us to explore a staff consultative council.
- We intend to pursue our strategic goal around an employment agency for students on campus, which may enable us to "host" costs around payroll (and some recruitment costs) inside an employment agency social enterprise in a similar way to our model with housing and charity comms.

In addition our current Advice and Housing head returned from maternity shortly and is part time, without the housing element (currently interim managed by Josh Clare).

In relation to previous feedback on HR, the Board commissioned external advice & evaluation on our HR function which broadly endorsed these arrangements. However the Board also endorsed a proposal 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.

### **Going Forward**

- That subject to business plan approval and further discussion with UniTemps later in the year, we will look to recruit a manager to develop and manage the Employment Agency and Housing Agency services.
- Josh Clare will continue to manage Housing in the interim.
- That this unit will manage the 2 x FTEs in Housing, and Payroll during Chloe Alexander's maternity leave. The HR administrator may be managed here or by the HR management temp depending on skills profile.

### **Marketing and Business Development**

Throughout the past year there has been concern about the overall workload on this department which serves as an internal shared Marketing and Communications agency as well as deriving income into the organisation through partnerships and advertising sales.

The arrangements can be summarised as follows:

- A Charity focussed staff member manages the design function (staffed by students) advice to Charity departments and overall centralised Charity communications/social media.
- A Social Enterprises focussed staff member manages relationships with a number of commercial partners and provides support to the internal commercial operations.
- A Head of Department manages the team and focusses on generating new business.

As with other "shared services" departments we deliberately adopted a "lean central & distributed to managers" model for the delivery of this function in the 2015 review enabling investment in student facing services. However other functions have now grown to the point where we take the view that this area requires additional support; in particular the design function is over capacity with considerable additional external spend.

### **Going Forward**

- We will add (from budgeted growth in Advertising income) design capacity, freeing up Charity Comms to focus on Social Media, a proactive PR strategy and Web development.
- As was intended in the 2015 plan, going forward Heads of Department will be responsible for the development and execution of their own communications, relationships and marketing plans, developing annual campaign and communications plans with bespoke projects supported by one off external spend.
- A promoter function for SU club nights will be delivered within the Venues team from reduced spend on the VMS contract. These arrangements will free up capacity in the Commercial focussed staff member and the Head to grow income.
- The SMT will retain responsibility for stakeholder management and reactive corporate communications.
- Any changes should be budget neutral as income from commercial sources grows.



## Advocacy

Lou has now had chance to review this area having joined us in the Autumn of 2016.

Key conclusions include:

- A need to reshape the Head of Advice role on return from maternity, amend delivery of volunteer and triage services and house the newly funded Buddying Scheme and "Changing the Culture" community partnership staff.
- An urgent need to clearly establish support and accountabilities for the emergent student leadership structure agreed in 16/17.
- In parallel the increasing importance and workload associated with delivering the institutional representation strategy.
- A need to further develop cross organisational work on Equality and Diversity.
- Further develop PG support as this area becomes more successful.
- A need to deliver dedicated support for Priority Campaigns and Democracy Development (with particular reference to student involvement in policy).
- A need to focus on student rights emerging from recent casework.

As part of this process we have identified an opportunity to strengthen support for officer support, strategic development and institutional level representation by bolstering the existing Strategic Development Unit.

Going forward this area, as well as housing the Democracy and Governance Coordinator, will also house a new Democracy, Policy and Campaigns Intern (on the UEA Scheme) and the current Head of Campaigns and Policy who will focus on these institutional level issues. The Strategic Development Unit (consisting also of the CEO, the DCEO and the Assistant Director Advocacy) will drive participation in elections and democracy, coordinate priority campaigns delivery (and SOC) and support institutional level representation, and be responsible for officer development.

The Democracy and Governance Coordinator will continue to manage the Union's Code of Conduct process (for which we will review capacity and support for as part of the "Changing the Culture" project being housed within Advice) and deliver clerking for the Board and Union Council.

Within **Advice & Housing**, as Housing will move into agency services going forward the department will be renamed **Advice and Student Rights**, with a key responsibility to deliver work on informing students of their rights in relation to employment, education and accommodation as well as advising officers on their extension through policy advice. It will continue to develop and maintain its successful volunteering programme, look after externally funded buddying and sexual harassment/assault projects and will develop a new partnership with University SSS.

**Going forward** remaining staff within Advocacy will be in a department named **Education and Engagement**. The focus here will be on support for and implementation of our new student leadership structure, supporting defined groups of student leaders to be successful. As such the Projects, Events and Activities Coordinator (PG/INTL) will move into this area and focus solely on PG (with support for International activities distributed within Student Opportunities). Job roles within the Unit will not substantially change although a generic "**Student Engagement Coordinator**" Job Description for staff in the Unit will be developed in the medium term to reflect the focus on flexibility, project work and shared skills whilst still capturing specialisms in individual portfolios.

**Going forward** we will not continue with the Vanilla Ventures Grad Scheme role in research or liberation/equality as we have resolved to focus internship spend within UEA in the future. The intention is to create capacity for commercial data and insight within finance/social enterprises and to separately focus capacity in this advocacy area on student/social issues, and the existing (vacant) role of Liberation, Welfare and Diversity Coordinator will be re-advertised (it has been filled temporarily by a Vanilla Ventures Grad Scheme staff member this past year)

In addition:

- The current role of Research, Policy and Projects Coordinator will remain.
- We have considered carefully the balance between having a "neat" structure and the need to offer opportunities for progression. As a result we have resolved to create the post of "Education and Engagement **Manager**" in the E&E area which in time we hope to develop into a Head of Department role. We will offer further such opportunities as the structure allows in the coming year.
- The two vacancies the above generates will be advertised internally in the first instance, and if an internal applicant is successful we will consider further implications in the round.

## Student Opportunities

With much of the finance work previously carried out in this department now in Finance, we will re-designate the current Clubs and Societies Administrator as a Societies Coordinator. We have also now agreed with the University that we will take on as a delivery partner its "Do Something Different Week" and convert it to a year round programme. Funding will be made available initially for a one year post. This will be managed by this team with a coordinator recruited imminently, and any further changes to the team proposed by Alun will be brought forward later in the year- which may include taking on the role of coordinating community volunteering from Careers.

## Venues

Within Venues any staffing changes are dependent on the final form of our agreement with our external partner (ie VMS), the result of the review on purchasing (ie NUSSL) and the views of our new Head of Venues. The intention is to use some of the savings generated by the changes to allow Mike to recruit. More detail will emerge later in the summer.

## Retail & Catering and Finance

Retail & Catering and Finance have been subject to review over the past year and we are not proposing any career staff changes. Some funding will be made available for change implementation in finance including development of financial/commercial insight tools. Changes to the retail supply deal and possible development of the "Narnia" catering offer may necessitate some additional staff but these will be presented later in the year.

## Office Layout

The above changes will likely necessitate a move around of staff to ensure that we are working effectively in the main office. Temporarily we will look at add additional desking by August 1<sup>st</sup>. There will be some delay whilst we look at changes in the overall picture but we hope to be able to do a proper office move on September 1<sup>st</sup>.

## SMT Responsibilities

Following the successful probation of Lou Chiu as Assistant Director of Advocacy and the induction of Michael Kill as Head of Venues we have taken a fresh look at the SMT to ensure:

- Appropriate allocation of line management and budgetary responsibility
- Capacity and capability to drive development of priority and/or underperforming areas

**CEO** In recognition of the ongoing development of the institutional representation function and changes to the Strategic Development Unit, going forward the CEO will be retitled simply to Chief of Staff.

As day to day responsibilities in Venues reduce the **Deputy Chief Executive** will assume responsibility for the interim HR function- as well as setting up the new Housing and Employment Agency function. Toby will also lead on data and insight.

The **Assistant Director Advocacy** will continue to be responsible for Advice and will lead development of the reshaped Education and Engagement Unit, focussed around improvements to the student experience of and engagement of our members, as well as supporting the new student leadership structure. Lou will also assume responsibility for the Student Opportunities function and lead on cross cutting Equal Opportunities and Diversity issues and a title change simply to Director will be necessary.

## Chief of Staff (Jim Dickinson)

- Manages Deputy CEO and Assistant Director Advocacy, Operations Manager plus Head of Campaigns and Policy (who manages the Intern, Democracy and Governance Coordinator and support for Officers)
- Responsible for: Institutional Level representation, Overall Strategic Development, Corporate Communications, IT Strategy

## Deputy Chief of Staff (Toby Cunningham)

- Manages Head of Venues, Head of Retail and Catering, Head of Finance, HR, Head of Marketing and Business Development
- Responsible for: Social Enterprise Strategy, Infrastructure Strategy (ie Finance, HR etc), Data and Insight

## Director (Lou Chiu)

- Manages Head of Advice, Education & Engagement Manager, Head of Opportunities
- Responsible for: Advocacy and Opportunities Strategies, Equality and Diversity, Policy Research

## Addendum: NSS Data- Q26

The key analysis that the University uses involves:

- Full time/First degree student responses
- English Mainstream (ie filters out FE, conservatoires, agrics, art colleges- Complete University Guide) so roughly 90 odd Universities

Note Sheffield (who used to top 23) were below 50% response rate on NSS to don't feature.

The University's key rank position on overall satisfaction in this group is 4<sup>th</sup> which means it can say it has **retained** its' Top 5 status for another year (every year since the survey began).

For the category level rankings:

Teaching	15 <sup>th</sup>
Learning Opportunities	12 <sup>th</sup>
Academic Support	19 <sup>th</sup>
Org & Mgt	29 <sup>th</sup>
Learning Resources	41 <sup>st</sup>
Learning Community	10 <sup>th</sup>
Student Voice	30 <sup>th</sup>
<b>Assessment &amp; Fback</b>	<b>70<sup>th</sup></b>

Both organisation/management and learning resources reflect concerns that we have been feeding back for some time.

**Assessment and Feedback** will be a major disappointment for the University not least because A&F is a key TEF metric. The University has focussed relentlessly on feedback timeliness (where we have argued a more balanced approach should struck) and we appear to have been proved right:

Marking criteria clear:	84 <sup>th</sup>
Marking Fair:	60 <sup>th</sup>
Marking Timely:	31 <sup>st</sup>
Helpful Comments:	70 <sup>th</sup>

**Recommendation:** We write to Neil/David to argue that action must be more swift, radical and decisive than in previous years and that we should be involved in the process of analysis and planning on this issue.

New this year is **Student Voice**, where we have argued consistently that the University is likely to do poorly. Underneath the headline score are questions as follows:

Right opps to feedback	5 <sup>th</sup>
Staff value views	22 <sup>nd</sup>
Clear how used	35 <sup>th</sup>
<b>SU- acad interests</b>	<b>64<sup>th</sup></b>

It should be noted that we also have a relatively high "disagree"% at 17% (the sector average is 12%)

Free text comments on SU are as follows:

### Negative

- The Student Union is ridiculously political which is alienating to most students, and they become a laughing stock in the news.
- Poor representation by the Student Union of health related courses.
- The Union could be more helpful when dealing with many of the societies, and it can feel like these are not important to them.
- Occasionally, for an individual to be heard by the Student Union can be difficult.
- Various comically embarrassing decisions made by the Students' Union that do nothing but make UEA look farcical.
- Poor marking consistency with particular markers, particular people targeted within cohort for attendance when many were worse. Student Union are the minority and do not represent majority views.
- The relevant and effectiveness of the Student Union and ability to represent student in general.
- Students' Union. Everything about them, ineffective, disorganised, represent the views of only a tiny minority of vocal whiners, constant thought-policing, regulation and enforcement of club/society quotas and pretty much only hire minorities now, etc., etc.
- I don't like how the Student Union works. They don't speak for the majority of students and simply it feels like they only stand for the ethnic minorities (not that standing for them is bad).
- There have been points where I feel the union has severely let the students down, and did not effectively represent the thoughts and demands of the students.
- I think the Student Union could do more to include mature students and families. They put a lot of work in with students but only the students who are just out of school. The nursery at UEA isn't open as long as the UEA teaching hours.
- Student Union need to do their job and they're not representative with his/her.

- The union did not handle the banning sombreros at all well.
- The Union hasn't represented the interests of the students very well while I have been here.
- The Student Union has made some really stupid decisions over my 3 years at UEA and I feel they have focused and spent money on things that are not needed.
- The Students' Union is a bit over reaching in their policies.
- I find the Student Union particularly infuriating as well as they appear to do anything for a story even if it reflects the opinions/interests of only a few people whilst the rest of the student body are of the contrary opinion.
- Student's union get fixated on issues that may get lots of publicity, but actually only affect a very small amount of the general population. Little is done for the more quiet masses.
- The Students Union doesn't communicate properly.
- The Student Union is ultra-left wing who are not representative of the majority of the student bodies views.
- I am not particularly sure what the Student Union has achieved this past year. I feel like it could be mediated better to students who are not fully emerged in the union.
- The union represents a small minority and often neglects real university student issues.
- When incidents such as burglary or assault have occurred locally in the area, there has been a lack of safety concern or support from the union, with a lack of warning for students.
- Union make some ridiculous rules and unintentionally alienate people by thinking that they are being 'inclusive'.
- The Student Union is far too detached from the students.
- The union can be a bit in its own little world, a bit undemocratic sometimes.
- Student Union does not represent the views of most students, only represents the few students that work for the union.
- Nothing related to the course, but I don't really like how the Student Union runs itself. I felt like the union's members had their own personal interests and agendas rather than strictly representing the students.
- The Student Union has been awful. They haven't represented my interests or even been remotely helpful in anything I've needed. The

elected officers have been useless and unhelpful in providing support, specifically the full-time officers.

- The Students' Union should have a greater focus on issues affecting International Students, and promote integration.
- I feel the Student Union should campaign for issues that affect most students, such as providing financial assistance for core textbooks, pressuring the university into seeing where our tuition fees go and also for the university themselves to provide a rough statement each year to each student on where their tuition fees go, as I firmly believe that we as students should be entitled to this. Also, the Student Union should try to persuade supermarkets and various shops to use student discounts around the area. I feel that this is not nearly utilised enough, for instance I have not once used my NUS card.
- The Student's Union has not always represented the best interests of the students. For the most part they spend more time trying to pursue broader, unachievable political campaigns than they do striving to achieve better standards for the student body as a whole.

#### Positive

- Availability of student guide work within my school and employment within the Student Union, e.g., bar work.
- The Student Union at UEA is also really active and involved. I don't think the officers get enough credit for all that they do and how they try to represent the students.
- The Students' Union represents all students really well, all-inclusive. I think that everyone feels comfortable, however, they define.
- Fantastic teaching, great Student Union and loads of help.
- Student Union is good and has a wide diversity of people the university celebrates people's achievements.
- Union is friendly and fun.
- I had loads of help from the Student Union
- Helpful Student Union.
- Student Union and University too fixated on handling/serving the interests of a minority of the student body, e.g., building gender-neutral toilets where in fact more resources, effort were needed for increased study spaces.

You will see that there are basically three issues:

- A sense that the issues the SU focuses on the wrong **issues** or the wrong **students**
- Little evidence that our "wins" are cutting through (at least to this group)
- A lack of material that we could realistically say we have "won" on or that the University is prepared to "credit" to us

The **negatives** that we know about, **combined** with a continued **failure** to cut through on and communicate our internal **positives** are generating a **poor score**.

#### How do UWL do it?

University of West London SU:

- Almost **anything** the University announces is jointly credited to the SU
- Significant spend on **representative system** – lots on materials, crested goods, marketing etc
- The University pumps **significant** \$\$ into cross Uni SU marketing campaigns (for example £30k is being spent on an "academic interests" partnership campaign at Fresher's alone) and into representatives (ie pays for all reps to have an SU hoodie etc)
- **"You said we did"** is compiled at School and Institutional level with significant marketing spend behind it and always credited jointly to SU and University
- NSS response rates are **high** and **early** (70% of responses in week one)
- Significant investment in **academic societies**
- **Jointly brands** material on **educational rights/advice** (appeals, ECs etc) and things like **study skills** with its equiv of SSS

"The key is not leaving it to academics or academic departments"- says Ben.



**Union House  
University of East Anglia  
Norwich  
NR4 7TJ**

David Richardson  
Vice Chancellor  
By email

**Telephone: 01603 593272**  
[www.ueastudent.com](http://www.ueastudent.com)

1<sup>st</sup> September 2018

Dear David,

**Re: The Year Ahead**

Thank you for your email of the 30<sup>th</sup>. We have had a great summer- undergoing training and induction, meeting University colleagues, and visiting other SUs for ideas and inspiration. We are excited about the year ahead and working with you and your team to both implement our manifestos and contribute to implementation of the University's strategy. We share the objective of building a strong, rewarding partnership between students and staff at all levels, recognising that educational outcomes are co-produced with students and capturing the positive, powerful impact that students can have over the development of their education at UEA.

Like you, we were also thrilled to learn that UEA had been awarded Gold in the TEF- as Mary said on the day, great teaching is what the TEF was supposed to be all about and so it is right that our grading reflects what students say about teaching here. We were especially pleased that the TEF panel mentioned our Student Led Teaching Awards and do hope that you and your team are able to take part more actively this year in a process that rightly highlights excellent teaching and support. Building on this we are also currently working with over 20 other SUs to develop a positive agenda around teaching excellence and will share findings in the autumn.

Whilst the institutional TEF score is sound, you will be aware too that some schools and some scores need serious improvement. We have been concerned for some time that feedback turnaround was being pursued at the expense of quality and fairness and expect to see concrete action here in schools; and we are worried that other aspects reflect a lack of capacity in space and services as the student body grows. We believe it is critical that you and your team redouble efforts to work with us to ensure that expansion is planned effectively- both on campus and in the wider community- and that for the SU you can work with us to consider how we can face the biting challenges of rising demand for support for student societies and our student advice service.

Throughout the summer we have enjoyed meeting University colleagues, but have often been told in internal meetings over the summer that we may have to be patient- that in an organisation as big as UEA things don't always happen as soon as we would like. But we have also reflected on the rapid pace of change in the external environment and HE, the demanding nature of today's students, and the dynamism of the metrics in the wider HE market. This summer we have heard about the ways in which other Universities are speeding up responses to feedback data and student representation, and so we expect that a constructive dose of patience on our part will be met with a reflection from your team on how to improve the speed of decision making and management of implementation at UEA when change is needed.

You will know that since our election there have been a number of high profile disagreements with the University- including the installation of the Gormley statues, the closure of muslim prayer facilities, the closure of counselling courses and the med certs issue. Each of these (and many others) are characterised by a disappointing lack of consultation with students and involvement of their representatives, and so central to a more constructive relationship in the future is building a culture where all parts of the University think to consult students and involve their representatives as partners. Work that Andrea is taking forward on the MoU and Neil is progressing on a renewed student charter will be central to this.

A major issue for us in the year ahead, along with our partners in the National Union, will be the cost of student living. Accommodation, books, printing, food and leisure all are central to the student experience but the total across the board is rising much faster than aid available from the state. Of course not all of the costs are in the University's control, but it does seem to us that a University that allocates senior time to a cross institutional approach on its **own** costs should at least do the same on costs faced by its **students**- not least to help secure our joint goals around access and student success. We will make detailed proposals on how we might take this forward jointly in the Autumn in our Student Experience Report.



A key component to the student experience to alleviate hardship and improve employability is earning whilst working, and for our own part you will know that we now employ more than 1,000 students a year on the living wage- more students per £1 turned over than any other SU in the UK. You will also be aware that we have been keen to expand the number and improve the quality of opportunities to engage in part time work both on campus and around Norwich but have not been able to make substantial progress. Your support for this partnership project would be both important and beneficial.

This is a University whose finances and focus are often fixed on Undergraduates, but our work on the postgraduate student experience developed since the demise of the GSA has started to shine a light on positives and negatives faced by both PGT students and PGRs. You will be aware of our work on PG mental health and associate tutors; and we are now gathering feedback on the supervision experience for PGTs and PGRs, and the isolation faced by international postgraduates. We hope that we can work with you to ensure that facilities, services, space and decisions are made with the needs of our postgraduate community front and central.

You also rightly suggested we reflect on our "representing academic interests" score which (along with the Q25 score) was disappointing given the emphasis our predecessors have placed on this area in recent years. Given the budget that this area operates on (both inside UEA and the SU) we might argue that it is miraculous rather than disappointing that 55% of students agree we do a good job! But we have been thinking hard about how to improve, and what we do know from early discussions with other University SUs is that achieving a high score is dependent on multiple factors- a deep and constructive partnership across the University, proper investment in capacity, and senior focus from the University that visibly champions student voice.

Rather than simply asking us to reflect autonomously, we would be keen that the University learns from other institutions, adopting an approach with us on student voice in general and these metrics in particular which identifies how you and your team might work with us to **enable** a higher score. There also is an important lesson to be learned from our award winning joint project within HSC, where we have seen year on year improvements on voice metrics since the project began.

Finally, we should not write to you without mentioning Mental Health. Changes to the Student Support Service are welcome, but given what we know about mental health we are rightly cautious about capacity within the wellbeing service, and the investment and priority being placed on mental health interventions across the University. Discovering, for example, that less than 200 academic advisors have undergone basic online training gives us little confidence that planned training for advisors on mental health will even be seen, let alone understood and implemented. As such it is crucial that as well as resourcing SSS effectively, your team given consideration to achieving culture change on mental health in all parts of the University's provision and for all parts of the University's increasingly diverse student body.

There are lots of other projects, initiatives and issues that we are keen to work on together- which include everything from the lack of SU shop space to closing the BME attainment gap, from working together to make Norwich safer to working in partnership to expand the University's "Do Something Different" programme. To this end we enclose a copy of the 2017-18 update to our own strategy. We would be keen for you and your team to read about our ambitions, reflect on our plans and offer clear support where you can. We are also looking forward to welcoming you and your team to the formal launch to the University Community on September 22nd.

Best Wishes  
2017-18 Sabbatical Officers



## 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>We have developed a new full calendar of support provision and activities for us to support clubs and societies better next year. Introducing new schemes and networking sessions to encourage collaboration that will supplement our training programmes.</li> <li>We have also streamlined and clarified a number of our membership offerings to make it easier for students to join next year.</li> <li>Within the media collective we have developed new specific training for them and will be providing them with more support in the new year, the new media strategy has been consulted on and is currently with the societies for feedback. We hope this will gather pace as the students return. We have also sourced some funding to invest into the media centre, to ensure they have adequate kit for the new year.</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 31 students already with enterprises and are providing support.</li> <li>This 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, and have hit all but two of our diversity targets as a snapshot.</li> <li>We have highlighted a number of projects for next year, improving the accessibility of sports clubs and societies. With increased training on developing membership, tackling initiations and an increased focus on facilitating groups to market themselves better.</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> <li>A group of staff and the DCOS have met to discuss Unitemps</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 – we are continuing to work with sports clubs on a regular basis and working on increasing and formalising the impact on the sports executive to ensure student representation is strong for next year in key strategy year.</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. We have sought a commitment for more sessions from the Sports Park and are awaiting a response.</li> </ul>
We'll launch a student Skills Training programme directly	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> </ul>

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.			<ul style="list-style-type: none"> <li>We have just facilitated large and small training sessions for student group committees to ensure they excel in their roles. Skills 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, many of these have now been booked</li> <li>We have also linked with the UEA award and are looking to promote this more to students</li> <li>We are currently working on how we incentivise students to come to these regularly and how best to communicate this</li> <li>Much of this work will also be a staple of the Do Something Different programme in the coming year.</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>We are continuing to develop guides and resources for students ready for next year and have developed training sessions and are recruiting volunteers into a new programme for those wanting to develop their event management skills by giving them the opportunity to get involved in a number of events throughout the year.</li> <li>We are in the process of developing a list of suitable city venues for students to book to ensure quality and positive community relationships</li> <li>We are also booking in student events early in the summer to ensure clubs and societies can plan appropriately for their events upon their return.</li> </ul>
<b>Enterprise</b>			
We will 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 enlisted the help of NUS to look at our range, pricing and shop layout. Our GP has improved and been reduced to allow for the growth of the value range. Wage ratios are under control and the bakery sales have seen a growth. We are looking at new vegan, vegetarian and gluten free suppliers.</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 currently £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 and we will now look to reduce the range and analyse the profit margin to stock the best value products to compete with the high street, The Shop and Unio and we are looking to research new suppliers and products.</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 managers have launched service promises worked with team leaders on a scratch card incentive scheme; they are continually reinforcing service standards and checklists and we are launching a more intensive customer service offer with the team leaders being given "teams" of members to mentor. 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	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 have consulted NUS to help with the Shop and Unio product range. We have found two new gluten free suppliers and a new sandwich supplier that can deliver a vegan, gluten free, vegetarian and Halal range as feedback from our Nows data.</li> </ul>



expand our ethical, vegan and gluten free ranges.			<ul style="list-style-type: none"> <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 the essential alternative Venue in Norwich.	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> <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	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> </ul>

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.			<ul style="list-style-type: none"> <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 sort from OFFA Access Agreement funds in future years.</li> <li>A FT staff member has been appointed for a fixed term period to work exclusively on development of BuddySU.</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 strengthen 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> <li>Wellbeing Champs now in place and meeting regularly, actively working on priorities</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. The first draft will be pulled together during September 2017 alongside Audit working papers.</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. Good achieved.</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> <li>ILM Qualifications booked to start in October 2017 for both Level 3 and 5</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	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> </ul>

from the UUK taskforce on sexual harassment and violence are launched, taking "Never OK" and "Good Night Out" into the city.			<ul style="list-style-type: none"> <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 expenditure and campaigning to reduce costs on everything from lab coats to printing to accommodation.	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 of subsidies. This report, including our findings and recommendations, was discussed in the Student Experience Committee in May.</li> </ul>
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>
Staus:	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 <i>dissatisfaction</i>
	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 <i>dissatisfaction</i>
	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		Complete and further developed in student leadership review
Housing	MIL	Council rejection of Article 4	Mar 17		Complete
	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	14	New PG space planned and space for 200 more stations in the library
	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 Counsellor waiting times	4 weeks		Currently this is varied but working with SSS on developing and implementing a Mental Health and Well Being strategy and plan
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 ueajsu. 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	10	4 volunteers retained. 6 new applications with additional recruitment planned for the freshers period during Experience More fayre.
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	This figure was for the 2016/17 AY. Extension of scheme for 2017/18 in place with University funding from OFFA Access Agreement.
	PER	Count buddies	500	488	To date, 488 current students have signed up to be buddies for the 2017/18 AY. 7 new students have applied for a buddy.
	PER	Train buddies	500	TBC	100% of buddies will be offered training that is online and face to face. F2F training is not mandatory. F2F training takes place in September so KPI can be updated for F2F numbers post this.
Proactive advice	PER	Engagement with materials	2000	47,102 page views 34,038 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 and displayed in the office 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. JC is leading on this.
	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 outlined a new strategy for the next three years on what we will deliver here. More support provisions is in place ready for next year in a joint project between Education and Engagement and Opportunities
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 - membership stayed the same due to lack sales this period in the year – work to be done next year for member retention and diversity.
	PER	Sports (SAM)	3200	3393	Target Achieved – membership stayed the same due to lack sales this period in the year
	PER	Societies (Unique Members)	6000	6777	Target Achieved – membership stayed the same due to lack sales this period in the year
	PER	Students involved in enterprise activity	400	44 total stalls held in the Union for student enterprises 31 new students have engaged with us	Since the return of a staff member and the reintroduction of work in this area we have engaged with 31 new students wanting to engage with enterprise activities and some with a business already functioning. We expect an uplift in September with prominent promotion. The most prominent selling foldable water bottles through our retail operation.
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 – no major change in membership to affect diversity figures.
	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	1358	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	1016 events in total recorded this year,"	We have worked on clarifying the definition of student event and our support provision in recent months as this KPI has far exceeded expectation but within these events we expect there to have been 6172 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	£23k up for July and £128,405 up on budget end of year	July was a much improved month and we are up on budget which is very pleasing. Mainly due to Graduation, hot weather and tighter controls
	PER	GP	33%	GP 24.7% in July -6.5 down on budget end of year to 30.1% -2.9*	GP YTD due to success of the value range. July GP down to a stock-take missing delivery which had now been rectified and reflected ytd
	PER	Student Staff Ratio	10.5%	9.9%	Greater control of staff ratios
	PER	NPS Score	Nov 2016/March2017	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, looking to analyse the range over the summer
All	MIL	Student staff have signed training handbook and TL appraisals	100%	100% handbook	All completed. Re fresher training in September 2017
	MIL	Club Catering Launched	Due Q4 Launch Q1 16-17	Yes	Has sold 3603 hot dogs with a GP OF 60% and sales ex vat £9007.50 year to date
	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
Bars	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
	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/March2017 18	NPS March	

<b>Unio</b>	PER	Turnover	£427,000	£3,500 up in July and £126,600 up on budget	Due to new food range and drinks menu has provided a more attractive offer, and a strong graduation week
	PER	GP	60%	60.3% Year to date 61.6% +1.6	GP up due to tighter controls on costs and wastage
	PER	Student Staff Ratio	21%	36.9%	High due to training days and out of term weekends
	PER	Contribution	£144,607	Up £11k in July and £46k on budget	Performance remains strong, Queues being managed well
	PER	NPS Score	Nov 2016/March 2017 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
<b>Pizza</b>	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
<b>Ents</b>	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
<b>M&amp;BD</b>	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
<b>Waterfront</b>	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 in line with budget and forecast
	PER	NPS Score	Meltdown Nov 2016/March 2017	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. Update - now on second quarter appraisal using PeopleHR, with training issued to managers as a refresh. Some teething issues still being worked on.
Student Staff PDPs	PER	Sprvy 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. Update: Wellbeing group has now met several times, focusing on priority tasks and have held a social event which went well
<b>ES4 Finance</b>					
Financial Performance against budget	PER	Board Reporting	Net Operating Income	YES	Operating Income exceeds budget by £180k (160%)
Cash Performance versus budget	PER	Board Reporting (Cashflow)	Exceeds	YES	Achieved
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%	

## HOUSING

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.

# paper

Subject:	<b>Key Performance Indicators 17-18</b>
Produced by:	Jim Dickinson, CoS
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To approve
Paper:	<b>TB767 B</b>
Staus:	Open
Purpose:	This paper proposes KPIs for 17-18

## Introduction

A balanced set of Key Performance Indicators were first introduced in 2014. Since then what originally sat on a single page have ballooned into six page document, and whilst we can argue that they are all indicators of performance, it is hard to argue that each have been selected as “key”

Previous Board meetings have directed that they should be slimmed down.

I am therefore proposing that:

- For the **17-18 Strategy**, usually reported on in the Operating Plan paper, each strategic objective is allocated a Key Performance Indicator that will be reported on alongside the narrative to each meeting (the strategy “Operating Plan” report).
- For ongoing **perception, participation, financial and satisfaction** measures, we focus on the headline performance, with underlying factors handled by management committee.

## TOP LINE SATISFACTION / ENGAGEMENT INDICATORS

	Type	Measured	Target	Current	NOTES
Stu Satisfaction with SU	PER	SU Annual Student Survey	75%		(Now 64%)
Academic Interests	PER	NSS New SU Question	65%		(Now 55%)
Stu Satisfaction w Outlets/Areas	PER	Average for Venues	80%		(Now 77%)
	PER	Retail & Catering	70%		(Now 67%)
	PER	Societies	85%		(Now 78%)
	PER	Advice/Housing	60%		(Now 51%)
Recognise Officers	PER	SU Annual Student Survey	60%		(Now 46%)
Recognise Campaigns	PER	SU Annual Student Survey	75%		(Now 68%)
Quality Conversations	PER	QCs per week average term time	300		

## ADVOCACY

	Type	Measured	Target	Current	NOTES
Buddying Scheme	PER	Count Students Participating	1000		(Pilot 350)
Proactive advice	PER	Engagement with materials- Page Views	55,000		Now 47k
Aware of Rights	PER	SU Annual Student Survey	70%		
Aware of Advice Svce	PER	SU Annual Student Survey	70%		
Reps Trained	PER	Reps report positively on their development	70%		Now 66%

## OPPORTUNITIES

	Type	Measured	Target	Current	NOTES
No of Societies	PER	Number of functioning societies	260		Now 249
Participation in Media, Sports and Societies and Enterprise	PER	Media	700		Now 573
	PER	Sports (SAM)	3500		Now 3339
	PER	Societies (Unique Members)	7000		Now 6777
	PER	Students involved in enterprise activity	400		
Opportunities Diversity Reflects Student Body	PER	International	19.5%		
	PER	Women	61.0%		
	PER	LGBT	4.8%		
	PER	BME	27.8%		
	PER	Disabled	10.9%		
Strategies for Intl, PG and Nursing developed	PER	No of students involved in INTL programme	2000		Now 1876
	PER	No of students involved in PG programme	1400		Now 1250
	PER	No of students involved in Nursing programme	650		Now 725
Election Candidates	PER	No of Candidates in main elections	80		
Election Turnout	PER	Turnout in elections	6000		
Student Led Events	PER	No Student Led Events	1200		Now 1016

## ENTERPRISE

	Type	Measured	Target	Current	NOTES
Retail	PER	Contribution	£358,000		
Catering	PER	Contribution	£170,089		
Bar Catering	PER	Contribution	£15,575		
Campus Bars	PER	Contribution	£913,862		
Live Events	PER	Contribution	£395,412		
Live Overhead	PER	Contribution	(£315,294)		
Waterfront	PER	Contribution	£235,561		
Business Development	PER	Contribution	(£32,635)		
Agency	PER	Contribution	£29,856		

## ENABLERS

	Type	Measured	Target	Current	NOTES
Trustee Board	PER	Attendance	75%		
Green Impact	PER	Board	Silver Standard		
Appraisals	PER	All perm staff appraisals done quarterly	90%		
Wellbeing	PER	Staff agree we take seriously	70%		
Financial Performance	PER	Board Reporting	£386,000		
Website	PER	Percentage members registered online	70%		
Social Media	PER	% Social Media Non Commercial Messaging	50%		
Staff blve we value E&D	PER	Engagement Survey	90%		
Employee targets	PER	Career staff within 20% of local diversity			
		Career Staff Women	SU 62% NOR 51%		
		Career Staff BME	SU 13% NOR 3.5%		
		Career Staff Sexual (Non straight)	SU 16% NOR XX%		
		Career Staff Disability	SU 11% NOR XX%		
	PER	Student staff within 10% of student diversity			
		Student Staff BME	27.40%		
		Student Staff Gender	61.01%		
		Student Staff Disability	11.90%		
		Student Staff International	28.55%		
		Student Staff Sexuality	14.10%		

## Strategic Operating Plan 2017-18

### Proposed Key Performance Milestones for each area

Opportunities	
We'll transform the "low commitment" extra curricular opportunities offer across UEA- combining our "Give it a Go" programme with "Do Something Different Week" to create a year round programme of activity involving hundreds of University and community partners, culminating in a week long festival in term two.	DSD activity on offer at least every day during term time (100%)
We'll set and hit new targets for participation in Societies, Student Media and Student Enterprise- improving development planning support, back end systems and diversity analysis/action- and we'll use tech to make it easier than ever to find others that want to collaborate on a project, group or activity.	Launch teach solution for new groups/finding others with interests
We'll work with partners at UEA and in the city to develop and launch a new Student Employment Agency- improving the range, quality and pay of part time work opportunities taken up by students, offering exemplar recruitment and selection practice and enabling students to boost employability from their experience.	Agency Opens
We'll develop a year round Student Events Strategy- improving support and coordination for flagship events like PMB, ZigZag and Go Global, creating at least three new major events and we'll introduce an event maker volunteer programme to help students develop skills in event planning, organisation and management.	Volunteer Maker Programme launched
And building on BUCS' "Take a Stand", we'll work with UEA to launch a programme of positive culture change within Sport- using events and activators to focus on team work, social leadership, Equality and Diversity and performance, and collaborating on a new UEA wide conduct and behaviour framework for student groups.	New conduct and behaviour framework for student groups agreed
Advocacy	
We'll review structures and systems to ensure we're working on the issues that matter most to students- increasing the use of consultation, polling and debate (especially over controversial issues), and developing innovative ways to involve students in formative policy development discussions about their lives, their interests and the student experience.	New ideas gathering system launched (Change one thing)
We'll finalise and launch a student insight strategy- with a new national SU research partnership, on campus segmented research generating rich understanding of the lives and experiences of students, a UEA student opinion panel to gather regular feedback, and a new partnership with UEA's Business Intelligence Unit on consultation planning, data access and support.	SIS Agreed
We'll roll out our Lead Change programme and wider Student Leadership review involving hundreds more students as leaders, diversifying our participants, enhancing their skills and dramatically increasing the control that students can exert on their SU.	Transformation Weekend and Edge Conference run
We'll enhance peer support- delivering a full launch of our buddying scheme, piloting a new scheme inviting UEA's alumni to support students entering their final year, reviewing and enhancing our support for Peer Support Groups in conjunction with UEA's Student Support Service, and negotiating powerful new statutory societies for each of our Liberation groups.	Final year buddy scheme launched
We'll reshape our advice(su) around student protections by clarifying and promoting new rights emerging from consumer law, supporting students to make complaints where justified- and we'll promote rights work about employment and housing too.	Know your rights campaign launched
We'll run a series of projects focussed on improving support for student representation & feedback, improving the effectiveness and student awareness of institutional level representation and improving the dissemination of its impacts; identifying top student issues for action at school, faculty and institutional level; establishing significant education policy focussed conference events for reps; empowering reps to intervene on improvements required from subject level TEF; and ramping up student involvement in course review.	Rep Conference Held Term Two
Social Enterprise	
We'll complete Phase Four of the Union House refurb in the Bars and UNIO/LCR Floors- delivering over 200 new seats with a focus on daytime usage, improved lighting and access to sockets, and ensuring our spaces and facilities are better suited to student group event usage- multi functional, student focussed spaces that students want to use day and night.	Phase Four Complete
We'll take the SU's food offering to the next level- exploring new lunchtime deli, evening international/dessert and late night food offers, reviewing menus in Pizza, maintaining and developing our value(su) range in the shop and making UNIO even more ethical- working directly with growers and ensuring that every cup sold helps community projects in the developing world.	New Unio Coffee supplier launched
We'll review our entertainments- a wider range of events to serve the full diversity of our membership (less focussed on alcohol or late nights), converting spaces to become the first SU in the UK to open bookable Karaoke and Dinner Party rooms focussed on the needs of international students, launching student focussed gig ticketing platform and focussing on developing and hiring student talent for our club nights.	New gig ticketing platform launch
We'll complete negotiations with the council to sign a new long term lease on The Waterfront, relaunching it as the hub of a network of spokes of alternative venues in Norwich- complete with exciting new plans for its development and programme, and a long term investment plan to improve facilities, production and access.	Lease agreed
We'll work with UEA and community partners to take part in NUS' Alcohol Impact scheme, changing social norms around drinking on campus and shaping new attitudes towards responsible alcohol consumption to improve the health and wellbeing of students and create a more inclusive environment for our members.	NUS Alcohol Impact assessment and action plan developed
We'll pressure UEA to implement and fund a major new institution-wide mental health and wellbeing strategy on campus- and we'll work with the Vice Chancellor to become an exemplar implementation campus from the UUK taskforce on sexual harassment and violence, taking "Never OK" and "Good Night Out" into the city through a new community partnership.	Licensing policy change secured
Student Experience	
We'll work with other SUs to conduct and launch research into student attitudes to teaching excellence, lobby the new OfS to recognise the power of student representation, and work with the Uni executive to ensure subject level TEF prep drives positive change- insisting on dramatic and rapid action when it comes to assessment and feedback improvement.	Teaching attitudes research launched
We'll be relentless in our pursuit of suitable facilities for students on campus as student numbers expand- ensuring student focussed outcomes in the refurbishment of the campus, working together to create temporary social learning space as the student body expands and holding the University's feet to the fire on suitability of teaching and learning spaces, timetabling and social space.	Expansion strategy agreed
We'll collaborate with NUS to tackle student financial support- delivering research into the day to day costs faced by students and calling for a university wide approach to consultation on fees and charges. And we'll develop a clearer agenda on employability- calling for better career links in schools, a joined up approach on extra-curricular and a new university wide career opportunities programme.	University wide group formed

We'll strengthen the student-academic partnership within a new Student Charter, focussing on driving innovation, use of technology and added academic value, and we'll secure a new UEA wide standard on involvement of and consultation with students about its services.	Charter developed and agreed
<b>Infrastructure</b>	
Business intelligence, data and systems will be a key focus for the year- we'll improve the connections between our systems, drive efficiencies in financial processing, enhance use of feedback to move toward "real time" response and commission work on developing data insights for decision makers across our social enterprises and charity operations.	Data systems plan agreed
We'll develop a new digital focussed comms strategy- improving understanding of the SU amongst members, trialling ways to treat students as active insiders, and getting positive proactive PR into the student and wider communities. We'll also pilot a new staff ownership scheme for IT procurement and introduce new tools for collaboration, social networking, project management, and task management for staff.	Insiders projects completed
We'll take our work on Student Staff to the next level- employing more students to further improve the student-career staff balance, introducing new student managers across the organisation, developing our terms conditions and training around student needs and striking a major new partnership with the Trade Union movement on rights at work.	Trade Union partnership agreed
We'll further enhance our work on wellbeing- supporting the wellbeing champions scheme, reviewing HR practices to reduce stress, improving teamwork across the organisation, working to improve social opportunities in partnership with key UEA departments and making a major investment into flexible resilience development for all our career and student staff.	Resilience pilot completed
We'll take a lead role in driving partnerships between SUs- developing new types of learning and development experiences for officers, acting as the delivery partner on a new skills sharing partnership between SU managers, and asking all departments to help facilitate the sharing of expertise, resources and ideas with other SUs.	SU visits programme runs
<b>Healthcare</b>	
We'll monitor, review and report on the impact that the removal of the NHS Bursary has on students and we'll work with the Healthcare student societies to produce bespoke resources on Exenuating Circumstances and Fitness to Practise.	New resources released
We will release a specific report on Healthcare student involvement in all engagement activities including student reps, attendees at our events, and clubs and societies.	Report released
We will research out of term services for Health Sciences students and involve students in championing our city-based events, launching a pre-release of our new City-based night out exclusively to Faculty of Medicine and Health Sciences students.	New night launched
<b>Postgraduate</b>	
We will conduct research into the wide variety of experiences of PGT courses and its impact on students and develop specific programmes to support postgraduate students in finding housing	Research released
We will understand barriers to leadership and develop leaders in the postgraduate committee.	PG leader strategy launched
We will develop a specific range of activities exclusively for postgraduate students to fight loneliness and create a postgraduate community, supporting groups of postgraduate students to run their own events via the social grant.	Activities programme developed
We will organise activities in UNIO such as a book club/book swapping bookcase, games evening, the language café and many more to provide non-alcoholic event options for postgraduate students.	Unio programme launched
<b>International</b>	
We will provide bespoke guidance on housing, ensuring international students understand their rights and the processes of local letting agencies, lobby the university to provide a guarantor scheme, and focus students' employment rights via the advice service	Advice developed
We will create events promoting friendship and belonging during the welcome period and beyond, by supporting and developing cultural nights on campus, working with student groups to lead and promote these.	Events plan runs
We will ensure that UNIO has events that will focus on integration and friendship, review our range of international foods in the shop and add tools to the web to automatically translate electronic materials	Events plan runs
<b>Equality</b>	
We'll support the negotiation of new statutory liberation societies to better coordinate campaigning, democracy and peer support for students in liberation groups and enable more students to be involved and shape our E&D work.	Lib Society rules agreed
We'll launch UEA Unity to improve the inclusivity of our societies and share best Practice.	Launched
We'll expand the education and training we deliver for staff, student leaders and stakeholders in the local community.	Programme runs
We'll help all student clubs, societies and groups to diversify, improving training and encouraging all groups to set targets on diversity that reflect their situation and stats.	Targets agreed with 70% groups
<b>Digital</b>	
We'll launch an SU app, improve accessibility on our website and launch a new website design, as well as integrating a new box office website onto our platform.	App launches
We'll roll out Office 365 Groups and Teams, allowing real time interaction and collaboration between leaders and SU staff	Roll out completed
We'll invest in data analytics to drive decision making across the organisation and work to reduce manual processing across our services	Analytics dashboard piloted


# paper

Subject:	Mgt accounts for year to July 2017 and provisional year end result
Produced by:	Tim Cave, Head of Finance
To:	Board
Date:	06 September 2017
Status:	<b>Confidential (Commercial in Confidence)</b>
Action:	For information
Paper:	<b>TB768</b>
Overview:	This paper summaries the year end financial position ahead of formal audit



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# UEA – Retail Proposals



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## RETAIL PROPOSALS


- **Layout Review** – Fully analysed existing layout and recommended changes
- **Space Analysis** – Space analysis reviewed and recommendations made
- **Range Review** - Proposed range cuts and additions
- **Clothing Area/Range** – Proposals for look and feel of area including range additions
- **Food to go range/presentation** – Range, look and feel of food to go area

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## Layout Review

- A full layout review was carried out analysing the customer flow and product placement of the store at present
- Identified areas for improvement were the location of meal deal, clothing and food to go
- Please refer to proposed new layout

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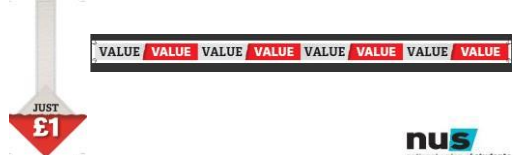
## Layout Review

- Key Changes:
  - New fruit & Veg stand to promote "market fresh" feel
  - Meal deal moved further in to the middle of chillers on back wall to help customer flow
  - Chillers on right wall to become freezers? If this is possible
  - Value offer aisle 2 opposite fruit & veg
  - Goal post system next to meal deal on back wall to be closer to meal deal and improve customer flow
  - Existing kitchen to be clothing area
  - Confectionery and sweet snacking moved closer to till
  - Crisps moved to remain close to meal deal

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## New Value Offer

- New Value Signage that can be placed throughout the store to highlight £1 ranges offers and Value brands.
- This will come with a monthly list of all the £1 offers through P & H, as well as NUS retail plus offers that can be advertised in this bay.
- New POS kits are available to order. Shelf edge strips and wobblers.





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## Space Analysis

- A space analysis of the range and store layout was completed
- Key analysis shows areas of under indexing such as bakery/food to go, beers & ales and meal deal
- Also evidence of over indexing such as home baking & desserts, household and chilled food
- Analysis also identifies low sales % of clothing which is an area which can be further developed and expanded
- See full space analysis more detail

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## Space Analysis

Department/Category	Total Sales	% of Total	Total Area	% of Area	Value/Space	% of Value
Department/Category	12821.71	100.0%	12821.71	100.0%	1.00	1.00
Meal Deal	25782.47	199.7%	25782.47	201.1%	18.57	18.37%
Beverage	22288.61	174.6%	22288.61	174.6%	17.39	17.0%
Fast Food	18943.21	148.5%	18943.21	148.5%	14.77	14.6%
Other Food	27238.24	213.0%	27238.24	213.0%	21.28	20.9%
Homebaking	48289.49	376.7%	48289.49	376.7%	37.65	37.1%
Household	22121.21	173.3%	22121.21	173.3%	17.26	16.9%
Pastry & Desserts	2752.41	21.5%	2752.41	21.5%	2.15	2.1%
Confectionery	18888.88	147.3%	18888.88	147.3%	14.73	14.5%
Toiletries	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Textiles	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Appliances	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Decor	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Lighting	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Storage	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Security	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Maintenance	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Cleaning	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Gardening	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Pets	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Travel	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Health	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Education	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Entertainment	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Sports	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Hobbies	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Miscellaneous	8888.88	69.3%	8888.88	69.3%	6.93	6.8%
Home Total	12821.71	100.0%	12821.71	100.0%	1.00	1.00

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## Range Review

- Full analysis of product range conducted
- List of products which have been recommended to be removed sent
- Expansion of food to go range, addition of Krispy Kreme, Meal Deal improvements, value range changes, innovation products


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## Clothing Area

- Proposal to remove food offering from far side of shop and make a clothing area space, utilising the high margins which can be achieved from clothing
- Remove clothing from behind the counter and all clothing in this one designated area
- Different flooring and wall design to have different feel to rest of the store - "store within a store" feel
- Advice and guidance on range can be provided
- Would work with The Retailer Group in order to design bespoke area within this space including signage and graphics

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## Clothing Area



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## Food To Go

- Goal post system to be installed to have hot and ambient food together as well as a coffee machine and Krispy Kreme
- Variations to the range improving the offering for students and making sure offer complements the range as a whole i.e. Country Choice and Krispy Kreme
- Costa Coffee Express machine recommended to be installed to complement the food to go unit
- Hot range baked off including many of current offering i.e. morning rolls, day parts, sausage rolls etc.
- Ambient range also baked off but not kept in hot unit, again similar range to current offering with cookies and biscuits but range to be fully reviewed to make sure it aligns with range as a whole. Range to include croissants, muffins, pastries etc.
- Goal post to help make a more premium feel to the area, tying in to market fresh areas to help improve margins



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## Food To Go



- System available in both 3 meter and 4 meter units, but are made bespoke by our preferred supplier

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## Market Fresh

- Review of fruit and vegetable range however this currently does look strong
- Room to improve with further developments around premiumisation and look and feel to be that of market grocery stall

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## Market Fresh Feel



£540.44      £1,102.20      £731.80



# paper

<b>Subject:</b>	<b>Commercial Supply &amp; Partnerships Update</b>
Produced by:	Toby Cunningham, DCOS
To:	Trustee Board
Date:	September 20 <sup>th</sup> 2017
Action:	To decide/information
Status:	<b>Confidential</b>
Paper:	TB771-2
Purpose:	This paper sets out the rationale for decision making for the purchasing of retail supply, updates on the VMS negotiation and an outstanding legal issue



# paper

<b>Subject:</b>	<b>Detailed Internal Budget 2017-18</b>
Produced by:	Jim Dickinson Chief Executive; Tim Cave Head of Finance
To:	Management Committee, Finance Committee, Trustee Board
Action:	Approve
Paper:	TB775
<b>Status</b>	<b>COMMERCIAL IN CONFIDENCE</b>
Purpose:	Under the framework for finance and budgeting, the Union Council annually agrees a set of "Estimates" that mandate spending priorities for the year ahead. The Board (or Finance Committee on its behalf) then agrees a set of "Detailed Internal Budgets" that reflect these priorities and that have involved detailed considerations from managers.



Subject:	<b>Finance Improvement Plan</b>
Produced by:	Tim Cave, Head of Finance
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To approve
Paper:	TB776
Status:	<b>Open</b>
Purpose:	This paper updates on issues raised by Auditors in their report in March

#### 4. Systems and controls issues – TAC prioritisation and comment – Update Sep '17

Audit finding and recommendation	Audit Priority	TAC Priority	Management response
<b>1. Intercompany balances</b>		2.	<p>This is an area that we need to spend more time on – it is within our control. However the difference for July 16 was 'in our favour' and therefore included within monitoring of 'unders and overs' (see below)</p> <p>Interco balances are reconciled at Jul 17.</p>
<b>2. Supplier statement reconciliations</b>		1.	<p>We have difficulty in two areas – The UEA (which is complicated because they are hard to work with) and NUS Central billing (which is complicated because it is a pool of suppliers.) We have made progress towards improving our understanding of these balances and will target April balances to resolve UEA position.</p> <p>Significant progress has been made in reconciling key balances (UEA / Central Billing) for July 17.</p>
<b>3. Use of 'Unders' and 'Overs' codes</b>		low	<p>This was a way of working for July 2016 which was openly shared with the auditors. It's a slightly clumsy way of 'managing' the result and aims at making only material adjustments to the originally issued management accounts, recognising that there were a number of relatively immaterial impacts of pinning down prior year balances. NB that the final result was closely in line with expectations. In future this will be less noticeable.</p> <p>New Approach adopted and will not be an issue – subject to finalisation of Accounts during September.</p>



## 5. Matters from last year

We have set out below the issues on which the previous auditors reported after the audit last year together with an update on how the points raised have been addressed including information on the progress made at the time of the audit of the 2015 financial statements.

Recommendation fully implemented or no longer relevant	
Recommendation partially implemented	
No progress on recommendation	

Audit finding and recommendation	Audit Priority	TAC Priority	Comment
<b>1. Audit information and deliverables</b>			<p>NB Overall comment - <i>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.</i></p> <p>We have work to do but I believe this warrants indication of progress</p> <p>Deliverable for Mid-October but on-track for improved showing</p>
<b>2. Operating leases</b>			<p>This is a relatively low-risk housekeeping item only really impacting disclosures</p> <p>Updated and improved schedule under preparation</p>
<b>3. Authorisation of expenditure</b>			<p>We've made a lot of progress in this area – the remaining task is about internal compliance.</p>

Audit finding and recommendation	Audit Priority	TAC Priority	Comment
<b>4. Aged debtors</b>	Red	Yellow	<p>We don't really use debtors aging in our systems – ideally it is there to aid / focus on old balances but with exception of UEA we don't have many material balances and this is a secondary focus.</p> <p>Report will be available</p>
<b>5. VAT reconciliation</b>	Red	Red	<p>VAT is a complicated area for us – we have now formed a VAT group and this will be a higher priority for HoF and Deputy HoF going forward.</p> <p>VAT reconciliation prepared and reviewed by CCW</p>
<b>6. Aged creditors</b>	Red	Red	<p>We've made a fair amount of progress at a admin level and need to now consolidate some of that to demonstrate</p> <p>Report will be available</p>
<b>7. Journal file</b>	Red	Yellow	<p>This was originally flagged by Dept. as relatively low priority. We'll aim at a level of additional review without creating unnecessary disruption to working practices.</p>
<b>8. Passwords</b>	Green	Green	
<b>9. Bank reconciliations</b>	Yellow	Yellow	<p>This is a considerable improvement – the issue that remains is not one of control but of making sure that reconciling items result in appropriate journals</p> <p>The process of closing the ledgers has been amended and the bank reconciliation simplified.</p>
<b>10. Credit card receipts</b>	Green	Green	

Audit finding and recommendation	Audit Priority	TAC Priority	Comment
<b>11. Z reports</b>			<p>This is a relatively minor issue which we will follow up with Venues teams</p> <p><b>This has been handed to the venues team for action</b></p>
<b>12. Box Office</b>			<p>This was a major area of focus and explains why some less significant areas remain unaddressed</p>
<b>13. Payroll authorisation</b>			
<b>14. Till sales variance review</b>			<p>We'll work with venues team to try and eliminate any unexplained variances and ensure documented– the risk is small however</p> <p><b>This has been handed to the venues team for action</b></p>

Audit finding and recommendation	Audit Priority	TAC Priority	Comment
<b>15. Closing of the ledger</b>			<p>This is a minor issue which we balance the risk of an open ledger against ease of working.</p> <p>The process for closing off the ledger has been amended with clearer cut-off and timetable. This should clear any concerns.</p>

<b>16. Disposals on the fixed asset register</b>			
<b>17. Intercompany Balances</b>			<p>On the current year issues list.</p> <p><b>Intercompany balances are reconciled at end July</b></p>
<b>18. Accruals</b>			
<b>19. Opening reserves</b>			
<b>20. Grant income</b>			

<b>21. Financial procedures manual</b>			<p>This was an area that we judged lower priority and planned to work on in the current year. It is likely to be a continuing work in progress as we focus on key issues first</p> <p>The process manual has been scoped and responsibility for drafting sections delegated to department members and Social Enterprise managers as applicable. A first draft will be shared with Auditors at the October visit. Schedules for key risk areas (expenses, club/society finances) have been developed and enacted.</p>
<b>22. Insurance prepayments</b>			

**23. Shop stock**

Stock keeping and reporting remains an issue in the shop, despite external review and focus – will work with retail team to improve processes and outcomes.

**This has been handed to the Retail team for action. The year-end count showed no material variance against the Fidelity system.**



<b>Audit finding and recommendation</b>	<b>Audit Priority</b>	<b>TAC Priority</b>	<b>Comment</b>
<b>24. Cash payments at Waterfront</b>			
<b>25. Property improvement depreciation rates</b>			
<b>26. Repairs and maintenance</b>			
<b>27. Pension Costs</b>			
<b>28. Internal processes and record keeping</b>			The remaining issues relate to Intercompany processes noted above See above
<b>29. VAT position</b>			Position subject to extensive review with proposed benefits achieved
<b>30. Income from concerts</b>			Another key area of focus for team
<b>31. Box Office records</b>			Another key area of focus for team

# paper

Subject:	<b>Scheme of Delegation</b>
Produced by:	Jim Dickinson, CEO
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To approve
Paper:	TB777
Status:	<b>Open</b>
Purpose:	The Board formally delegates a number of its responsibilities each year

## **Introduction**

Article 53 of the Union’s constitution makes clear that the Board of Trustees shall be responsible for the management and administration of the Union and (subject to the Education Act, the Constitution and the Bye-Laws) may exercise all the powers of the Union. A meeting of the Trustees at which a quorum is present may exercise all powers exercisable by the Trustees.

The Board’s powers under Clause 55 include:

- the governance of the Union;
- the budget of the Union;
- the strategy of the Union; and
- monitoring the performance of the Chief Executive

The working assumption is that in exercising the powers the board is seeking to arrange the resources of union in pursuit of the union’s policy and mission goals as expressed by the political and representative machinery- student officers, SOC, general meetings, referenda and council.

Article 59 allows the Trustees to delegate- it may appoint any person to be the agent of the Union for such purposes and on such conditions as they determine, and it may delegate any of its powers or functions to any committee or the implementation of any of their resolutions and day to day management of the affairs of the Union to any person or committee in accordance with the conditions set out in the Constitution.

The schedule appended details that delegation and no substantial changes are proposed from the previous schedule for the year ahead, save that a specific set of arrangements are proposed for the Graduate Centre.

## **Graduate Centre**

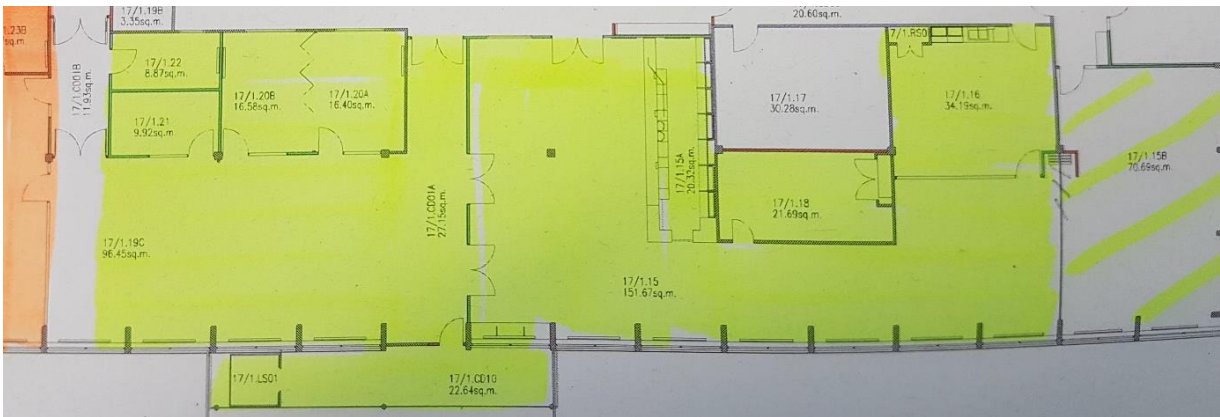
Since the main Phase Two refurbishment of Level 1 of Union House there has been significantly increased use of the Graduate Centre space. This has led to some concern about the use of space by Undergraduates and wider concern about encroachment into the space by wider union functions and services. A recent discussion re conversion of a store cupboard has further raised concern about potential future encroachment.

This paper (belatedly) proposes formal a purpose and demarcation arrangements along with a student supervision and management process.

## **Background**

**Lease** schedule extract:

student social, cultural, sport, advisory and representative activities of the Tenant (as the Union of the University of East Anglia Students); demarcated area for the benefit of and use of graduate students;



The original **architect's** brief:

A Graduate Students' Centre will be housed on level 1. It will feature:

- Dedicated graduate "lounge" style social learning facilities
- Some flexibly bookable space
- Some office/reception space for use by Union and University services focussed on postgraduates
- A kitchen for student use
- Bar to be converted into Cafe/Bar as dedicated Graduate social facilities

Agreement with University over **transfer of functions** from GSA:

The Graduate Students' Centre will be housed inside Union House and will be operated by the Union under leadership from PG students who will provide reps for a Graduate Centre Management Group. It will feature dedicated social learning facilities, bookable space and some office space for use by Union and University services focussed on postgraduates. Legal responsibility for liability and development will rest with the union, ensuring the facilities are part of the union's wider ongoing investment plan.

### Proposal

That the above be codified as the following and adopted by the Board:

#### **Graduate Centre- Operating Protocol**

A Graduate Students' Centre is housed on level 1 of Union House. It features:

- A dedicated graduate "lounge" style social learning facilities
- Bookable rooms for the exclusive use of groups of graduate students
- An office for use by SU officers/reps/staff postgraduates
- A kitchen for graduate student use
- Cafe/Bar for the use of Graduate Students (to include Mature Students and Academic Staff)

**Staffing and management** The facility will be operated and managed by the SU Venues team which will allocate dedicated staff to the operation and development of the space. The café/bar will endeavour (within the law) to recruit graduate students.

**Oversight** A Graduate Centre Management Group will:

- Meet at least three times per year to include the PG Education Officer
- Approve and monitor a budget for the Café Bar area which should at least break even
- Develop proposals for Capital Expenditure to be considered by the Board
- Oversee range in the Café/bar area (albeit that products shared within the SU estate must share pricing)
- Monitor usage by students and take steps as deemed necessary to protect the purpose of the space
- Approve an annual operating plan devolved to the group in the scheme of delegation approved annually at the Board
- Approve from time to time dedicated marketing plans (to include appropriate signage)

**Additional:**

- From time to time the space (or parts thereof) may be rented by external organisations at the discretion of the management under the supervision of the GCMC.
- From time to time the space (or parts thereof) may be used by for non commercial SU meetings/events at the discretion of the management under the supervision of the GCMC.
- The space will never be used as part of the SU’s wider entertainments estate except in the case of emergencies (ie storm weather during a Ball with outdoor event capacity)
- Whilst the space will retain dedicated management and student staff it will be managed as part of the wider portfolio of Venues within the SU estate to ensure maximum efficiency.

**Scheme of Delegation 17-18**

	<b>Trustees responsibilities/ decisions for approval</b>	<b>HR/Finance Committee decisions (reporting back to the Board)</b>	<b>Management Committee decisions (reporting back to the Board)</b>	<b>SM decisions/responsibilities</b>
Recruitment and Staffing	<p>Creation of new senior management post</p> <p>Changes to management structure at senior manager level</p> <p>Involvement in appointment of senior managers</p> <p>Proposals for strategic redundancies (more than 3 members of staff)</p> <p>Involvement in appeal against dismissal</p> <p>Appointing co-opted and student board members</p> <p>Note staff satisfaction survey and agree any subsequent action to be taken</p> <p>Noting reports concerning employment statistics e.g. disability, equal ops, working time directive, absence – annually</p> <p>Trade Union recognition</p>	<p>Approval of Union Ts and Cs and feedback on negotiations - Remuneration &amp; HR Committee</p> <p>Amendments to employee policies – Remunerations &amp; HR Committee</p> <p>Recommending appointment of new Student and Co-opted trustees – Appointments Committee</p> <p>Appointing the CEO – Appointments Committee</p> <p>Receive staff satisfaction survey and agree any subsequent action to be taken – Remunerations &amp; HR Committee</p> <p>Receiving reports concerning employment statistics e.g. disability, equal ops, working time directive, absence – Remunerations &amp; HR Committee</p>	<p>Creation of new line management post</p> <p>Changes to management structure at line manager level</p> <p>Significant staffing restructuring in a department involving staff responsibilities</p> <p>Annual summary of fees paid to agencies/consultants</p> <p>Specific approval of staffing commitments funded by external income sources</p>	<p>Creation of new posts below line manager level where resources are available</p> <p>Increments and regrading staff where resources are available</p> <p>Minor departmental restructuring</p> <p>Disciplinary process except appeal against dismissal. Minor update amendments to employee handbook</p>
Budgets and financial Procedures	<p>Overall approval of annual budgets so trustees acquire a level of information for them to exercise their responsibilities</p> <p>Receipt of quarterly update on financial forecasts and decisions arising therefrom</p>	<p>Receive, note and question the management accounts</p> <p>Appointments of auditors and bankers</p> <p>Approving investment policy</p>	<p>Overall management of the budget to ensure that resources are utilised efficiently and effectively to deliver the strategic plan</p> <p>One off urgent items over £20,000 which are unusual or urgent and needed for the proper running of the</p>	<p>Financial management below thresholds specified</p>

	<p>Setting reserves policies</p> <p>Approval of new financial instruments and loads (excluding leases for items of business equipment) in excess of £10k value</p> <p>Receiving reports and recommendations from the trading company boards (should we decide to have such a company)</p> <p>Receive and approve annual accounts</p> <p>Receive, note and question the management accounts</p> <p>Appointments of auditors and bankers</p> <p>Approving investment policy</p>	<p>Specific capital expenditure of over £10k including contingent and general funds</p> <p>Formal approval of an increase in any one department's budget of over 10% or £10k whichever is the greater</p> <p>Scrutiny of quarterly results of the Union, with departmental analysis, balance sheet, cashflow and capex review, and Director's report</p>	<p>business or for legal reasons, were subject to approval by the Chair of Finance Committee.</p> <p>Decisions on additional expenditure in excess of 10% of departmental budget needed for the proper running of the business or for legal reasons</p>	
Setting and monitoring strategy	<p>Agreeing the Union's plan/vision based on research of members, advice of stakeholders and a referendum with resources specified</p> <p>Approval of any amendments to the Union's plan with resources</p> <p>Ensuring delivery of the plan</p> <p>Determining values and reviewing them in line with the strategic review</p> <p>Receiving quarterly updates on the plan with an opportunity to question senior managers – measuring performance</p> <p>Monitoring the needs of the membership and ensuring that the plan continues to meet them</p>	<p>Approval of the Financial Strategy supporting the plan, and monitoring performance against the Strategy.</p> <p>Approving amendments to the Financial Strategy</p>	<p>Reporting on progress against the plan</p> <p>Reporting on the needs of the membership and ensuring that the plan continues to meet them</p>	<p>Crafting the plan, following a strategic review</p> <p>Delivering the plan</p> <p>Managing the strategy cycle Ensuring that there is no cross-over between departments and each project leader is supported</p> <p>Ensuring that staff work towards the organisation's objectives and adhere to the organisation's values</p> <p>Minor changes to department plans</p>
Monitoring Risk	<p>The Board to receive an annual report from Audit &amp; Risk on the Risk Register</p>	<p>Reviewing and approving the Union's Risk Management Policy on an annual basis and monitoring risks on a quarterly basis</p>	<p>Overview of the risk profile of the union ensuring that it is being managed effectively</p>	<p>Identifying and minimising risk and reviewing on an ongoing basis</p>

		<p>Approving activities that fall above a tolerable risk profile (to be defined)</p> <p>Receiving final internal audit reports</p> <p>Awareness of any significant H&amp;S incidents and action planning as a consequence</p>		
Monitoring board Performance	Annual review of board performance with recommendations of improvements (responsibility of Chair and Vice Chair)			
Union Council and the SOC	Receive reports from the CEO, SOC and UC on significant campaigning and policy issues that may impact on union as an organisation			Attend meetings and ensure that officers and councillors have the necessary support to campaign effectively
General Business	<p>Significant issues of which the board need to be aware</p> <p>Receive annual members satisfaction research</p> <p>Asking for reports on any issue</p>			<p>Writing and distributing Board papers</p> <p>Report to all board meetings on progress, issues and difficulties</p> <p>Giving feedback and debriefing on major union projects</p>

# report

Subject:	Code of Conduct Annual Report
Produced by:	Roscoe Hastings
To:	Trustee Board
Date:	19 September 17
Action:	To note and consider recommendations
Paper:	CC7
Status:	<b>Confidential</b>
Purpose:	Information and requirement of the Bye-Laws



# paper

Subject:	<b>External Speakers Policy</b>
Produced by:	Jim Dickinson, Chief Executive
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To approve
Paper:	<b>TB779</b>
Status	Open
Purpose:	We review the SU's External Speakers Policy on an Annual Basis

## Introduction

The Charity Commission has a general expectation that charities will manage risk effectively, and in the case of external speakers an External Speakers policy is in place to ensure that we are able to demonstrate that these risks are managed.

## Review

We review the policy formally at Board each year. In the year:

- There were two referred speakers into the policy, one of which was deemed particularly controversial (from the organisation "Cage") with a number of risk mitigation steps successfully deployed
- The University has reviewed its procedures and confirmed following discussions that it is happy that the SU manages this area of risk autonomously

As such the policy is working well and I am not proposing any revisions. The appended version is therefore for **approval**.

## UEASU: Handling events with External Speakers

### Preamble

1. Freedom of expression and speech are basic human rights to be protected and are protected by law.
2. Open debate is central to the culture of academic freedom, the development of students ideas and understanding and is protected by an act of parliament relating to freedom of speech and academic freedom on campus.
3. That said student safety and welfare is at the heart of the union's policies and practices.
4. As such, the freedom to express views can sometimes be tempered by the need to secure freedom from harm for students and communities.
5. Where there is a potential for these rights to come into conflict in relation to controversial speakers, this union is committed to collaboration that will allow the union to reach sound, evidenced judgements about the organisation or person in question and that allows the union to meet its various legal obligations.
6. The President of the society or Union Officer organising any event are responsible for the activities that take place within their events.
7. All speakers will be made aware of their responsibility to abide by the law, the university and the union's various policies, including that:
  - a. They must not incite hatred, violence or call for the breaking of the law
  - b. They are not permitted to encourage, glorify or promote any acts of terrorism including individuals, groups or organisations that support such acts
  - c. They must not spread hatred and intolerance in the community and thus aid in disrupting social and community harmony
  - d. Within a framework of positive debate and challenge seek to avoid insulting other faiths or groups
  - e. They are not permitted to raise or gather funds for any external organisation or cause without express permission of the trustees

## Background

1. Clubs and Societies or Union Officers must notify the Union Opportunities department of any events that involve external speakers (defined as individuals or organisations that are not part of the Union or the University) through these procedures.
2. No event involving any external speakers may be publicised until the speaker has been cleared through the appropriate procedures as provided in this policy.
3. The Union reserves the right to cancel or prohibit any event with an external speaker if the procedures provided herein are not followed or if the relevant health, safety and security criteria cannot be met.

## Initial process

1. The Union's external speaker request form requires event organisers to provide:
  - a. Expected number of attendees
  - b. Confirm whether the event will be a member only, invitation only event or open to the general public
  - c. Confirm any external speakers' affiliations (specifically where they are political or religious)
  - d. Declaration of any knowledge of controversy attracted by the speaker or topic in the past
  - e. Confirmation if the event and speaker are likely to attract media interest – if so why?
  - f. Confirmation of website details (where relevant) providing further information on the speaker
  - g. Any failure to disclose full speaker details may result in an event/booking being cancelled and could result in referral for union disciplinary action
2. On receipt of the form the Student Opportunities staff will check all speakers on Google (after first looking at any web link provided) and look at the first three pages of results (if any results are found). This information is then noted on the sheet including a link to the most relevant information about the speaker.
3. The Student Opportunities staff will receive regular training and briefing on controversial speakers and will liaise closely with student societies, religious and cultural groups and University security.
4. The Student Opportunities staff will review the completed spreadsheet twice weekly. They will refer any speakers that may require further exploration to the Chair of the Trustee Board and COS.
5. They will provide 5 hyperlinks to the most relevant Google results for any speakers that are a cause for concern. All others will be considered to be approved.

## Referred speakers

1. Any events with referred speakers will be investigated by the COS for decision by the Chair of the Trustee Board on behalf of the Trustee Board.
2. They will conduct a short investigation into the speaker and the event that, wherever possible, takes representations from the society/officer related to the booking and from a wide number of concerned student groups, university officials and external bodies.
3. In making recommendations they will assess risk on the following basis:
  - a. The potential for any decision to limit freedom of speech as per the university's code of practice in pursuance of the 1986 Education Act
  - b. The potential for the event going ahead to cause the union to be in breach of its equal opportunities policy
  - c. The potential for the event going ahead to cause the union to fail in its wider legal duties
  - d. The potential for the event going ahead to cause reputational risk to the Union
  - e. The potential for the speaker's presence on campus to cause fear or alarm to members of the student body
  - f. The potential for the speakers presence on campus to give rise to breach of peace

They may make one of the following recommendations:

- a. On the basis of the risks presented to not permit the event with the external speaker to go ahead
- b. On the basis of the risks presented to fully permit the event with the external speaker to go ahead unrestricted
- c. On the basis of the risks presented to permit the event with the external speaker to go ahead on the basis of regulatory steps designed to reduce risk
4. Regulatory steps designed to reduce risk may include:
  - a. Requiring that the event be filmed by an independent body
  - b. Requiring that the event be observed by union, university or third party officials
  - c. Requiring that the event be stewarded or subject to security on the door
  - d. Requiring that an event promoting a particular view includes an opportunity to debate or challenge that view
  - e. Requiring that an event closed to society members only be opened to all members of the union
  - f. Requiring that a copy of any speech to be delivered by the speaker be submitted to the union
  - g. When considering any regulatory steps designed to reduce risk, their potential to in and of themselves cause risk (for example, the sense of oppression felt by the imposition of security on the door) should be taken into account.

5. The recommendation will be put to the Chair of the Trustee Board who will make a decision that is routinely communicated to the Trustee Board. Should members of the Trustee Board disagree with the decision they can call an extraordinary meeting in the usual way.
6. Where the society or union officer in question disagrees with the decision made they shall have the right to appeal of which will be considered by the Management Committee. This will also be routinely communicated to the Trustee Board, and should members of the Trustee Board disagree with the decision they can call an extraordinary meeting in the usual way.
7. Where students or student groups disagree with the decision made they shall have the right to submit a complaint in the usual way, a remedy to which shall be the option to consider the complaint an appeal as above.
8. An annual report on referred speakers will be produced by the Chair of the Trustee Board for consideration by the Trustee Board.

## Appendix: UEA Policy

### Code of Practice Relating to Freedom of Speech and Activities, Events and Meetings

#### 1. Preamble

- 1.1** The Education (No.2) Act 1986 places a duty on the University to ensure that freedom of speech is secured for students, staff and visitors, and so far as is reasonably practicable that no premises of the University (including those of the Students' Union) shall be denied to any individual or body of persons on any grounds connected with:
- a) the beliefs or views of that individual or body; or
  - b) the policies or objectives of that body.
- 1.2** The University values academic freedom and is committed to promoting and encouraging free debate and inquiry. It accommodates a wide range of views, even when they are unpopular, controversial or provocative. Nonetheless, the University does not regard the right to freedom of speech as unfettered and asserts its right to prohibit or to place special conditions on activities, events or meetings ("activity" or "activities") where it is appropriate to do so.

#### 2. Activities which are subject to this Code

- 2.1** The activities which are subject to this Code are those which:
- a) involve a proscribed organisation; or
  - b) are likely to give a platform for views which are unlawful or where it is likely that others will be encouraged or incited to break the law; or
  - c) where there may be risks to public order or to the safety of individuals or property; or
  - d) there are risks that views will be expressed which constitute extremist views (in opposition to fundamental values of democracy, the rule of law, individual liberty, mutual respect and tolerance of different faiths and beliefs), and which risk drawing people into terrorism or are shared by terrorist groups.

#### 3. Notification

- 3.1** It will be the responsibility of the organiser of any activity that might fall within paragraph 2.1 and is thereby subject to this Code (whether it takes place on or off campus) to draw the activity to the attention of the person authorised by the Registrar (the authorised officer) at least ten clear working days prior to the activity. In addition:
- a) any room booking request outside of the normal procedures for time-tabling academic provision will require the organiser to assess whether the event falls within paragraph 2.1 and to always provide details of the nature of the event and any external speakers;
  - b) the Students' Union will operate its own arrangements for reviewing activities and bookings on University premises made by its officers, staff, clubs and societies which are consistent with the obligations set out in paragraph 1.1 and which will be reviewed and agreed annually with the University. These will include an objective determination of whether an activity falls within paragraph 2.1 (with subsequent referral to the authorised officer) and identify the steps which could mitigate the risks identified in paragraphs 2.1c) and 2.1d).

#### 4. Actions by the University

- 4.1** The University will prohibit activities that it determines fall within 2.1 a) or 2.1 b) and may prohibit activities which it determines fall within 2.1 c) or 2.1 d) where it considers that the risks cannot be fully mitigated through special conditions and in so determining, will err on the side of caution.
- 4.2** The University will prohibit or place special conditions upon any activity off campus that falls within 2.1 and is associated with the University, insofar as that is practicable.

- 4.3** The University will use such means as are available to it to give effect to this Code and to enforce any special conditions it imposes on particular activities. A breach of the Code or any prohibition or special conditions may lead to disciplinary action.
- 4.4** In the case of any activity identified as falling within 2.1 the authorised officer will determine who is the principal organiser of the activity and will within five clear working days of the planned time of the activity, determine whether or not the activity should be allowed to proceed or whether it should be allowed to proceed on the basis that special conditions are adhered to. It shall be the responsibility of the principal organiser to ensure that such special conditions are met.
- 4.5** Where ten clear working days' notice of an activity found to fall within 2.1 is not given to the authorised officer permission will normally be refused for the activity to take place.

## **5. Special conditions for an activity to proceed**

- 5.1** Any special conditions set by the authorised officer will aim to minimise the risks set out in paragraph 2.1 and may include *inter alia* the requirement that:
- a) a deposit is payable by the principal organiser in advance of the event;
  - b) the principal organiser appoints a stipulated number of named stewards, as to whose suitability the authorised officer must be satisfied, in addition to any security staff that the authorised officer may feel should be present to maintain order;
  - c) the wording of leaflets and notices advertising the activity is subject to approval by the authorised officer;
  - d) admission to the event is confined to members of the University;
  - e) tickets are issued by the principal organiser/authorised officer;
  - f) admission is confined to ticket holders;
  - g) nominated senior members of the University are present;
  - h) the activity is recorded;
  - i) the admission of press, television and broadcasting personnel is restricted;
  - j) the access and exit routes of the speaker are subject to approval by the authorised officer;
  - k) the authorised officer decides which room(s) are used;
  - l) detailed arrangements are agreed between the principal organiser and a member of staff nominated by the authorised officer;
  - m) there is adequate opportunity for a wide range of views to be expressed and challenged;
  - n) an experienced and respected individual approved by the authorised officer chairs the activity.

## **6. General requirements**

- 6.1** The Chair of any activity that is a meeting has a duty so far as possible to ensure that both the audience and the speaker act in accordance with the law during the meeting. In the case of unlawful conduct, the Chair is required to give appropriate warnings and, in the case of continuing unlawfulness, to require the withdrawal or removal of persons concerned by the stewards.
- 6.2** The Chair of the meeting also has a duty to terminate the meeting if order cannot be maintained and to protect the safety of people, property or premises.
- 6.3** No article or objects likely under the circumstances to lead to injury, damage or a breach of the peace may be used as part of any activity.
- 6.4** Premises used for an activity must be left in clean and tidy conditions in default of which the organisers may be charged for any additional cleaning and repairs that are subsequently required. Payment in advance, or evidence of ability to meet such payment, may be required.
- 6.5** The University may require the organisers of an activity to bear the costs for any additional security that is required.

## **7. Appeals**

- 7.1** Appeals against the rulings of the authorised officer may be made to the Vice-Chancellor whose decision shall be final.

## **8. Awareness**

- 8.1** The University will draw this Code to the attention of all staff, students and the Students' Union annually.

# paper

Subject:	<b>Union Campaigning Framework</b>
Produced by:	Jim Dickinson, Chief of Staff
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To approve
Paper:	TB780
Purpose:	Each year we review and approve a framework for campaigning within the Union legally

## Introduction

The Union is a registered Charity and as such is directly regulated by the Charity Commission. Over the past few years the regulator has embarked on a tour of Students' Unions, and whilst the key focus has been the risks associated with external speakers, the other common type of question has been focussed on campaigning activity.

In addition the commission continues to be "interested" in SU campaigning activity with two round robin "fishing" exercises in the past year focussed on "Boycott, Divestment and Sanctions" campaigning and "Israeli Apartheid Week".

To this end we approve at Board level a framework to:

- Ensure unions are on the "front foot" when it comes to the issues and CC concerns
- Set out the different types of campaigning and political activity we might carry out within our educational objects
- Set out the framework for monitoring and resource allocation being carried out by the Trustee Board
- Act as a useful statement both to members/stakeholders and new Trustees

The text I proposed was amended by BWB and forms a core part of NUS' Charity Law guidance.

In year, as well as being able to reply on the policy in responses to the Commission, we have used the framework to satisfactorily guide Student Officer Committee implementation of a campaign focussed on Yarl's Wood.

As such the framework is working well and I am not proposing any changes for the year ahead.

# policy

Subject:	<b>Union Campaigning Framework</b>
Produced by:	Jim Dickinson, CoS
Approved:	Trustee Board
Date:	September 2017

## Introduction

The Students Union undertakes, hosts or facilitates a variety of activity that might be regarded as involving campaigning or political activity.

**Political activity** is defined by the Charity Commission as activity aimed at securing, or opposing, any change in the law or in the policy or decisions of central government, local authorities or other public bodies, whether in this country or abroad.

Campaigning and political activity is undertaken by the union only in support of the delivery of its charitable objects and with due regard to the overall financial position of the union, any risks involved in the proposed activity and its other commitments and legal obligations.

This policy describes the different types of activity commonly undertaken by the union or using union facilities, and sets out who to contact if you have any questions or concerns.

### 1. Campaigning on matters that advance the education and welfare of students

From time to time the union often undertakes direct campaigning activity to advance the interests of its student members, in their capacity as students. Examples might include campaigning for better contact time, higher quality student housing or a flexible lifelong learning system.

Campaigning activity of this type will only be pursued outside of the university to the extent that the Trustees believe it will advance the educational experience of students at the university in furtherance of the union's charitable objects.

### 2. Debating activity

The union's democratic structures include the opportunity for students to debate, and sometimes take a position on, matters which do not affect students as students. This debating activity is intended to be educational in character and not to influence law or policy outside of the union and the university, meaning that participation in this activity advances the charitable objects of the union.

The Union may reach and communicate a "corporate conclusion" on the subject matter of such debates, to the effect that a particular policy or course of action would be desirable, even if that desirability is justified in the course of debate on the effect it would have on persons who are not students. The union will not seek to communicate or otherwise adopt that corporate conclusion outside of the union or the university, as this may result in the activity exceeding the boundaries of facilitating educational debate within the union and the university.

The union is committed to ensure that the processes of debate are fair, non-discriminatory and impartial, even though the subject matter of the debate may be controversial or politically contentious. The corporate conclusion reached by the union is always subject to challenge by counter-motion, reflecting the motion process as one of continuous debate.

The union is committed to assisting those who disagree with union policy in the process of preparing a counter-motion to ensure the continuation of that policy debate.

### 3. Campaigning Student Groups

Union resources are sometimes used to support clubs, societies and student campaign groups. These are supported and dealt with in an even-handed way, with funding and other resources being made available by the union on a fair, equitable and non-discriminatory basis.

This activity is intended to be educational, and so to further the charitable purposes of the union, by encouraging students to develop their political knowledge and awareness and to debate current political issues.

The union does not make any direct donations to external organisations, particularly political parties, or causes, and does not permit union resources to be donated to such organisations, parties or causes by clubs, societies or student campaign groups. Students are entitled to provide personal support to political organisations, parties and causes outside the university at their individual discretion, provided they do not use union resources (including resources provided by the union to a student club, society or campaign group) to do so.

### **Processes**

The Union's Trustee Board oversees the process by which this activity is regulated, funded and managed, ensuring that the charitable funds, property and other resources (including the time of a sabbatical officer) of the union are used to further and serve the union's charitable objects.

The Union's Board will reviews activity and expenditure falling within the categories/definitions outlined above annually, publishing the results of that analysis and this statement in the Annual Report.

Anyone with questions or concerns about the activity should contact the Chief of Staff and/or the Campaigns and Democracy Officer.

# paper

Subject:	<b>Staff Protocol</b>
Produced by:	Jim Dickinson, CoS and Maddie Colledge, interim Chair
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To approve
Paper:	TB781
Status:	<b>Open</b>
Purpose:	The Board and Council jointly make bye laws and this proposed revision to the staff protocol bye law arises from an issue earlier in the year

## Introduction

In the Spring during the debate over the new Student Leadership Review a debate emerged on the role of staff in supporting the development of Policy. At the time we in light of the “confusion” over the role of staff we committed to a redraft of the staff protocol to make it much clearer and remove ambiguity.

This does that:

Staff will never become involved inappropriately in the democracy of UEASU; they will refrain from public participation in, or comment upon any democratic structures including elections, SOC, committees, council and referenda. This will not prevent staff from supporting elected officers to carry out their duties, fulfil manifesto promises, implement policy or develop policy. Nor will it prevent the need for staff to support democratic processes where required as part of their role.

...and includes new material clarifying the special role of staff in duties like elections or in Code of Conduct cases:

Where staff are appointed by the Chief Returning Officer or the Supervising Trustee to undertake duties as election officials, investigating officers, disciplinary panel members or duty managers with the power to exclude students from events or venues, they are doing so under the auspices of those officials and express views on members only that context. The Chief Returning Officer or the Supervising Trustee remain the publicly accountable officials in these contexts.

There is also a need to align the appeal process with regulation emanating from the Education Act 1994 which gives members the right of appeal to the University should they be dissatisfied.

It is presented for approval and onward forwarding to Union Council for approval and negotiation with Unison/GMB.

## Bye-Law 7: Staff Protocol

### Preamble

1. The Union is established as a collective self-governing organisation of its members.
2. Central to the resources of the Union are the employed staff who provide for continuity, long-term planning, professional advice, managerial expertise and day-to-day operation and implementation of policy.
3. The purpose of this protocol is to regulate and provide policy on the effective management of accountability between the members, office holders and staff.  
For the purposes of this Protocol, Full-time Student Officers of the Union will not be considered to be employed staff.
4. This Protocol will apply to student employees as staff during the hours at which they are at work. Additionally, student employees are not permitted to raise issues relating to their employment in any Students’ Union meeting.



## Principles

5. In common within many political and membership governed organisations, it is important to clarify expectations surrounding the working relationship between employees, office holders and members.
6. It is important that the accountability relationship is respected, particularly when commenting on performance or work in public. The principles should be applied in all appropriate settings.
7. It is important that this protocol does not rule out a constructive day to day working relationship or effective communication between members, office holders and staff. To this end, members, office holders and staff are expected to uphold the principles of appropriate accountability within a culture of mutual support and respect.
8. It is recognised that in a democratic environment members, office holders and/or staff should feel able to critically appraise the work of UEASU and each other, but this should be through appropriate channels as set out within this protocol.

## Definitions

9. A member shall be defined as the description of ordinary student or associate members in the articles.
10. Staff shall be defined as staff, managers, directors, temporary staff and contractors under contractual obligation to UEASU.
11. Office Holders shall be defined as all Full Time Officers, Part Time Officers, trustee or elected committee members throughout the organisation.

## Intentions

12. It is the specific intent of this agreement to ensure that the Union shall:
  - a. comply with employment legislation at the time being in force and any future legislation concerning the employment of staff;
  - b. empower the Trustee Board to act with the full authority of the supreme body of the Union subject to Policy, the Articles of Association and these Bye-Laws;
  - c. protect individual employees from breaches of reasonable confidentiality in respect of personal affairs and ensure that staff contractual matters are dealt with only by the Union's authorised agents;
  - d. protect the Union from any interference in the conduct of its democracy by employees;
  - e. strive to be an Equal Opportunities employer;
  - f. maintain sound employment practices and good staff relations.

## Trustee Board

13. The Trustee Board shall have responsibility for staff matters, but may delegate this power to the Management Committee or a committee set up for this specific purpose. Trustees shall:
  - a. determine the agreed staffing establishment;
  - b. take into consideration recommendations on staffing matters made by ordinary members via the democratic processes as set out in Bye-Law 1: Democratic Processes;
  - c. oversee and implement the Union's Terms and Conditions of Employment;
  - d. ensure that there is an annual review of staff;
  - e. ensure effective relationships with Trade Unions when appropriate;
  - f. and process all other staffing matters for which formal lines are not laid down either in this or other written documents.

## Role and Responsibilities of Staff

14. Staff are employed to carry out work on behalf of the Trustee Board and to implement policy as directed by the student leadership of UEASU.
15. Formally, staff are accountable to a designated line manager who in turn is accountable through the organisational structure to the Chief Executive, who is in turn accountable to the Trustee Board through the Chair of the Board.
16. Staff duties and responsibilities are governed by job descriptions and the line of accountability is an agreed term of employment and should be respected at all times and in all settings when staff are engaged in work on behalf of UEASU.
17. Through the annual planning cycle, performance management systems and appraisal scheme staff agree annual objectives with their line manager and performance is measured largely against delivery of these objectives in a manner that is consistent with UEASU values.
18. Staff are employed subject to freely negotiated agreements between the Trustee Board, management and the recognised staff trade union. This protocol does not affect these or any other conditions of employment nor does it diminish any rights which staff have by virtue of their membership of their trade union(s) or relevant employment legislation.
19. Staff will never become involved inappropriately in the democracy of UEASU; they will refrain from public participation in, or comment upon any democratic structures including elections, SOC, committees, council and referenda.
20. This will not prevent staff from supporting elected officers to carry out their duties, fulfil manifesto promises, implement policy or develop policy.
21. Nor will it prevent the need for staff to support democratic processes where required as part of their role.

22. Staff must not under any circumstances show public support or favouritism for any specific candidate(s) within elections. It is acceptable for staff to promote the process and the elections in general encouraging participation, but care must be taken to do this from a neutral perspective.
23. It is expected that staff will respect and maintain the integrity of the democratic governance of UEASU. If a decision is made or policy set by the Trustees, SOC or Council it would be unacceptable for an employee to publically criticise, challenge or undermine that decision or policy, through any form of media, including social media.
24. Staff will not publically criticise any officer or member of UEASU, unless such criticism has been established as UEASU policy or unless a member of staff has been commissioned to do so as an agreed part of their role.
25. If staff have any concern or issue regarding their employment terms, conditions or benefits, this must always be addressed through the line management structure, in the first instance with their line manager and then through grievance procedures.
26. Employment grievances must not under any circumstance be raised directly or indirectly with members or officers of UEASU.
27. Staff will not comment to representatives of the media, including student media, on policy or employment issues.

### **Responsibilities of the Union**

28. Except as otherwise indicated, the Union shall under no circumstances permit any public discussion of matters relating to the responsibilities, Conditions of Employment, performance or conduct of members of staff in:
  - a. meetings, informal or formal, with members of the Union or University;
  - b. any Union media, including student media, correspondence or publications of any kind.

### **Complaints by Staff**

29. Any member of staff having cause for comment on a matter relating to a member or a group of members' behaviour shall raise that matter with the Union's Chief Executive, who shall refer it to the Campaigns and Democracy Officer for investigation and appropriate action under Clause 24 of the Articles of Association.
30. Any member of staff having cause for comment on a matter relating to a Student Officer or group of Student Officers' behaviour shall raise that matter with the Union's Chief Executive for investigation. If it is deemed by the Chief Executive to merit action, they shall confidentially refer it to the Trustee Board. The Trustee Board can, at their sole discretion, decide whether to use their powers under Clause 24. They can also decide whether the matter is severe enough to merit raising the issue with Union Council. Union Council can then decide whether to take appropriate action under Bye Law 4, Clause 26.
31. Any individual member of staff having cause for comment on a matter relating to them as an individual member of staff or to another member of staff shall raise the matter through the management structure in confidence, and whenever appropriate in confidence with the Union's Chief Executive.
32. Where staff are appointed by the Chief Returning Officer or the Supervising Trustee to undertake duties as election officials, investigating officers, disciplinary panel members or duty managers with the power to exclude students from events or venues, they are doing so under the auspices of those officials and express views on members only that context. The Chief Returning Officer or the Supervising Trustee remain the publicly accountable officials in these contexts.

### **Complaints by Members**

33. Members and officers should never name individual staff or groups of staff when directly criticising the work of UEASU in public.
34. Members and officers should take due care to identify the political responsibility for the area of work identified for criticism and to frame criticism (positively and/or negatively) in such a way as to protect staff.
35. Should there be any occasion when a member of UEASU wishes to raise a criticism of a member of staff, a group of staff or "the staff of UEASU" this procedure should be followed:
36. The matter should be raised with the Chair of the Trustee Board, who will then refer the matter for initial investigation to the Chief Executive. In the event the matter relates to the Chief Executive, the matter will be referred to an external Trustee or external Trustees for initial investigation.
37. The CEO or External Trustee as appropriate will be responsible for ensuring that the matter is discussed through the established structures with the staff member(s), in consultation with the staff trade union where appropriate
38. Where the initial investigation reveals that a disciplinary matter may have occurred, the normal disciplinary procedure will apply.
39. A reply to the member will be conveyed through the Chair of the Trustee Board.
40. If the member remains dissatisfied with the reply, an appeal can be lodged with the UEA Student Services department in accordance with the relevant stage of the UEA/SU Code of Practice.
41. Given that contractually, staff do not have a right of reply in public or democratic forums, where members fail to abide by this procedure, the matter will be dealt with via the code of conduct and shall be considered as harassment.

# paper

Subject:	<b>Senior Postholder Pay</b>
Produced by:	Ben Gibbins/Laura Hagen
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To approve
Paper:	TB782
Status	<b>Confidential</b>
Purpose:	This paper recommends the approach the Union should take to setting the pay and conditions of Senior Postholders.

# policy

Subject:	<b>Senior Postholder Pay</b>
Approved:	Trustee Board
Status:	<b>Open</b>
Date:	September 2017

1. In accordance with the constitution the Trustee Board has the responsibility to determine the pay and conditions of service of the CEO and other holders of senior posts of the Union.
2. 'Senior posts' are defined as posts that, having been submitted against the Union's Job Evaluation scheme, are determined as beyond its scope.
3. These posts are defined as Strategic Managers.
4. The Trustee Board has established an HR Sub Committee that will provide advice and recommendations on the pay and conditions of senior postholders and full time officers to help ensure that such issues are dealt with in a structured and disciplined way.
5. The pay, conditions and benefits for the CEO should remain the responsibility of the Trustee Board, based on a recommendation of HRSC.
6. The pay, conditions and benefits for the senior postholders should be the responsibility of HRSC, based on a recommendation from the CEO.
7. The CEO should prepare recommendations for HRSC to review every May for implementation in the following financial year.
8. The HRSC is committed to applying the following principles when recommending/approving senior pay:
  9. Levels of remuneration should be sufficient to attract, retain and motivate senior post holders of the quality required to successfully lead and manage the Union;
  10. The remuneration process will be as transparent and open as possible with this policy document, the terms of reference of the Committee and minutes of meetings available for public inspection;
  11. Annual pay reviews of senior postholder remuneration will have regard to the following, where appropriate and available (as applicable):
    - a. affordability including pension implications;
    - b. wider education, public and voluntary sector pay trends;
    - c. best practice in determining senior pay in relevant sectors;
    - d. benchmarking data in relevant sectors;
    - e. the length of time in post to reflect experience;
    - f. performance of the individual and their reflection of the shared values of the organisation;
    - g. pay ratio between lowest and highest paid in the organisation;
  12. Clear, transparent and measurable objectives for the CEO will be established by the Board, and for Senior postholders by the CEO, following discussions with the Chair to facilitate the monitoring of progress and performance.
  13. Staff designated as Strategic Managers will be identified (along with their remuneration) in the Annual Accounts

# THE GOOD PAY GUIDE

for Charities and  
Social Enterprises

December 2013

# Foreword

By Lesley-Anne Alexander CBE,  
Chair of ACEVO and CEO of RNIB

For years the charity sector has become more complex and more professional as we bring our services to many more beneficiaries and causes across the country. In many cases these changes have gone unnoticed and the challenge of what it means to run a twenty-first century charity has remained out of the public eye. Guidance for trustees and remuneration committees remains thin on the ground.

That is why it gives me great pleasure to welcome ACEVO's Good Pay Guide for Charities and Social Enterprises. For more than two decades, the annual ACEVO Pay Survey has acted as the essential reference on executive pay in larger charities and voluntary organisations.

The 2013/14 Survey added weight to the sector's ongoing drive to be transparent about pay levels. It also highlighted the need to continue

tackling inequalities including the regional and gender differences in Chief Executive pay. The exciting thing about this guide is that it is a practical tool and reference document for trustees and remuneration committees grappling with the question of how to deliver value for money for beneficiaries, donors and staff. I hope that this useful tool will, in time, become established as a similarly well-respected statement of best practice on the transparency and good governance necessary when setting Chief Executive pay.

Readers will know that this Guide should be merely the beginning of a wider public conversation. I welcome this debate as an opportunity to shine a light on the great work of charities up and down the country and I hope these principles will be adopted as best practice right across the sector.

**Lesley-Anne Alexander CBE**  
**December 2013**

# Introduction

Today's charity and social enterprise sector is a huge contributor to our economy. The sector employs around a million people and turns over £38bn each year.<sup>1</sup> Yet with increased responsibility and organisational diversity has come increased scrutiny. And during this time perhaps no issue has been more contentious than that of senior executive pay.

At the heart of this question is a growing debate: how does professionalism sit alongside the non-profit ethos and public service values that define the sector?

At ACEVO we believe that professionalism does not conflict with the values that lie at the heart of charities. We see good management, good staff and good values as mutually reinforcing. Experience shows that committed, professional charity employees, with the support of their boards, produce exceptional outcomes for the beneficiaries and causes that they serve. And good, strong leadership is essential to high productivity throughout an organisation, whether that sector is public, private or charities and social enterprise.

This short guide aims to help boards ensure that employee pay best serves their charitable aims and objectives. It focusses on five principles of good pay for charities and social enterprises.

# The Five Principles of Good Pay

## 1. TRANSPARENCY

Being open about how pay is set

## 2. PROPORTIONALITY

Being fair and consistent

## 3. PERFORMANCE

Ensuring that the salaries you pay work for your organisation and the beneficiaries you serve

## 4. RECRUITMENT & RETENTION

Keeping valued staff within the organisation

## 5. PROCESS

Ensuring that the principles of Good Pay are supported by appropriate procedures and policies

At ACEVO we believe good pay means that boards, beneficiaries, supporters and employees agree that it provides value for money. We hope that our five principles of good pay will help to guide charities and their trustees considering these complex issues.

## Context: The challenge for a diverse sector

A third of respondents to a recent opinion poll felt that charity chief executives should not be paid at all.<sup>1A</sup> This suggests that many people retain a traditional perception of charity as the preserve of unpaid volunteers. However, this view does not reflect the breadth and scope of the third sector as it exists today.

There are over 163,361 registered charities in the UK, carrying out a vast range of different activities and varying enormously in size and scope.<sup>2</sup> The range of the sector extends from national or international organisations turning over hundreds of millions of pounds per year, to small charities and community organisations operating on minimal budgets.

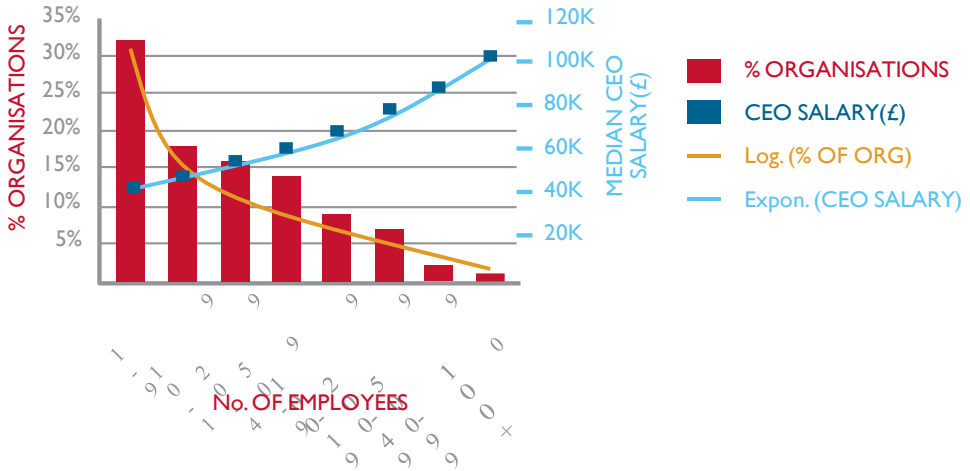
<sup>1A</sup>. <http://nfpsynergy.net/public-give-their-opinions-charity-staff> and <sup>2</sup>. NCVO, UK Civil Society Almanac 2012 (2012), <http://data.ncvo.org.uk/> [Accessed 12 December 2013].



The large majority of charities are clustered at the smaller end of the scale:

- 42% of registered charities have an annual income under £10,000
- fewer than 25% have an annual income of more than £100,000.<sup>3</sup>

Very large charities will have significantly different staff requirements to their smaller counterparts, and a very different level of resource to fund staff remuneration. There is, consequently, a close correlation between organisational turnover and senior staff pay levels. The most recent ACEVO Pay Survey shows that median chief executive salary usually reaches the £100,000 level when the number of employees reaches 1,000 (not including volunteers).<sup>4</sup>



Chief executive pay correlates closely with charities’ revenue levels. Median CEO salary is only £34,600 for charities turning over less than £150,000 a year, whereas the median exceeds the £100,000 threshold as charities reach an annual revenue of £25-50 million. Similar variations can be found between charity sub-sectors: the median CEO salary at sports charities was £78,858 (the highest median) compared to £49,000 for religious charities.<sup>5</sup>

This level of diversity presents a challenge. It is impossible to apply ‘one-size-fits-all’ structure on senior staff remuneration across the whole of the voluntary sector. That’s why this guide aims to set out the principles that should inform trustees’ thinking during the decision-making process.

3. <http://www.dsc.org.uk/PolicyandResearch/News/CharityPayhaveyoursay> [Accessed 12 December 2013]. 4. ACEVO Pay Survey 2013/14, <http://www.acevo.org.uk/leadingtheceoandchair?&nccsm=21&nccspID=1103> [Accessed 12 December 2013].

## 5. ACEVO Pay Survey 2013/14.

# Principle I: Transparency



Transparency is the first principle of good pay and is crucial if the voluntary sector is to retain public trust. The Edelman Trust Barometer, a yearly publication from the eponymous public affairs firm, shows that charities and social enterprises are consistently ranked among the most trusted organisations across various sectors. This is the case in many different countries, and it has remained relatively constant through time.<sup>6</sup> However, maintaining that trusted status demands increasing openness from charities, no matter how established they are. Charities need to move with the times.

Given the high profile attached to senior executive pay in any walk of life, and the potential for such decisions to provoke public misunderstanding and anger, transparency in relation to how remuneration levels are set is essential to good practice. Lack of openness around corporate governance can erode trust in any institution. Indeed, charities should welcome transparency and debate, and the light this sheds on their work.<sup>7</sup>

## The Mechanics of Transparency

Transparent governance for charities requires that, so far as possible, the organisation's decisions, activity, strategy and processes are open to all. They must be accessible and understandable by beneficiaries, funders and donors, employees and volunteers, and the general public.

Transparency will be achieved by clear and frequent communication with all stakeholder groups. It is the responsibility of charity boards, working in conjunction with senior management, to foster an organisational culture of transparency and openness, and to ensure that the necessary mechanisms are in place to support it in practice.

At minimum, these mechanisms should include:

- Easily-accessible and well-promoted corporate information,
- An easily-accessible corporate plan,
- Clear articulation of how the value for money of executive pay is assessed, and
- Where collaboration supports charitable objectives and does not contravene the corporate plan, the presumption that it should be carried out openly with other organisations.

<sup>6</sup>. Edelman Insights, *Edelman Trust Barometer 2013*. <http://www.slideshare.net/EdelmanInsights/global-deck-2013-edelman-trust-barometer-16086761>. [Accessed 1 December 2013]. <sup>7</sup>. Wikipedia, 'United Kingdom parliamentary expenses scandal'. [http://en.wikipedia.org/wiki/United\\_Kingdom\\_parliamentary\\_expenses\\_scandal](http://en.wikipedia.org/wiki/United_Kingdom_parliamentary_expenses_scandal). [Accessed 10 December 2013]



Charity boards must also be aware of the differing expectations of different audiences and groups. For example, with funders and the general public, transparency demands that:

- Procedures for setting pay are made publicly available for scrutiny,
- Executive salaries, (either precise figures or in bands) are published,
- The lowest salaries in the organisation, and the ratio between highest and lowest pay, are easily accessible, and,
- The charity's outputs and impact are reviewed and a decision is taken on how they are published.

With beneficiaries, transparency additionally demands a meaningful dialogue and consultation on service levels and quality. With employees, transparency additionally demands that they have access to corporate governance procedures and other corporate information. Trustees are ultimately responsible for a charity's governance – and the setting of pay – so it is in their interests to be prepared to be transparent about their decision-making.

## CASE STUDY I:

### Christian Aid – communicating the CEO's value

In August 2013, in response to media criticism of foreign aid charities, Christian Aid published a press release detailing how and why their Chief Executive, Loretta Minghella OBE, receives her salary. The publication was particularly effective in outlining the role of the organisation's Chief Executive, and their policy 'of not paying higher salaries than are necessary and/or reasonable'.<sup>8</sup>

*It also outlined:*

- A summary of how the Board of Trustees set pay
- The Chief Executive's previous experience that made her suitable to the role
- How many other Directors receive large salaries
- A summary of how executive salaries are regularly benchmarked against the sector, against external guides to fair pay, and against other economic indicators such as average weekly earnings and the consumer price index.

We suggest that this type of document is routinely published by larger, more complex charities - not just in their annual report - and that every effort is taken to draw public attention to it.

8. Christian Aid, 'Comment: Loretta Minghella's salary 2012/13' (August 2013). <http://www.christianaid.org.uk/pressoffice/pressreleases/comment/loretta-minghella-salary-2012-13.aspx> [Accessed 10 December 2013].

# Principle 2: Proportionality

What is proportionate pay? It is a contentious question, especially in the voluntary sector. Charity workers cannot point to record sales or growing profit margins to justify their remuneration. Any discussion of proportionality in the voluntary sector requires an understanding of the diverse and complex range of activities that charities undertake, and of the importance of talented and experienced staff to the fulfilment of charities' public benefit objectives.

The enormous diversity of the voluntary sector makes it difficult to issue blanket guidelines as to what constitutes 'proportionate' pay.

So where should a trustee go for guidance? A good principle on remuneration is found in the Financial Reporting Council's UK Corporate Governance Code:

"Levels of remuneration should be sufficient to attract, retain and motivate directors of the quality required to run the company successfully, but a company should avoid paying more than is necessary for this purpose. A significant proportion of executive directors' remuneration should be structured so as to link rewards to corporate and individual performance."

"There should be a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual directors. No director should be involved in deciding his or her own remuneration."

Clearly, it is less simple to reward performance in a non-profit organisation than in a private company. However, charities should ensure that remuneration levels are linked to a regular and objective system of performance appraisal, and benchmarked against comparable roles.

9. Financial Reporting Council, *The UK Corporate Governance Code* (September 2012), <http://www.iod.com/guidance/briefings/bis-corporate-governance>. [Accessed on 10 December 2013], p. 7.



## The Mechanics of Proportionality

A clear policy on proportionate pay will be useful to trustees when responding to public queries. One such example is the international development charity CAFOD, which is examined in the following case-study.

Trustees have three main measures to evaluate the proportionality of their salaries: comparison within the organisation, comparison within the sector, and comparison versus similar sectors.

### A) Within the organisation

Senior executive pay will generally be linked to that of other directors. It will be set after considering organisation turnover, number of employees, in-job risk, pay of other directors and any other benefits and incentives (for example pension contributions).

The charity sector is notable for relative equality between its highest- and lowest-paid employees. Comparing the median pay of ACEVO members - £60,000 in the latest ACEVO Pay Survey - to the UK living wage as set annually by the Centre for Research in Social Policy at Loughborough University, it may be estimated that organisational pay ratios in charities with Chief Executives are typically between 3:1 and 5:1.<sup>10</sup>

This contrasts favourably with ratios in other sectors such as universities (national average around 18:1)<sup>11</sup> and local government (national average around 15:1), and very favourably with large corporations like the FTSE 100 (whose average in 2011 was 262:1).

The Hutton Review of Fair Pay emphasised the value of annually publishing the ratio of top-to-median pay. It concluded that a statutory cap on pay ratios in the public sector would be counterproductive, due to the diversity of organisations affected.<sup>12</sup> It thus drew a very similar conclusion to ACEVO: good pay means value for money, transparently set and communicated, and so it is different in every organisation.

**10.** The UK Living Wage (outside London) is currently set at £7.65 per hour, which equates to £13,923 per annum for a 35-hour week. It is updated annually by the Centre for Research in Social Policy at Loughborough University. **11.** The Fair Pay Campus Report 2013, <http://fairpayunis.wordpress.com/> [Accessed 10 December 2013]. **12.** Hutton Review of Fair Pay in the Public Sector: Final Report (March 2011). [http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hm-treasury.gov.uk/d/hutton\\_fairpay\\_review.pdf](http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hm-treasury.gov.uk/d/hutton_fairpay_review.pdf) [Accessed 10 December 2013].



## B) Within the sector

Many large charities may 'benchmark' their executive pay against trends such as those identified in the ACEVO Pay Survey. This survey has been published for more than two decades, and includes a comprehensive summary of CEO salaries and how they vary according to organisation size and type, alongside extensive information on good governance and the backgrounds from which CEOs are drawn.

In addition, boards may wish to supplement benchmarking data with more current data drawn from recruitment consultants or headhunting agencies. Benchmark data is usually slightly out of date due to the data collection methods used. Recruitment agencies are likely to have access to the latest market rates for comparable roles within the sector, so boards may wish to make use of this when using an agency.

## C) Other comparable sectors

Pay is often set not only according to the dictates of the organisation, and the job market in the sector, but also with consideration of average senior pay in other comparable sectors.

These include:

- Senior Civil Servant - median £77,000<sup>13</sup>
- Member of Parliament - £65,737<sup>14</sup>
- NHS Consultant Doctor - basic salary between £75,249 and £101,451<sup>15</sup>
- NHS General Practitioner in a CCG - basic salary between £54,319 and £81,969<sup>16</sup>
- Senior NHS Nurse - basic salary between £77,850 and £98,453<sup>17</sup>
- Police Chief Constable - between £127,000 and £181,455<sup>18</sup>
- University Vice-Chancellor – mean £214,201<sup>19</sup>

**13.** Pay level in 2012. House of Commons Library Standard Note SN/SG/4675, 'Civil servants' and MPs' salaries' (16 July 2013). **14.** Pay level in 2013. See House of Commons Library Research Paper 13/33, 'Members' pay and expenses - current rates from 1 April 2013' (31 May 2013). **15.** NHS Careers, 'Pay for Doctors'. <http://www.nhscareers.nhs.uk/explore-by-career/doctors/pay-for-doctors/>. [Accessed on 10 December 2013]. **16.** NHS Careers, 'Pay for Doctors'. **17.** NHS Careers, 'Agenda for Change – Pay Rates'. <http://www.nhscareers.nhs.uk/working-in-the-nhs/pay-and-benefits/agenda-for-change-pay-rates/>. [Accessed 10 December 2013]. **18.** Police Oracle, 'Police Pay Scales'. [http://www.policeoracle.com/pay\\_and\\_conditions/police\\_pay\\_scales.html](http://www.policeoracle.com/pay_and_conditions/police_pay_scales.html). [Accessed 10 December 2013]. **19.** Grant Thornton, 'Survey of Vice-Chancellors' Remuneration 2011-12 for Times Higher Education' (March 2013). <http://www.timeshighereducation.co.uk/download?ac=8048> [Accessed 10 December 2013].

- NHS Foundation Trust CEO – mean £164,000<sup>20</sup>
- Local Government CEO – basic salary between £114,000 and £194,798<sup>21</sup>

The idea behind listing these comparators is not to make specific comparisons across professions, but to give a sense of the breadth of understanding that any trustee requires if they are to embed the principle of proportionality within their organisation.

While trustees may benefit from external advice – for example from recruitment consultants – it is up to each group of trustees to develop their own sense of the proportionality principle, relative to their organisation’s values and ethos.

## CASE STUDY 2:

### CAFOD – keeping organisation pay ratios in the open

CAFOD, an international development agency and member of the Disasters Emergency Committee (DEC), has a well-publicised policy that its organisational pay ratio should not exceed 4:1. This imposes limits at the top and bottom end of their pay scale, that are regularly examined by an independent committee.

In fact, their highest-paid employee – the Chief Executive – receives £90,464. So their actual ratio of highest- to lowest-paid employee is slightly below the self-imposed limit.

This exact pay ratio will not be appropriate for every single charity, but the general principle of publishing an organisational pay ratio and being transparent about it is advisable. Provided that an organisation’s pay ratio is judged by all stakeholders to be appropriate, and to provide value for money, we would suggest it is working well.<sup>22</sup>

**20.** Laura Donnelly and Steven Swinford, *Pay rises for NHS chiefs ‘will risk care’* (4 November 2013). <http://www.telegraph.co.uk/health/nhs/10426422/Pay-rises-for-NHS-chiefs-will-risk-care.html> [Accessed 10 December 2013]. **21.** Taxpayers’ Alliance, *‘Town Hall Rich List 2013’* (10 May 2013). <http://www.taxpayersalliance.com/thrl2013.pdf> [Accessed 10 December 2013]. **22.** CAFOD, *Written evidence to the Public Administration Select Committee* (December 2013). <http://data.parliament.uk/writtenevidence/WrittenEvidence.svc/EvidencePdf/3993> [Accessed 12 December 2013].



# Principle 3: Performance

In the voluntary sector, rewards for performance cannot include, for example, share options as in the private sector. The 2013/14 ACEVO Pay Survey reports that 82.8% of Chief Executives in the sector are on defunct contribution or money purchase pension schemes, rather than the more generous financial salary or defunct benefit schemes still prevalent in other sectors.

Trustees will take their own view on the levels of pay that are appropriate to the targets they require. This section focusses therefore on how to measure and appraise the performance of senior executives.

## The Mechanics of Performance

The Code of Good Governance for the Voluntary Sector recommends 'proper and formal arrangements for the chief executive's appointment, supervision, support, appraisal and remuneration.'<sup>23</sup> ACEVO strongly recommends that Chief Executives take part in regular formal appraisal procedures, carried out by the Chair and Trustees.<sup>24</sup>

This principle remains far from universal within the sector. At present, more than a quarter of charity Chief Executives do not receive a formal appraisal.<sup>25</sup>

Characteristics of good performance appraisal<sup>26</sup>

- Confidential
- Objective and impartial, with assessment made against clear, measurable and agreed objectives based on the previous appraisal
- Conclusions, future targets and any other financial matters to be recorded in writing
- Proportionate to the size, resources and aims of organisation
- Based on a pre-agreed and understood structure and format which is consistent from year to year, enabling comparison over time
- Plenty of notice given for preparation in advance
- Includes an element of self-appraisal to increase CEO input into the process and enable them to air any concerns
- Includes an opportunity for board members to input their opinions and experiences
- Takes place on a regular and predictable basis (usually annually)

<sup>23</sup>. *Good Governance: A Code for the Voluntary and Community Sector*, <http://www.governancecode.org/> [Accessed 10 December 2013]. <sup>24</sup>. ACEVO, *Realising the Potential of Governance: the report of the ACEVO Governance Commission* (September 2013), p4. <sup>25</sup>. ACEVO, *ACEVO Pay Survey 2013/14* (November 2013), p26. In answer to the question 'Do you receive a regular appraisal of your performance objectives?'. <sup>26</sup>. ACEVO, *Realising the Potential of Governance* (October 2013).

By clearly linking remuneration to progress against agreed performance targets and objectives, as well as the organisation's business plan and interdepartmental objectives, boards can ensure that pay levels are proportionate to a staff member's value to the organisation. In the next section we also refer to the idea of linking appraisal to an organisation's values.

### **CASE STUDY 3:** **Victim Support CEO appraisal<sup>27</sup>**

Victim Support is a national charity supporting witnesses and victims of crime across the whole of England and Wales. It turns over £43 million and has around 1,500 staff. It has a board of 12 trustees.

The annual CEO appraisal process begins with a self-appraisal element: the CEO produces a report on the past year's operations and progress towards agreed targets. This report is then reviewed by the chair, the deputy chair and the Treasurer, before all trustees receive and discuss the report. Questions are put to the CEO in a dedicated session with the chair, deputy chair and treasurer. The chair, deputy chair and treasurer then produce a second report which is presented to the board, who then set objectives and performance targets for the following year.

In addition, the board meets five or six times a year and gets an update from the CEO, discussing milestones, targets and the strategic plan. The chair of the board has an annual review conducted by their deputy, supported by the rest of the board. Victim Support has also implemented a new system of accountability. Local and divisional advocates are elected to represent the views of the organisation's 6,000 volunteers, with national advocates meeting with the CEO and the chair at least twice a year. Volunteers are not formally part of the governing structure, but they have the chance to feed into it.

This process helps keep the CEO to account, allows the charity to keep track of progress, and helps keep the organisation close to its beneficiaries.

**27.** This case study first appeared in ACEVO, *Realising the Potential of Governance*, October 2013.

# Principle 4: Recruitment & Retention

The most authoritative set of statistics on recruiting and retaining top executives in the charity sector comes from the ACEVO Pay Survey. The 2013/14 edition reports that:

- 10.1% of charity Chief Executives are new in post this year. This compared to 9.9% in 2012 and 13.7% in 2011)
- 52.9% have been in post for more than five years.<sup>28</sup>

The Booz & Co. 2012 Chief Executive Study – the industry-standard study of the world's 2,500 largest companies – suggests that this level of turnover is comparable to the private sector with 14.7% of Chief Executives (in Western Europe's largest private companies) leaving office in 2012.<sup>29</sup>

Nevertheless, it is important to consider the imperative to retain valued staff within a mission-driven organisation. The process of recruiting new executives costs considerable time and money, and worse, it can divert focus from the organisation's core aims. Executive staff turnover can affect the front line due to a loss of institutional memory and disruption of working arrangements.

## The Mechanics of Recruitment & Retention

The voluntary sector offers a unique proposition for senior staff based on its values. The ability to recruit and retain staff will not be based purely upon pay rewards but upon the values of the individual and how closely they correlate with the organisation's values. In a sector where comparable salaries are often lower than in other sectors, values are a trump card. They should be part of the pitch to recruit and retain at every stage.

This makes it advisable to:

- Explore a person's values at the interview stage,
- Communicate the organisation's shared values day-to-day,
- Use values as well as targets to manage performance, and,
- Train people to develop those values in others as well as keep them on task.

28. ACEVO, *ACEVO Pay Survey 2013/14* (November 2013), p. 22. 29. Booz & Co., *The 2012 Chief Executive Study* (March 2013), <http://www.booz.com/global/home/what-we-think/chief-executive-study> [Accessed 10 December 2013].



In addition, the availability of opportunities for training, professional development and career progression can have a sizeable influence on staff retention rates. A global survey of over 100,000 employees, undertaken in 2013, found that 60% of workers are either considering or actively seeking further training and development.<sup>30</sup> The prospect of acquiring new skills and relevant qualifications is attractive to employees.

Employers should consider this part of their 'offer' to staff, as much as salary or other benefits. Good training and development should:

- Be tailored to the needs of the organisation as well as the clearly defined development goals of the individual employee,
- Be aligned with the organisation's charitable purposes,
- Be evaluated regularly to ensure ongoing relevance and value for money,
- Be presented as a positive developmental opportunity rather than a remedial measure, and,
- Provide opportunities for employees to have input into their own training and development pathway.

### CASE STUDY 4a: NSPCC – Pay and Benefits<sup>31</sup>

The NSPCC's pay system is designed to attract and retain talented and committed employees who can help realise its objective of ending cruelty to children in the UK. To achieve this, salaries in the new pay system reflect market rates of pay for comparable jobs in relevant job markets and are reviewed annually to ensure staff rewards remain appropriate. An employee who demonstrates all the required skills, knowledge and competencies to perform their role in full, will be rewarded in line with their performance.

A money purchase pension scheme is available to all NSPCC employees engaged on contracts of 13 weeks or more. If an employee contributes 3 per cent, or more, of their basic salary the NSPCC will contribute 6.7 per cent – more than double the employee contribution. The employer contributions will rise further in relation to length of service and percentage contributed by the employee.

CONT. ►

30. [http://www.kellyocg.com/Knowledge/Kelly\\_Global\\_Workforce\\_Index/Career\\_Development\\_and\\_Upskilling/](http://www.kellyocg.com/Knowledge/Kelly_Global_Workforce_Index/Career_Development_and_Upskilling/) [Accessed 10 December 2013]. 31. [http://www.nspcc.org.uk/what-we-do/working-with-us/what-you-can-expect-from-us/recognising-your-contribution/recognising-your-contribution\\_wda72709.html](http://www.nspcc.org.uk/what-we-do/working-with-us/what-you-can-expect-from-us/recognising-your-contribution/recognising-your-contribution_wda72709.html) [Accessed 10 December 2013].



A series of allowances are available depending on the location and conditions of the position, including:

- A relocation allowance may be paid for some jobs if employees have to move home for them.
- Essential car user allowance of £1,200 per annum, plus 40p per mile if employees have to use a car extensively for work purposes.
- A home-based working allowance is paid where there is a requirement to work from home.

The primary attraction of working at the NSPCC for many will be its mission. But this comprehensive package of employee benefits, some of which improve with time served, undoubtedly strengthens their recruitment and retention processes.

## **CASE STUDY 4b: British Society for Rheumatology – addressing high staff turnover**<sup>32</sup>

Over a ten year period, the British Society for Rheumatology (BSR) more than doubled its staff. It had previously experienced very high turnover rates: as high as 27% in 2005. This proved highly disruptive to the organisation's work as institutional knowledge was often lost. In order to address this, BSR drew up a recruitment, retention and remuneration strategy to highlight the above issues and gave potential solutions to take forward. *These included:*

- A review of staff benefits
- A review of current salary bandings & job evaluation of all posts
- A review of training

A new recruitment model was proposed whereby people were to be recruited for their attitude as well as their skills, with the potential for training afterwards to close any gaps in skill. BSR still uses job descriptions and person specifications but now attitude is used to differentiate between candidates. BSR also decided to invest more in training for staff and to continue to use a nationalised pay scale for staff to help keep salaries in line with national averages, as well as reviewing benefits. BSR also focused on training and investing in staff, from individual to whole-team. The pay reviews and benefits together have been seen very positively by staff and have helped reduce staff turnover.

32. KnowHow Nonprofit 'Case study from the British Society for Rheumatology', <http://knowhownonprofit.org.uk/staff/2013/01/10/a-case-study-from-the-british-society-for-rheumatology> [Accessed 10 December 2013].

# Principle 5: Process

Process undergirds all effective decisions on the setting of pay.

Many processes are already well established. Charity pay at director level and above is the responsibility of the Board of Trustees, overseen by a Chair. In many charities, trustees choose to delegate control over pay to a formal Remuneration Committee, with delegated responsibility for deciding executive salaries and pension schemes. Often, the Remuneration Committee will also review the terms for setting other staff pay, responsibility for which is usually delegated to the appropriate Finance or Human Resources director.

We strongly recommend that charities use Remuneration Committees. As a rule, Remuneration Committees should have terms of reference formally approved by a vote of the trustees. Charity Commission Document CC8, section D7 briefly outlines the Commission's good practice guidance for control - by trustees - over wages and salaries.<sup>33</sup> We recommend that all trustees familiarise themselves with the best practice advice set out in the Commission's guidance.

*Remuneration Committees should:*

- Create written protocols for setting the pay of Chief Executives and other senior executives, taking into account the principles described above.
- Specify and review conditions under which the Chief Executive and Human Resources manager have delegated control of the pay of other staff, including pensions, and how they will report to the Board.
- Ensure that pay levels correspond with any other policies the charity may have, such as a risk policy.
- Consider using pay benchmarking studies such as the annual ACEVO Pay Survey, and have an independent evaluation of pay levels at least every five years so that trustees are clear what is happening to salaries in this and other sectors.
- Determine appropriate targets if the charity uses performance-related pay.
- Be aware of major changes in employee benefits, including pay, pensions and other rewards.
- Ensure by any other means necessary that the remuneration policy is appropriate.

**33.** Charity Commission, *Internal financial controls for charities (CC8)* (July 2012). <https://www.charitycommission.gov.uk/detailed-guidance/money-and-accounts/internal-financial-controls-for-charities-cc8/>. [Accessed 10 December 2013].

## CASE STUDY 5: Inland Waterways Association – terms for the remuneration committee

The Inland Waterways Association makes use of a remuneration committee consisting of the Chair of the Finance Committee, the national Chair, and two other members appointed annually by the Board of Trustees. The chief executive may attend meetings as long as her own pay package is not being considered.

The committee meets at least annually and all meetings are properly structured, recorded and minuted. It reports to the full Board of Trustees. The committee's responsibilities are:

- To review the remuneration and benefit package (hereinafter “package” or “packages”) of the chief executive in the light of her performance and the achievement of the objectives set for her and to agree her package for the next year.
- To review a paper from the chief executive reviewing the packages of her senior staff (currently just the finance manager, to consider her recommendations and to agree their packages for the next year.
- To ensure that each individual package reflects the staff member's individual performance, is in line with current market conditions for the function and motivates the member of staff for his/her future work for the Association.
- To ensure that a suitable appraisal process is in place.
- To consider the standard terms and conditions of employment for all staff and when appropriate make recommendations for changes to the Board of Trustees.

Once a Remuneration Committee is in place its work should be widely communicated. We recommend that boards produce a document (a ‘scheme of delegation’) with a summary of all committees of the trustees, including the:

- Name of the committee and its key responsibilities,
- The frequency with which it meets and its reporting requirements,
- The names of trustees on the board, and how often they attend, and
- Why committee members are appointed (their relevant experience).<sup>34</sup>

This document should be made available to all and actively disseminated where appropriate.

34. Grant Thornton, ‘The science of good government: towards charity best practice’ (2013). [http://www.grant-thornton.co.uk/Global/Publication\\_pdf/Charity-Governance-Review-2013.pdf](http://www.grant-thornton.co.uk/Global/Publication_pdf/Charity-Governance-Review-2013.pdf) [Accessed 12 December 2013].

# Conclusion

Given the enormous breadth and diversity of the voluntary sector, there will always be wide variation in the salary levels of its staff. Consequently, this guide has focused on the core principles that trustees should consider when considering senior staff pay. The implementation of these principles will vary depending on the size and nature of the organisation.

For the past two decades, ACEVO has published The ACEVO Pay Survey, collecting comprehensive statistics on charity remuneration in order to shine a light on the sector's pay practices. It is now the market-leading benchmark of pay for chief executives in the sector. The ACEVO Good Pay Guide for Charities aims to do something different: to give practical, easy to follow guidance on the decisions that charity trustees take when setting pay levels.

Being at the forefront of this issue matters for charities and social enterprises everywhere. The sector's most valuable asset is its combination of mission-driven staff and highly professional leadership. Deciding how to reward the value they bring can be a complex decision and a challenging responsibility. We believe that reflecting upon and implementing the five principles outlined here will put any chair or trustee on the right track.







# contents



**3**

**what we are**



**5**

**who are our members?**



**8**

**2016/17:  
a year in review**



**16**

**our strategy**

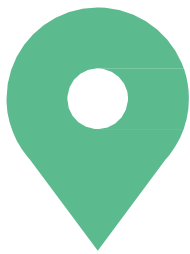


**46**

**where the money goes**

# what are we?

**We're the Students' Union at the University of East Anglia.  
We're the heart of student life at UEA.**



we're based 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 even better

**Our Purpose:** We're about **Students Transforming**

It's why we're here. It's why we're on the planet. It's what's different about us, distilled down into one phrase that's easy to understand and remember. It's our one-line pitch.

## Students Transforming

- We are students learning and developing through opportunities to do things
- We are a Union, run by students, and we change every year as students change
- Through our Union we are 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

UEA	SU
head	heart
formal	informal
...	...

## Our Principles:

These are beliefs that we hold dear and would stick to no matter what, even if it cost us money. Just like a person.

- Engagement
- Representation
- Opportunity
- Inspiration
- Diversity

## How We Act:

- **Student Focus:** We put students first, recognising the needs of students and delivering accordingly.
- **Inclusivity:** We understand equality and diversity to strengthen positive engagement with students and teams in all SU activities and services.
- **Personal Effectiveness:** We consistently role model high standards and good practice.
- **Impact Focus:** We maintain a commitment to targets, results and impacts, striving consistently to achieve them.
- **Political Awareness:** We appreciate and support the democracy that our SU is.
- **Champions:** Our people take personal responsibility for the part they play in the organisation, its mission and values, its ethical and environmental impact, the student body and wider society.
- **Communication:** We provide clear,

We are rated as “Excellent” NUS’ Quality Students’ scheme for our Strategic Planning, Governance and Democracy, Representation and Campaigning, Participation and People  
 We are an accredited Living Wage and Wagemark employer.  
 Our work to improve the student experience saw us win the 2017 NUS Award for Education.  
 We’ve also won awards for our Equality and Diversity strategy, Liberation Work and Venues.



# who are our members?

## KEY FACTS

STUDENT  
POPULATION

15,058

10,919  
UNDERGRADUATES 

4,139  
POSTGRADUATES 

78%

are under 25

12%

have a disability

27%

are BAME

61%

are women

7%

are LGB

19%

are international



## involved intellectuals

I like an intellectual challenge. I know who I am and where I'm going. I prefer pubs to clubs, I like my subject and I have goals. I think it's important to act to help others.

**28%** of total population  
**27%** of undergraduates  
**31%** of postgraduates



## study focussed

I'm really into my subject and I'm really focussed on my future career. I tend to spend more time on study than socialising, sport or societies. I push myself quite hard.

**21%** of total population  
**20%** of undergraduates  
**27%** of postgraduates



## movers and shakers

I get stuck in at Uni. I'll take responsibility, take action on things I care about and want to make a difference. I prefer live music to clubbing.

**16%** of total population  
**16%** of undergraduates  
**12%** of postgraduates



## happy hour herd

I have a busy social life and socialise most evenings. I like stuff like clubbing, going out and sport. I was attracted to UEA by its social atmosphere.

**15%** of total population  
**18%** of undergraduates  
**7%** of postgraduates



## chilled

I'm not so keen on clubbing and drinking as others, and I have a small circle of friends. I like my own time and space. I'm into exercise and spend quite a bit of time online on my interests.

**20%** of total population  
**19%** of undergraduates  
**23%** of postgraduates



# what are our members' priorities?

## what students love about UEA

1	course and teaching
2	norwich as a city
3	security and safety
4	night life
5	clubs and societies

## what do UEA students worry about?

1	academic achievement
2	cost of living
3	mental health & wellbeing
4	career prospects
5	friendship

## their favourite su goals

1	cost and quality of food
2	improve links to future careers within courses
3	help students make their finances go further
4	increase provision of fresh and healthy food on campus
5	increase the number of part time jobs for students at a good wage

## what disappoints students about UEA?

1	non-academic support
2	volunteering opportunities
3	daytime social facilities
4	transport
5	campus it support / facilities

## where do UEA students want to see investment?

1	library
2	social learning space
3	counselling & wellbeing
4	learning resources
5	better IT

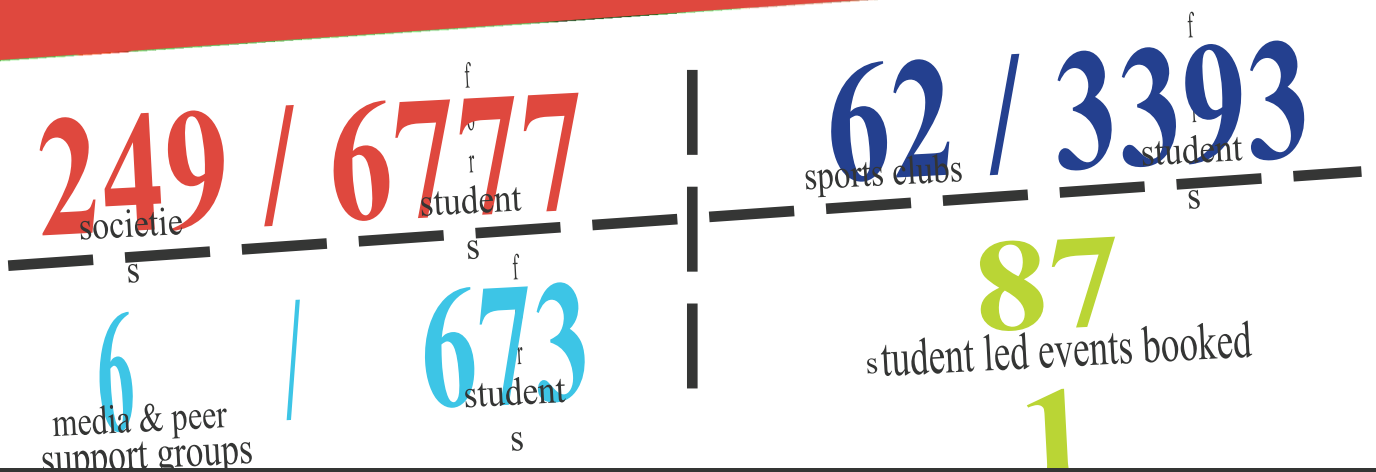
## their agenda for the city

1	better travel and buses
2	deeper links between norwich businesses and the academic experience
3	more part time work
4	safety and street harassment
5	facilities in the city centre



2016/17:  
a year in  
review

# 317



# 2400 / 15000

More student staff per £1 turned over than any other UK SU

# £1.2m

returned to students in wages

# 1,360

students have had a job with the SU this year

# £50,000

raised for charity by UEA's own Pimp my Barrow in the last 5 years

5120  
SU election  
lead change  
voters



the cost  
of printing  
in union  
house

5613

number of "quality  
conversations" SU  
staff have had with  
members

50

wins that SU  
Officers secured  
by lobbying the  
Union on your behalf

91

percentage of SU staff  
that believe we value  
equality & diversity

558

student houses  
accredited  
through SU  
standards  
scheme

# what we've been up to

## Across UEA:

- We delivered three major student experience projects- a review of the experience of associate tutors at UEA, a review of the placement experience for students to improve experience and support, and a student experience report covering everything from teaching and learning to timetabling.
- We secured over 50 wins for students, (including a major increase in Library study space, more resources for trained people and better processes when/if students report or disclose sexual harassment/assault and ensuring the library bus more e-books to make sure that core texts available. We also lobbied for and agreed a new UEA wide mental health plan for students.

## In Opportunities:

- We supported a record breaking 249 societies to thrive (now the most societies per student of any UK University), saw membership of groups grow to new heights (6777 societies, 3393 sport, 573 media) and involved dramatically more postgraduate, international and health sciences students through dedicated programmes.
- We launched a student Skills Training programme directly related to our opportunities offer, launched a new Student Events Support service making it easier than ever for students and student groups to put on events on campus, and supported groups to hold online elections with new positions in all groups focussed on first years and women in leadership.

## In Social Enterprises:

- We completed pricing and range reviews, focussed on margins, ensured our wage ratios and GP saw us operating as efficiently as possible, increased our income from marketing and advertising, and delivered £1.4m contribution to the SU's finances to spend on student advocacy and opportunities.
- We developed a low cost "Value" offer across our outlets ensuring students can access the essentials of student life at a price they can afford, introduced successful new hot food offers and worked with student managers 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.

### In Advocacy:

- We published a Student Experience report with over 80% of our recommendations acted on, had a "Quality Conversation" with over 300 students every week on key student life issues that need policy change, launched impactful research on Health Sciences students and Associate Tutors, and developed the student representation code with new standards.
- We launched service promises in our Advice and Housing functions, piloted a new student led student buddy scheme to reduce drop out, began to convert our casework into policy work, and embarked on a new partnership with UEA's Student Support Service, working together to prevent problems, use resource efficiently and enhance input into services.

### And within the SU:

- We completed additional building work to improve the accessibility of Union House, refurbished key areas to ensure the building always looks "Brand New" and embedded work on NUS' Green Impact scheme on waste, travel, procurement, biodiversity, and energy use.
- We developed and agreed a Union wide staff wellbeing plan improving happiness and improving social opportunities for staff, introduced quarterly performance reviews to improve feedback from managers, and invested in management

# harnessing the power of students

Last year we set out to build a stronger relationship with our members:

- To understand more about our members lives and concerns (rather than their opinions on us)
- To develop a “whole organisation” commitment to membership understanding and relationship
- To systematically secure changes and improvements to the student experience based on intel and data

This involved:

- An “all officer” plan to listen to and talk to students beyond the usual suspects
- A clear strategy to communicate to students the representative work our officers were undertaking and the link to student lives with blogs and social media
- A commitment to over 5,000 “quality conversations” between SU staff and students (every staff member takes part every week) on key student experience issues
- High profile days and weeks focused on student participation in student experience issues (ie education issues polling; “who should pay” week focussed on hidden costs etc)
- A new online system for systemic recording of and follow up on student feedback, complaints and issues with the University
- Moving to an “assertive partnership” model for interactions with University decision makers
- A major SU “student experience report” with recommendations for University change
- A “whole organisation” commitment to relationship building with students with all departments and areas responsible for development of bespoke strategies for student involvement
- Internal agenda planning around every University committee and decision maker focussed on potential improvements and wins
- Dedicated student experience reports and strategies for postgraduates, international students and health and social care students (all under-represented in decision making)
- The roll out of a “Student Manager” scheme across commercial outlets to focus on gathering and dissemination of student feedback and input
- A review of SU student leadership positions and structure to enable more students to get involved

We've secured over 50 student experience wins, including:

- Major increase in Library study space
- More resources for trained people and better processes when/if students report or disclose sexual harassment/assault
- Timetabling review
- Teaching room issues reporting service
- Extra PG computers and integrated masters access
- Increase in number of counselling sessions per student
- Halving counselling waiting times
- Review of nursing and midwifery placements
- Change in regs to allow students to fail a module
- Review of schools with feedback satisfaction scores lower than average with clear action plans to improve.
- Roll out of e-submission and e-marking
- Paid student course reviewers
- Community-based student safety project
- Student Finances review group to fix hardship issues
- Mandatory training for academic advisors before they start, focus on mental health.
- Review of all PGT programmes given findings on skills development.
- Library buying more e-books to make sure that core texts available. Creation of "Pop Up" PC labs around campus this spring.
- Conversion of key spaces (with better seating and sockets) for social learning use.
- Recorded lecture programme
- Uni commitment to looking at cost of participation in modules to get costs of reading and printing down
- System where module designers have to think about Equality and Diversity.
- A proper new mental health plan, with better counselling, more preventative stuff and a cross campus approach joining up schools and services.
- Commitment from Uni to review schools with marking fairness satisfaction scores lower than average

Plus impacts on the SU itself:

- 79% of students agree that the SU is effective at representing academic interests<sup>1</sup>
- Record election turnout<sup>2</sup>
- Development of a new student leadership programme
- New student leadership structures with over 200 new positions
- Staff survey- "People in this organisation have a shared sense of purpose" up 20% on last year to 80%<sup>3</sup>

# liban med, class of 2018

Being part of Information and Welcome Team has enhanced my university experience in several ways. I'd say being part of such an integral team I've learnt a lot about the union. The importance of democracy, welfare and harnessing the inherent power that students have. It's allowed to build upon skills I already had and discover ones that I wasn't quite aware of yet. I feel more confident in my employment opportunities in the future and it's been a pleasure to gain something other than a degree at UEA. Ultimately, this year wouldn't have been as fantastic if it wasn't for my colleagues. My fellow student workers who have been a fountain of knowledge and so reliable. My managers who are approachable, receptive and encouraging in every sense. Is it really work if you enjoy it this MUCH?!



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our strategy:  
it's where we're  
headed

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The Student Transformation strategy sets out uea(su)'s strategic direction for the next few years. It has been designed to inspire our students and staff, demonstrate our charitable purpose and highlight our ambitions to our members and funders.

It's the product of an annually updated strategic exercise that involves rolling consultation and a strategic analysis exercise.

It's ambitious, practical and focussed around our purpose- Students Transforming.

### A different way to do strategy

Most charities spend months developing a strategic plan once every five years, but all too often it sits on a shelf and is hopelessly out of date after the first year. We know that we have to be faster and more nimble without getting bogged down in the day to day.

So at uea(su) our student led Trustee Board have decided to do things differently- putting in place an annual rolling programme of consultation and strategic analysis that means we always have an inspiring three year vision and a detailed plan for the year ahead.

We also don't think that changes that the University, or government, or wider society, should be just left to annual student officer campaigns. So we also have a strategy that focusses on changes we know students want to see and will want to see whoever wins our elections or turns up to our Union Council.

### What's it all about

#### First we think:

- **Horizon:** We try to think about what's going on around us- in society, in education, in the community and in the University- and we think about where we might change that or how it could impact on us
- **Review:** We review and evaluate what we do and try to make improvements that students have prioritised. We look at strengths and try to maximise them, and we look at weaknesses and try to make them better
- **Ideas:** We gather ideas from students, volunteers, activists, officers, staff and other SUs and we don't dismiss ideas that sound "out there"
- **Analysis:** We think about ideas, issues and problems and try to figure out if they'll work for us. And we try to get under the skin of issues and problems when we're trying to solve them.

#### Then we plan:

- **Opportunities and Threats:** We do our best to grab opportunities if they come by and save time to head off threats to the student body or the SU
- **Ambitions:** We have a bunch of ambitions that we have for our organisation- what we'd like to be like and be able to do in an ideal world

- **Intentions:** We have things we're intending to get done over a three year period
- **Plans:** We have detailed plans for what we're going to achieve in the year ahead
- **Targets:** And we have ways of measuring the outputs and impacts our plans will have

### Our relationship with UEA:

**An assertive partnership.** We love UEA- but we want UEA to be even better. Our relationship with the University is complex; we advocate for our members to it, but it is also our main funder and one of our regulators. We rely on the University for the buildings we occupy, capital expenditure for major projects and also for on-going funding for our operations.

There's a really stale debate out there about whether SUs should be in the pocket of their parent institution, or constantly at loggerheads. The University Vision for 2020 says that "we'll challenge established practices, disrupt the status quo and develop new ways of doing things to help our students succeed".

At uea(su) we're all about developing an assertive partnership between the SU and the University- acting as an autonomous agitator for students within the corporate ambition of the University. That means:

- Working closely and jointly on key projects like employability, enterprise or volunteering
- Helping to supply valuable student insight and evidence into the University's quality improvement processes
- Questioning perceived wisdom and experience to ensure policies and delivery changes are carried out in the best way for students
- Praising the University when it gets things right, holding the University to account when it gets things wrong, and making sure it does the right thing through lobbying

## Transforming Equality

Our vision for equality is clear; we believe that the diversity of our students strengthens our community. This is why we have put equality at the heart of everything that we do.

We have dedicated strategies for Postgraduate, International and Healthcare students. We've also developed a cross cutting Equality and Diversity Strategy that impacts on everything we do at the SU.

We understand that getting equality right has the power to transform the lives of students both whilst at UEA and beyond. By doing so, we enable students to play an active role in shaping their course, their community, and their world.

Equality means treating everyone with fairness, respect and recognising the needs of students as individuals. We want to bring every student onto a level playing field, by addressing existing disadvantages that affect how students participate in society. We

# steph dev, class of 2017

I've made great friends playing volleyball, and hosted amazing events as social sec. Being part of a club helped me settle in to life in the UK and gave me skills in event management.

Being a student staff member for the SU has given my career path a new direction. The skills I've learned have made me more employable and given me the confidence to go on to do a Master's at another uni.

# scanning the horizon

## **The Wider World:**

Post the Brexit vote, we may well be at the end of a 30 year political consensus on social and economic affairs. While a new model emerges, the country is set to lurch from minority government to minority government, which presents the prospect of significant threats and opportunities to both students and students' unions. The need to be nimble and agile to ensure we take advantage of opportunities and see off threats is therefore more important than ever- as is the need to be closely connected to other SUs, wider society and Europe.

## **Higher Education:**

Even pre-Brexit the HE sector was going through rapid change, with a new Teaching Excellence Framework based on metrics replacing existing methods of assuring quality in Universities that will challenge the role of SUs in providing the student voice. There's a bleak medium term financial picture for Universities caused by reduced research funding and poorer student recruitment from each of the key student markets. This should cause us to be cautious with SU finances in the medium term and ready to defend the student interest in the event of budget reductions around the University. And University fees are back on the table- we need to be ready to contribute to the debate and ensure that access funding is protected in any revised model.

## **Our Student Opportunities:**

Some of our students are able to take advantage of the extra-curricular opportunities UEA offers but many are time poor or are on programmes that prevent participation. UEA's Graduate Employment statistics hold it back from getting "TEF Gold" and students consistently feed back that they are worried about work, both while they are on their course and after graduation. And research suggests that participation in our activities isn't diverse enough, with many students missing out on the friendship building aspects of activities altogether- and we're missing out on talent from under represented groups.

### **Our Student Advocacy:**

We've done deeper research into our students this year and that's helping us (and the University) adapt services and plans to meet the needs of our members. Despite major strides forward we know that students still think that we ban too often and consult too little. We know that when students want help, they turn to other students first and this needs to be central to our plans. And too few students are aware of their rights as a student, tenant or employee- or how to enforce them.

### **Our Social Enterprises:**

We know students love the SU and the LCR, but our entertainments programme is not seen as diverse and many students go elsewhere. Some students are under real financial pressure, and they're demanding faster change to our services and value across our services. Crucially, expansion means there's 1,000 extra students at UEA come September and our services need to be able to serve them in their volume and diversity.

### **The UEA Student Experience:**

The University's Vision says that students will have "heightened student expectations - as students are increasingly likely to demand the best choice, value and highest quality. They will review and share accordingly". They're right. UEA has some student experiences issues it needs to fix, needs to be ready to tackle the looming cost of living crisis that will bite during the life of this plan, and needs a plan to retain and improve its league table positions. Although UEA is a TEF Gold institution, NSS tells us that there are problems that need fixing (especially on assessment and feedback), and the University will also have to respond to student contracts and implement (at subject level) the Teaching Excellent Framework in coming years- students will need to know their rights (and how to enforce them) and will need a counterbalance to individualism, consumerism and an over-reliance on league tables and metrics.

### **The SU itself:**

The SU now has good processes and management, a strong team of staff, volunteers and officers and a stable financial model. However we're still heavily leveraged on our trading activity, our corporate governance isn't open and involving enough, and our staff are telling us that their wellbeing and training and development needs are not being fully met. We also need to ensure that we're keeping up with the latest developments in IT to ensure we are being as efficient and engaging as possible.

# student opportunities beyond your degree

## **Our role:**

We run the best range of student opportunities in the UK, no argument. We provide opportunities to learn skills, make friends and become more employable. And we provide student employment that's fun, well paid and transformative.

## **The context:**

Some of our students are able to take advantage of the extra-curricular opportunities UEA offers but many are time poor or are on programmes that prevent participation. UEA's Graduate Employment statistics hold it back from getting "TEF Gold" and students consistently feed back that they are worried about work, both while they are on their course and after graduation. And research suggests that participation in our activities isn't diverse enough, with many students missing out on the friendship building aspects of activities altogether- and we're missing out on talent from under represented groups.

## Our ambitions:

- We want every student at UEA to take part in extra curricular opportunities, ensuring activities are student led and high quality.
- We'll support all student volunteers, activists, leaders and staff to use their experience taking part in student opportunities to benefit them in later life.
- We'll be an exemplar in relation to activities safety and risk assessment, and our facilities will be geared around the needs of our active members.
- We'll 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.

## In 2016-17:

- We supported a record breaking 249 societies to thrive (now the most societies per head of any UK University), saw membership of groups grow to new heights (6777 societies, 3393 sport, 573 media) and involved dramatically more postgraduate, international and healthcare students through dedicated programmes.
- We launched a Student Skills Training programme directly related to our opportunities offer, launched a new Student Events Support service making it easier than ever for students and student groups to put on events on campus, and supported groups to hold online elections with new positions in all groups focussed on first years and women in leadership.

## In 2017-18:

- We'll transform the "low commitment" extra curricular opportunities offer across UEA- combining our "Give it a Go" programme with "Do Something Different Week" to create a year round programme of activity involving hundreds of University and community partners, culminating in a week long festival in term two.
- We'll set and hit new targets for participation in Societies, Student Media and Student Enterprise- improving development planning support, back end systems and diversity analysis/action- and we'll use tech to make it easier than ever to find others that want to collaborate on a project, group or activity.
- We'll work with partners at UEA and in the city to develop and launch a new Student Employment Agency- improving the range, quality and pay of part time work opportunities taken up by students, offering exemplar recruitment and selection practice and enabling students to boost employability from their experience.
- We'll develop a year round Student Events Strategy- improving support and coordination for flagship events like PMB, ZigZag and Go Global, creating at least three new major events and we'll introduce an event maker volunteer programme to help students develop skills in event planning, organisation and management.
- And building on BUCS' "Take a Stand", we'll work with UEA to launch a programme of positive culture change within Sport- using events and activators to focus on team work, social leadership, Equality and Diversity and performance, and collaborating on a new UEA wide conduct and behaviour framework for student groups.



### In 2018-20 we'll go further:

- We'll take the lead at UEA on Community Action and Volunteering, improving the positive impact students have on the region- developing access to students for community groups and organisations, increasing the volume of student fundraising activity, and working on a community organising strategy to tackle community wide issues.
- We'll be a delivery partner in UEA's new strategy for Student Sport- where we're pushing for better club development, increased grant and capital funding, improved involvement in decision making by students, better access to facilities and provision for PG and health students that meets their needs.
- We'll boost up our work on Student Enterprise- working with UEA's careers service and Norwich's SME community to improve and expand support for students wanting to build social enterprises through competitions, campus markets, project support and SU outlet stockist opportunities.
- We'll develop a deeper understanding of friendship at University and the impact upon success rates, drop out and graduate employment, creating activities and programmes for those that miss out- and we'll establish a fund to support students who face financial barriers to getting involved with extra curricular activity through our own SU opportunities access agreement.

### The impact- by 2020:

- 80% of students will be registered as having taken part in a uea(su) opportunity (Now- 69%)<sup>4</sup>
- 85% of those students will agree that taking part has helped them learn, develop and grow (Now- 80%)<sup>5</sup>
- UEA's DLHE statistics will have improved, with its graduate prospects in the top 20 of UK Universities (Now- 50th)<sup>6</sup>

<sup>4</sup> Unique students registered on uea.su as part of a society, club, enterprise, student media or PG/International activity

<sup>5</sup> uea(su) Societies satisfaction survey 2017

<sup>6</sup> Complete University Guide University League Tables 2018

# goodge

## ppl pgt class of 2018

The SU has definitely been central to my great experience at UEA.

I started working at Union House reception in October 2013 in the second year of my undergrad, and since then I have been given so many opportunities to develop and progress. I have been given extra responsibilities in the opportunities department and now I get to help students make the most out of their clubs and societies, which has been really fulfilling as well as really good work experience for the future! Through work and the feminist society I have met some great people who have become my best friends, and I still get the chance to meet new people everyday.

# student advocacy we've got your back

## Our role:

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

## The context:

We've done deeper research into our students this year and that's helping us (and the University) adapt services and plans to meet the needs of our members. Despite major strides forward we know that students still think that we ban too often and consult too little. We know that when students want help, they turn to other students first and this needs to be central to our plans. And too few students are aware of their rights as a student, tenant or employee- and how to enforce them.

## Our ambitions:

- We'll provide unrivalled support, training and development for student representatives and activists to change their course, their community and their world.
- We'll use evidence and research from the whole student body to promote, defend and extend the rights of students.

- Throughout UEA, students will work in partnership with academics and administrators to develop proposals and solve problems.
- We'll provide an independent, flexible and effective student advice and advocacy service that uses stats and stories to drive policy change.

#### In 2016-17:

- We published a Student Experience Report with over 80% of our recommendations acted on, had a "Quality Conversation" with over 300 students every week on key student life issues that need policy change, launched impactful research on Health Sciences students and Associate Tutors, and developed the student representation code with new standards.
- We launched service promises in our Advice and Housing functions, piloted a new student led student buddy scheme to reduce drop out, began to convert our casework into policy work, and embarked on a new partnership with UEA's Student Support Service, working together to prevent problems, use resource efficiently and enhance input into services.

#### In 2017-18:

- We'll review structures and systems to ensure we're working on the issues that matter most to students- increasing the use of consultation, polling and debate (especially over controversial issues), and developing innovative ways to involve students in formative policy development discussions about their lives, their interests and the student experience.
- We'll finalise and launch a student insight strategy- with a new national SU research partnership, on campus segmented research generating rich understanding of the lives and experiences of students, a UEA student opinion panel to gather regular feedback, and a new partnership with UEA's Business Intelligence Unit on consultation planning, data access and support.
- We'll roll out our Lead | Change programme and wider Student Leadership review- involving hundreds more students as leaders, diversifying our participants, enhancing their skills and dramatically increasing the control that students can exert on their SU.
- We'll enhance peer support- delivering a full launch of our buddying scheme, piloting a new scheme inviting UEA's alumni to support students entering their final year, reviewing and enhancing our support for Peer Support Groups in conjunction with UEA's Student Support Service, and negotiating powerful new statutory societies for each of our Liberation groups.
- We'll reshape our advice(su) around student protections by clarifying and promoting new rights emerging from consumer law, supporting students to make complaints where justified- and we'll promote rights work about employment and housing too.
- We'll run a series of projects focussed on improving support for student representation & feedback, improving the effectiveness and student awareness of

institutional level representation and improving the dissemination of its impacts; identifying top student issues for action at school, faculty and institutional level; establishing significant education policy focussed conference events for reps; empowering reps to intervene on improvements required from subject level TEF; and ramping up student involvement in course review.

### In 2018-20 we'll go further:

- We'll launch a new student:community compact- focussed first on housing, working with the council and the HEIs to ensure that supply outstrips demand as the University expands, seeing off damaging HMO regulation, gathering student feedback on landlords and improving the scope and reach of our housing accreditation scheme.
- We'll work with Student Support Services to implement lessons from our HEFCE funded "changing the culture" project, better coordinating support for victims of harassment and improving campus support for student disciplinary investigations and hearings.
- We'll develop pioneering work on student communities- mapping social interaction on campus, and working to support student faith groups, students in the city and academic societies to achieve their potential.
- We'll argue for significant change in complaints handling on campus through the establishment of a campus ombudsperson, and we'll improve student involvement in campus disciplinary procedures.

### The impact- by 2020:

- 80% of our members will agree that the SU "effectively represents students' academic interests" (Now- 55%)<sup>7</sup>
- 80% of students will recognise the SU's priority campaigns (Now- 68%)<sup>8</sup>
- 80% students will know about the SU and university's support services and how to access them<sup>9</sup>

# charlie

## eco, class of 2018

**Working for the SU I've made lots of great friends, helping me to develop my skills and grow my confidence. This has enabled me to grow personally and professionally, leading to me becoming a Student Manager for Venues, and has led me to have an amazing time at UEA.**

# social enterprises you own this

## Our role:

We run student bars, cafes and lounges- where everybody knows your name. We operate housing for students- the most student focussed in Norwich. We run a student led shop- things you want, prices you need. We put on safe, great value nights out with friends for life. We run the best, most diverse SU live music programme in the UK. And we help students run events where you and your mates shine.

## The context:

We know students love the SU and the LCR, but our entertainments programme is not seen as diverse and many students go elsewhere. Some students are under real financial pressure, and they're demanding faster change to our services and value across our services. Crucially, expansion means there's 1,000 extra students at UEA come September and our services need to be able to serve them in their volume and diversity.

## Our ambitions:

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

## In 2016-17:

- We completed pricing and range reviews, focussed on margins, ensured our wage ratios and GP saw us operating as efficiently as possible, increased our income from marketing and advertising, and delivered £1.4m contribution to the SU's finances to spend on student advocacy and opportunities.
- We developed a low cost "value(su)" offer across our outlets ensuring students can access the essentials of student life at a price they can afford, introduced successful new hot food offers and worked with student managers 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.

## In 2017-18:

- We'll complete Phase Four of the Union House refurb in the Bars and UNIO/LCR Floors- delivering over 200 new seats with a focus on daytime usage, improved lighting and access to sockets, and ensuring our spaces and facilities are better suited to student group event usage- multi functional, student focussed spaces that students want to use day and night.
- We'll take the SU's food offering to the next level- exploring new lunchtime deli, evening international/dessert and late night food offers, reviewing menus in Pizza, maintaining and developing our value(su) range in the shop and making UNIO even more ethical- working directly with growers and ensuring that every cup sold helps community projects in the developing world.
- We'll review our entertainments- a wider range of events to serve the full diversity of our membership (less focussed on alcohol or late nights), converting spaces to become the first SU in the UK to open bookable Karaoke and Dinner Party rooms focussed on the needs of international students, launching a student focussed gig ticketing platform and focussing on developing and hiring student talent for our club nights.
- We'll complete negotiations with the council to sign a new long term lease on The Waterfront, relaunching it as the hub of a network of spokes of alternative venues in Norwich- complete with exciting new plans for its development and programme, and

a long term investment plan to improve facilities, production and access.

- We'll work with UEA and community partners to take part in NUS' Alcohol Impact scheme, changing social norms around drinking on campus and shaping new attitudes towards responsible alcohol consumption to improve the health and wellbeing of students and create a more inclusive environment for our members.

### In 2018-20 we'll go further:

- We'll identify new locations for retail on campus to ensure that all students can access our services easily and develop a long term plan for Union House to ensure it remains a leading student facility building in Higher Education.
- We'll review our Student Managers and Development and Oversight Boards initiatives, ensuring students have a say at all levels of our business.
- We'll develop a new relationship with UEA Catering that works to reduce its losses, improve the range and lower the price of food on campus.
- We'll implement a review of our supply partnerships to ensure we're getting the best support and deals for students and double our income from commercial partners.

### The impact- by 2020:

- Student customer satisfaction with all our Social Enterprises will exceed 80% (Now- ranges from 68% to 80%) <sup>10</sup>
- 80% of students will agree that the SU "provides an exciting Events and Entertainment programme that meets my needs" (Now- 66%) <sup>11</sup>
- We'll consistently meet or exceed financial targets for the social enterprises for every year of the life of the plan (Now- beating budget at £1.3m contribution) <sup>12</sup>

sophie  
ama, class of 2017

In my role of student manager, I have gained and developed organisation, time management and leadership skills. During the last year, as student manager I have been challenged at times but I know that come graduation I will succeed as a result of working at UNIO. I've become more confident in my abilities and have also gained a bunch of friends in the process, whilst working in a supportive environment during my degree.



# making uea even better always on your side

## **Our role:**

As well as having a plan for our own organisation, as the representative body of students we have a plan for improving the Student Experience at UEA. Every year we pass new policies and elect new student officers that will run individual projects and campaigns on the student experience- but these represent our longer, strategic priorities for improving the student experience at UEA.

## **The context:**

The University's Vision says that students will have "heightened student expectations - as students are increasingly likely to demand the best choice, value and highest quality. They will review and share accordingly". They're right. UEA has some student experiences issues it needs to fix, needs to be ready to tackle the looming cost of living crisis that will bite during the life of this plan, and needs a plan to retain and improve its league table positions. Although UEA is a TEF Gold institution, NSS tells us that there are problems that need fixing (especially on assessment and feedback), and the University will also have to respond to student contracts and implement (at subject level) the Teaching Excellent Framework in coming years- students will need to know their rights (and how to enforce them) and will need a counterbalance to individualism, consumerism and an over-reliance on league tables and metrics.



## Our ambitions:

- Students and academics will co-create to produce the most effective and inspiring education. We'll be renowned for learning and teaching excellence.
- The University will meet, not manage, changing expectations – and it will give today's students what they need to develop the advanced knowledge, expertise and life skills international employers demand.
- The University will offer innovative and outstanding student support that understands deeply the student learning experience of today's students.

## In 2016-17:

- We delivered three major student experience projects- a review of the experience of associate tutors at UEA, a review of the placement experience for students to improve experience and support, and a student experience report covering everything from teaching and learning to timetabling.
- We secured over 50 wins for students, (including a major increase in Library study space, more resources for trained people and better processes when/if students report or disclose sexual harassment/assault and ensuring the library bus more e-books to make sure that core texts available. We also lobbied for and agreed a new UEA wide mental health plan for students.

## In 2017-18:

- We'll pressure UEA to implement and fund a major new institution-wide mental health and wellbeing strategy on campus- and we'll work with the Vice Chancellor to become an exemplar implementation campus from the UUK taskforce on sexual harassment and violence, taking "Never OK" and "Good Night Out" into the city through a new community partnership.
- We'll work with other SUs to conduct and launch research into student attitudes to teaching excellence, lobby the new OfS to recognise the power of student representation, and work with the Uni executive to ensure subject level TEF prep drives positive change- insisting on dramatic and rapid action when it comes to assessment and feedback improvement.
- We'll be relentless in our pursuit of suitable facilities for students on campus as student numbers expand- ensuring student focussed outcomes in the refurbishment of the campus, working together to create temporary social learning space as the student body expands and holding the University's feet to the fire on suitability of teaching and learning spaces, timetabling and social space.
- We'll collaborate with NUS to tackle student financial support- delivering research into the day to day costs faced by students and calling for a university wide approach to consultation on fees and charges. And we'll develop a clearer agenda on employability- calling for better career links in schools, a joined up approach on extra-curricular and a new university wide career opportunities programme.
- We'll strengthen the student-academic partnership within a new Student Charter, focussing on driving innovation, use of technology and added academic value, and

we'll secure a new UEA wide standard on involvement of and consultation with students about its services.

### In 2018-20 we'll go further:

- We'll develop a new strategic partnership with Norwich University of the Arts, City College Norwich, Easton & Otley and UEA on the Norwich student experience, ensuring that the City develops to further enhance being a student at UEA.
- We'll secure a strategic review of the "non academic" student experience on campus, improving proactive/preventative work, looking in detail at respective roles and examining new methods of delivery like peer support.
- We'll investigate "onboarding" and transition programmes for new students that tackle academic skills, life skills and culture gaps faced by new students- especially those from outside of the UK- tackling the issue of the structure of the academic year in the process.

### The impact:

- The University will be in the Top 10 in the NSS for organisation and management, assessment and feedback and academic support (Now O&M 49th, A&F 113th, AS 42nd) <sup>13</sup>
- 70% of students will report that the SU has had a positive impact on the student experience delivered by UEA (Now 64.03%) <sup>14</sup>
- UEA will retain its Top 20 status in all the major tables (Now Guardian 18th, Complete Uni Guide 12th, THE Table of Tables 16th, THE Student Experience 15th)

<sup>13</sup> NSS 2016. Includes whole market.

<sup>14</sup> uea(su) Annual Survey 2017. Note 20% on the fence.

joe  
ama, class of 2018

Since working with the SU I have become more confident and flexible within my work and academic life which has created more opportunities for me whilst also giving me valuable experience. I also feel like I contribute more to UEA and its SU and feel part of a strong team that are working towards helping students as much as possible throughout their university life. It's great to see a SU that shows how much they care for students, after see the work that the SU have done for UEA and its students it's made me feel proud to a part of it.

# uea(su)

## an organisation to support our ambitions

### The context:

The SU now has good processes and management, a strong team of staff, volunteer and officers and a stable financial model. However we're still heavily leveraged on our trading activity, our corporate governance isn't open and involving enough, and our staff are telling us that their wellbeing and training and development needs are not being fully met. We also need to ensure that we're keeping up with the latest developments in IT to ensure we are being as efficient and engaging as possible.

### Our ambitions:

- We will operate outstanding student led governance, with students making decisions at all levels- underpinned by high quality management, communications and internal processes with a strong financial base.
- We will have a strong, assertive partnership with UEA and others on infrastructure and culture, reducing duplication and maximising the money we have to spend on charitable outcomes.
- We will have great stats- We will be top ten in the National Student Survey for Students' Union Satisfaction, and we'll have an outstanding grade in the Students' Union Quality Mark.

**In 2016-17:**

- We completed additional building work to improve the accessibility of Union House, refurbished key areas to ensure the building always looks “Brand New” and embedded work on NUS’ Green Impact scheme on waste, travel, procurement, biodiversity, and energy use.
- We developed and agreed an SU wide staff wellbeing plan improving happiness and improving social opportunities for staff, introduced quarterly performance reviews to improve feedback from managers, and invested in management development at all levels of the organisation.

**In 2017-18:**

- Business intelligence, data and systems will be a key focus for the year- we’ll improve the connections between our systems, drive efficiencies in financial processing, enhance use of feedback to move toward “real time” response and commission work on developing data insights for decision makers across our social enterprises and charity operations.
- We’ll develop a new digital focussed comms strategy- improving understanding of the SU amongst members, trialling ways to treat students as active insiders, and getting positive proactive PR into the student and wider communities. We’ll also pilot a new staff ownership scheme for IT procurement and introduce new tools for collaboration, social networking, project management, and task management for staff.
- We’ll take our work on Student Staff to the next level- employing more students to further improve the student-career staff balance, introducing new student managers across the organisation, developing our terms conditions and training around student needs and striking a major new partnership with the Trade Union movement on rights at work.
- We’ll further enhance our work on wellbeing- supporting the wellbeing champions scheme, reviewing HR practices to reduce stress, improving teamwork across the organisation, working to improve social opportunities in partnership with key UEA departments and making a major investment into flexible resilience development for all our career and student staff.
- We’ll take a lead role in driving partnerships between SUs- developing new types of learning and development experiences for officers, acting as the delivery partner on a new skills sharing partnership between SU managers, and asking all departments to help facilitate the sharing of expertise, resources and ideas with other SUs.

**In 2018-20 we’ll go further:**

- We’ll carry out a comprehensive corporate Governance review that seeks to emphasize our role as a co-operative, mutual democracy and improves input from students and external volunteers.
- We’ll invest in training and development for all career and student staff, with all enrolling in Personal Development Plans.

- We'll secure facilities for students in the City and develop a programme of work that ensures our services are accessible off campus.
- And we'll review performance against the revised Part Two of the SU quality model and improve our Governance, Communications, Relationships, Engagement, Leadership and Management in the process.

### The impact:

- We will have achieved a placing in the top 10% of UK students' unions as measured by the National Student Survey (Now- 2nd Quartile ) <sup>15</sup>
- We will retain an 80% staff engagement score in annual research (Now- 71%) <sup>16</sup>
- We will have secured and retained an "excellent" grade in the Quality Students' Unions scheme (Now- "Very Good") and we'll be a "Gold" Green Impact and Best Bar None Union (Now- "Good" and "Working Towards" respectively) <sup>17</sup>
- We will reach a student:career staff salary ratio of 65% (Now- 54.5%) <sup>18</sup>

<sup>15</sup> NSS 2016 Question 23

<sup>16</sup> uea(su) employee engagement survey 2017, % agree "I would wholeheartedly recommend this organisation as a good place to work"

<sup>17</sup> QSU Report Summer 2016; Green Impact assessment June 2017; Best Bar None assessment 2016

<sup>18</sup> 15/16 uea(su) Audited Accounts

# cathy

## nbs pgt, class of 2018

Joining a society or club wasn't my main priority, but gaining experience at work and earning money was as this is my second university experience, having previously studied at the University of Essex.

There's a place for everyone if you just try something new and the SU offers those opportunities.

### Underpinning plans that enable the SU to transform:

As well as this strategy, there's a bunch of underpinning plans that our Trustee Board review at each meeting that help us to transform. They look specifically at our Corporate Governance, Communications & Relationships, Finance, People, Building & Facilities and Equality & Diversity.

This year we will rationalise, simplify and these as well as improving student and staff involvement in their design and delivery. We'll also introduce a defined annual cycle so that students and staff know how the SU works and when/ how it makes decisions, and we'll develop new ways for students to get involved with the development of our ongoing strategy.

More details available at [ued.su/strategy](http://ued.su/strategy)

# transforming healthcare students

### Our role:

Our joint School/SU project tailors the student experience for healthcare students, providing and supporting opportunities and representation in a way that accommodates their programmes and recognises their demographic-both by leaning on SU and UEA services to be more flexible, and by putting on events services and activities especially for this group.

### The context:

Healthcare students have to evidence 37.5 study hours a week, complete up to 2300 hours of placement up to 100 miles from campus, and attend lectures up to a mile away from the square. Courses are strictly externally regulated and the politics of the NHS has a direct impact on studies. Lots of students are 'widening participation' - mature and not traditionally academic. Yet our award winning project is making inroads with improvements in satisfaction on social capital and representation- but there's still lots to do.

### Our ambitions:

- We'll identify and remove the barriers to involvement in student events and activities such as Welcome Weeks, Clubs and Societies and other opportunities/ services we provide and facilitate.
- We'll be as good at supporting and advocating for students as we are for "traditional" students, running bespoke programmes and activities to achieve the same outcomes.
- We'll know and understand HSC students- supporting them to advocate for and represent each other, and we'll maintain a strong partnership with the School to help them to better understand students and where improvements can be made.

### In 2016-17:

- We carried out research into availability of opportunities for, and representation of Health Sciences students, seeing exponential growth in satisfaction over 2 years in some areas and further room for improvement in others.
- We completed research into the placement experience for Healthcare students and developed an HSC student experience report with recommendations at school faculty and UEA level.
- We ran a bespoke events and programmes for Healthcare students, winning the 2017 NUS Education Award in the process.

### In 2017-18:

- We'll monitor, review and report on the impact that the removal of the NHS Bursary has on students and we'll work with the Healthcare student societies to produce bespoke resources on Extenuating Circumstances and Fitness to Practise.
- We will release a specific report on Healthcare student involvement in all engagement activities including student reps, attendees at our events, and clubs and societies.
- We will research out of term services for Health Sciences students and involve students in championing our city-based events, launching a pre-release of our new City-based night out exclusively to Faculty of Medicine and Health Sciences students.

### In 2018-20 we'll go further:

- We'll facilitate events and programmes focussed on breaking social barriers between Health Profession societies, working with Health Professions' Societies to organise multi-disciplinary events in Union House.
- We will have costed funded and implemented a West Campus Hire Bike Scheme for students, as well as championing the development of a road link between central and west

### The impact- by 2020:

- 100% of committee positions filled by students
- Healthcare satisfaction scores for the SU will be in the top three of UEA Schools



# transforming postgraduate students

## The context:

We want postgraduate students to feel like part of the SU. This is why we have shown our commitment to being at the heart of postgraduate life with the Graduate Centre (Scholars) in Union House – a hub for students' social and academic life. Postgraduate students are such an integral part of the university, being both students and often teachers; however, they are often forgotten or left behind.

## Our ambitions:

- We'll create social capital and cohesion within the postgraduate community at UEA.
- All services offered by the SU will be used by postgraduate students, tailored to their needs.
- Postgraduate students will feel part of the SU and take ownership over postgraduate(su).

## In 2016-17:

- We developed the graduate student forums, making sure all postgraduate students are represented by their peers.
- We carried out research into the employment of Associate Tutors and PGR mental health and lobbied to make the library PG room accessible to students on an integrated masters programme.
- We developed a postgraduate sports programme, with three postgraduate-exclusive sessions a week, ran a postgraduate summer programme, and empowered students to organise their own events through the postgraduate Social Grant.

## In 2017-18:

- We will conduct research into the wide variety of experiences of PGT courses and its impact on students and develop specific programmes to support postgraduate students in finding housing



- We will understand barriers to leadership and develop leaders in the postgraduate committee.
- We will develop a specific range of activities exclusively for postgraduate students to fight loneliness and create a postgraduate community, supporting groups of postgraduate students to run their own events via the social grant.
- We will organise activities in UNIO such as a book club/book swapping bookcase, games evening, the language café and many more to provide non-alcoholic event options for postgraduate students.

#### In 2018-20 we'll go further:

- We will develop a comprehensive strategy on the issue of loneliness and PGR mental health on campus.
- We will develop consistency standards in how PGRs who teach are treated across faculties.

#### The impact:

- We will have engaged over 1,000 postgraduate students at their time at UEA.
- We will have a better understanding of the postgraduate experience, and that of PGR students in particular.
- PG students will report there is a strong support network and plenty of catered

# tu-linh

## nbs pgt, class of 2019

I came to UEA for the rabbits and found myself three years later, having completed my first triathlon, shared my passion as a divemaster for Sub-aqua and embracing the new opportunity as a Student Manager for bar(su).

I've made amazing friends, created wonderful memories and really, really challenge myself far beyond my degree. Don't wait: be daring, be different because easy is boring.

# transforming international students

## The context:

Almost a third of UEA students are from overseas, but not enough are student leaders. They often don't identify with the SU or understand fully how it works. An international assembly is in place but we need a better way of empowering them and making sure that internationalisation is at the heart of what we do.

## Our ambitions:

- Home and international students will be fully integrated, providing a rich global community experience for all students
- International students will lead internationalised campaigns and fight for their students' rights.
- There will be a global perspective in all SU activities, creating a safe and inclusive environment for all.

## In 2016-17:

- We launched a sub-site on [uea.su](http://uea.su) focusing solely on the needs of international students, a hub for relevant and practical information that can be translated into different languages and recruited multilingual advice volunteers.
- We designed and delivered sessions on empowering international students to take on leadership and job roles within the SU and provided work experience for international students across all of our services.
- We had a wide range of activities catering for international students, from the welcome period all the way to the exam period. This included the biggest cultural event on campus - Go Global.

**In 2017-18:**

- We will provide bespoke guidance on housing, ensuring international students understand their rights and the processes of local letting agencies, lobby the university to provide a guarantor scheme, and focus students' employment rights via the advice service
- We will create events promoting friendship and belonging during the welcome period and beyond, by supporting and developing cultural nights on campus, working with student groups to lead and promote these.
- We will ensure that UNIO has events that will focus on integration and friendship, review our range of international foods in the shop and add tools to the web to automatically translate electronic materials

**In 2018-20 we'll go further:**

- We will collaborate with UEA to create a hub for international activities on campus by bringing together all relevant parties in the institution.
- We will aim to provide a safe and fun world music night in Norwich.
- We will expand our flagship event of Go Global to a whole week of global events across the university.

**The impact:**

- We will have at least one international student running for a full-time officer position, and an international student in a part time position that is not one of the international specific ones.
- We will have increased international student engagement in UEAsport and clubs by 30%, and societies by 20%.
- We will have increased the number of home students attending global events by

# transforming equality

## Our role:

We work with the university to become more accessible to students in liberation groups (LGBT+, Women, Students with Disabilities and Ethnic Minorities) and wider student groups (international, mature, students of faith) and work to ensure all students are included in our activities, services, opportunities and representation structures.

## The context:

We are proud of our work on equality and diversity, however there is more to be done. We've made real progress on student staff but international postgrads remains an issue. We need to embed E&D into everything we do, ensuring that our work delivers real change in students' lives, with students leading on this work.

## Our ambitions:

- We'll ensure that every member of staff and student leader is confident working around liberation, equality and diversity
- We'll collect evidence about, consult and involve each liberation group throughout all our activities
- We'll provide more opportunities for students to get involved and shape our work on equality and diversity

## In 2016/17:

- We launched the LGBT+ Student Survey and Take a Stand, both looking to improve inclusivity across campus
- We trained over 57% of course reps and 70 societies- and we hit multiple equality and diversity targets within our student and career staff teams
- We trained all our bar staff, and new retail staff in Good Night Out and have begun to train staff in venues in the city

**In 2017/18:**

- We'll support the negotiation of new statutory liberation societies to better coordinate campaigning, democracy and peer support for students in liberation groups and enable more students to be involved and shape our E&D work.
- We'll launch UEA Unity to improve the inclusivity of our societies and share best practice
- We'll expand the education and training we deliver for staff, student leaders and stakeholders in the local community.
- We'll help all student clubs, societies and groups to diversify, improving training and encouraging all groups to set targets on diversity that reflect their situation and stats.

**In 2018-20 we'll go further:**

- Students will lead in all areas of our E&D work including training, campaigns, delivery of services and research.
- We'll publish a full participation and usage audit of all SU activities and services, developing bespoke strategies to close gaps in each.

**The impact:**

- By 2020 80% of staff and students will recognise our work on liberation, equality and diversity.
- Students within liberation groups will rate their student experience as highly as the general student population.

• 200 students will be involved in leading our liberation work each year

# jenny

## Idc, class of 2017

**I've always been involved in music, but during A-levels it was pushed to the backburner and I fell out of practice. Walking round the Freshers' Fair in my first year, I noticed that UEA had a Live Music Society – I joined right there and then, and the rest is history!**

**Two years later, and I've grown in ways I could never have imagined. Alongside the LMS President, I've organised and run over 50 gigs, and have developed a real passion for marketing and event management. As a musician, my confidence has grown tenfold, and I've really enjoyed being able to see others transform in the same way as I did.**

# digital transformation

## The context:

Using technology well can allow students to interact with each other and the SU quickly and collaboratively- but many of our systems are clunky. The SU's Digital Transformation strategy should deliver consistent digital support for the SU's activities, driving down costs, improving management information and enabling better understanding of our members.

## Our ambitions:

- Students will be able to get things done with the SU digitally, so we can focus resources on people.
- Analytical tools will drive decision making in the SU.
- We will know a lot about our members and they will feed in to our decision making easily.

## In 2016/17:

- We reviewed and updated our data sharing agreement with UEA.
- We implemented a number of process automation tools to refocus staff time on engaging with members.
- We refreshed our hardware and moved more career staff and officers to mobile technology.

## In 2017/18:

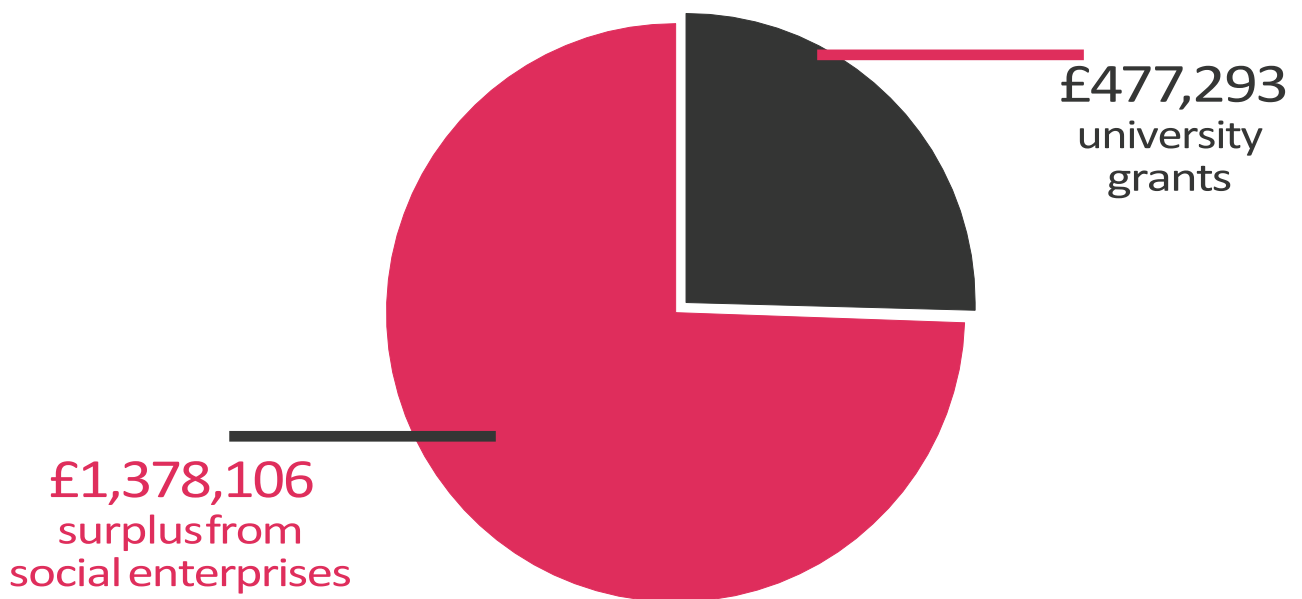
- We'll launch an SU app, improve accessibility on our website and launch a new website design, as well as integrating a new box office website onto our platform.
- We'll roll out Office 365 Groups and Teams, allowing real time interaction and collaboration between leaders and SU staff
- We'll invest in data analytics to drive decision making across the organisation and work to reduce manual processing across our services



where the  
money goes  
and where it comes  
from

The SU is an independent registered charity with two subsidiary companies- one that operates the SU's social enterprises on campus, and the other that operates the Waterfront venue in the City. We operate on the lowest direct grant from the university to an SU of any English mainstream university- with the bulk of the remainder of our income coming direct from students that use our social enterprises.

**£31.69**





# social enterprise surplus

The **Waterfront**  
Norwich

£28,645 • 2.4%

**barsU**

£641,044 • 53.4%

including scholars and live  
events bar surplus



£6,949 • 0.6%  
(pizza)



£92,831 • 7.7%  
(coffee)

**live!SU**

£34,501 • 2.9%

**shopSU**

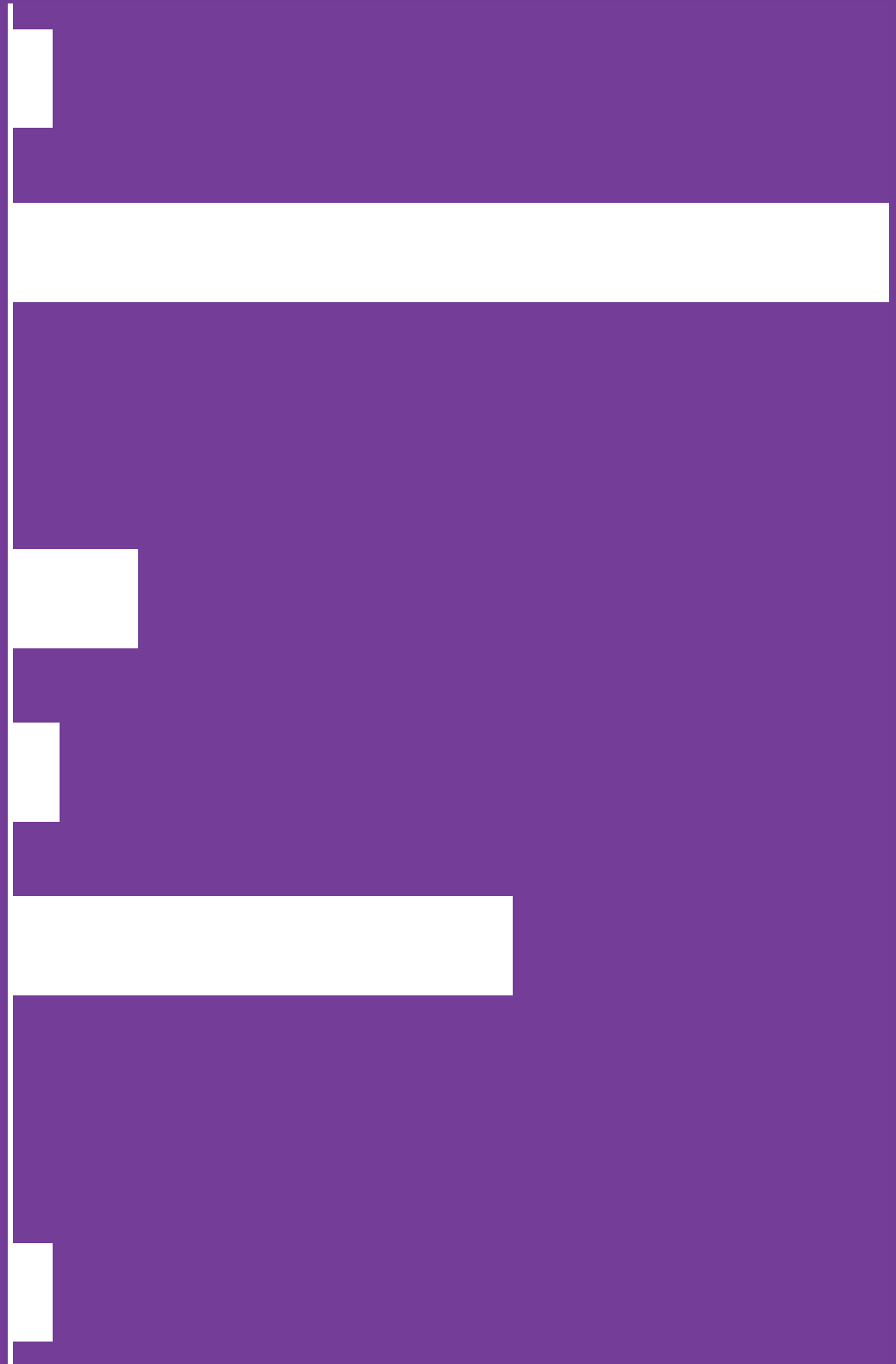
£365,903 • 30.5%



£1,131 • 0.1%

**ueaSU | partners**

£29,775 • 2.5%



# tom

## che, class of 2018

For me the story of my involvement with the SU has been the story of my time here at UEA. I've been on two society committees, a student rep, a trustee, a development board member, a designer, and I was an officer for three years.

Getting involved at all levels of the organisation has transformed me in so many ways, and I've become more confident, more employable and more passionate as a result.

But the union has also been there for me. When I've struggled, academically, or with housing problems, I've always been able to talk to advisers from advice(su), I've always had a distraction available to me, be it work, societies or just a bar and a nightclub. For me the SU will always be far greater than just my favourite sticky floored nightclub. It's where I've grown, acquired new skills, had the best nights out, discovered new hobbies and passions, and made friends for life.

rob

## ama pgt, class of 2018

I really struggled settling into uni in first year of my undergrad - I wasn't particularly social, I missed home and didn't really do anything outside of my course. I nearly didn't come back after Christmas, but when I did I joined UEA:TV at societies fair and it changed my university experience completely.

Through the society I made friends for life with the best group I could have hoped for. I was able to go from being a member to being on committee, and helping the society to win Society of the Year in 2015.

Getting involved with the union through a society also opened me up to the rest of the SU - I took on the role of Union Rep and represented my society's views at council for nearly three years, I ran in the officer elections and it's supported me into postgraduate study and finding real work here at the SU.

# charitable expenditure

**18%**

**student advice &  
housing unit**

**18%**

**education, policy  
& engagement**

**24%**

**student societies,  
media and  
enterprise**

**19%**

**union  
house**

**21%**

**student  
leadership &  
campaigns**

2020

17



students  
transforming

uea students' union is a registered charity  
number 162866 company number 09664303

if you require this document in a different  
format email [union.info@uea.ac.uk](mailto:union.info@uea.ac.uk)

# paper

Subject:	<b>Charity Governance Code</b>
Produced by:	Jim Dickinson, Chief Executive
To:	Trustee Board
Date:	18 <sup>th</sup> September 2017
Action:	To discuss
Paper:	TB784
Status	Open
Purpose:	The voluntary sector has released a new Charity Governance Code with the approval of the Charity Commission

## Introduction

The voluntary sector steering group on Charity Governance has released a new Charity Governance Code. The updated version of the code sets out higher standards and urges larger charities to carry out external reviews every three years.

Other key recommendations include increasing diversity on boards, a limit of nine years for trustee terms unless a good reason is given, more oversight of subsidiaries and a stronger emphasis on the role of the chair.

## About the Code

The code is overseen by a steering group of charity umbrella bodies comprised of the Association of Chairs; Acevo; ICSA: The Governance Institute; NCVO; the Small Charities Coalition; and the Wales Council for Voluntary Action, and with an independent chair, Rosie Chapman (a former Director of Policy & Effectiveness at the Charity Commission)

Consultation on changes to the code, which was previously called the “Code of Good Governance”, began last year and received over 200 responses (including a number of Students’ Unions). Work on the code was funded by the Barrow Cabury Trust and the Clothworkers Foundation.

Interestingly, the Charity Commission (who have an observer on the Code’s steering group) has withdrawn its old “Hallmarks of an Effective Charity” guidance in favour of directing people to the new code.

The Code is divided into principles – it sets out a relevant principle, then explains how this principle should be complied with in practice. The relevant principles are: organisational purpose; leadership; integrity; decision-making, risk and control; board effectiveness; diversity; and openness and accountability.

## Apply or explain in our accounts

The Code adopts an “apply or explain” approach – in other words, charities should either apply the recommended practice set out in the Code, or explain why they have not followed a particular practice and explain what they have done instead. Charities are encouraged to publish a brief statement in their annual report explaining their use of the Code.

The new Code introduces a range of more stringent measures for trustees. Some of the key changes from the previous position include:

- An explicit statement that generally, trustees should not serve for terms of longer than 9 years (unless exceptional circumstances apply);
- A wider focus on ensuring that the board has the right mix of skills, knowledge and experience to deliver the charity’s purposes effectively, and an explicit statement that a board should typically consist of 5 – 12 individuals;
- A requirement that the board should review its own performance and that of individual trustees each year, with an external evaluation by a third party every 3 years;
- A greater focus on diversity, with the board taking part periodically in diversity training, and making a positive effort to remove obstacles to people being trustees. The board should see diversity as an integral part of its board reviews;
- A greater focus on openness and transparency;

- A greater role for the Chair to provide leadership to the board and take responsibility for ensuring that the board has appropriate priorities and structures in place; and
- An explicit requirement that trustees should consider the benefits and risks of partnership working, merger or dissolution if other organisations are fulfilling similar charitable purposes more effectively.

### **Students' Unions in limbo**

Its' publication, and the expectation that charities will use the code to publish "apply or explain" statements in their accounts, does leave SUs in some limbo when it comes to the assessment of SU Governance effectiveness.

Back in 2010 when I was working for NUS, we undertook a two year project to support the improvement of the governance of students' unions, with the view to building stronger relationships between students' unions (SUs) and higher education institutions (HEIs). This project was funded by the HEFCE; Leadership, Governance and Management Fund. One of its outputs was an adaption of the voluntary sector code on Governance with some language changes and an additional section on democracy. As such we were able to use and adopt a code that was well regarded within the sector but fundamentally based on a familiar code to the Charity Commission. A shorter version is also to be found within the QSU standard (although QSU encourages SUs to use the main code)

As well as the development of the new charity code, SUs have faced a number of charity regulation issues in recent years where bespoke (or at least explaining rather than applying) might be necessary:

- Continued controversy over regulation of external speakers
- Some difficulties around permissible political activity
- Reputation issues surrounding the political nature of sabbatical officers
- Tensions between political structures and corporate governance structures
- The levels of control exerted by the parent HEI

More broadly, the major difference between the old Charity Code/old NUS Code and the new Charity Code is a focus on the behaviour/performance of Trustees, rather than its structures or policies. The "Outcomes" section of each theme describes behaviours or understanding that should be being practiced/displayed by members. For example- 1.4.1 requires that "all trustees can explain the charity's public benefit". In the past we might previously have seen something about a Public Benefit statement being approved. This is a helpful change and focusses the mind when it comes to Board training and development.

However the major problems with the Charity Code are similar to those of its previous iteration- it is insufficiently mindful of what it means to be a democratic membership charity. Jim has written on these themes before- not least to point out the dominance of the "altruism" model of charity in the UK rather than "self help" traditions across Europe, and how that affects assumptions about Boards and Governance within the main umbrella Charity bodies like NCVO.

The results are (for example) that the code assumes that all "Governance" is done through a Charity's Board- whereas for us, frequently key Governance tasks related to the resolution of competing interests are carried out in separate democratic fora. For example- the section on diversity focusses on the Board's diversity, but for us Boards should be keen to drive diversity across our democratic and participation structures. It also tends to only view "leadership" in a Charity as being the Board (in its Governance role) and Managers (in their execution role). The role of political leadership- to the extent to which it appears- is the square peg wedged into the traditional charity round hole.

### **What can be done?**

In the O365 folder for this meeting will find the old voluntary sector code, the current NUS Code, and the new Code. You will also find a link to a short analysis comparing the new code to the old NUS Code for reference.

Given that the Commission has now withdrawn its hallmarks and is directing people to the new Code- and given that the Code expects Charities to "apply or explain" in their annual reports- I have argued that the smart thing for the student movement to do now would be to adapt the new code, encourage all of us to use it and then engage with both the Voluntary Sector umbrella bodies, the Charity Commission, and the HE Sector bodies involved with the 2010 NUS Code to seek broad approval.

This would allow SUs positively adopt a code suitable for our operating environment rather than have to "explain" where we differ. To this end along with the CEO of Manchester SU we have had a first stab at adapting the code for SU purposes and have invited feedback on the draft from colleagues.

In addition given the new expectation we take the view that we should develop a peer review system for HE SU Trustee Boards. The idea is that a trained CEO and Chair/President of an SU would visit our union, examine our self assessment against the code and conduct interviews every three years.

To discuss we have organised an informal gathering on August 30th held at Manchester SU to discuss the adapted code, the self assessment idea and engagement with HE/voluntary sector bodies. I will report further on how this meeting went at the meeting.

### **NUS Task and Finish Group**

NUS has announced the formation of a TAFG, the purpose of which is to consider current governance practices amongst NUS members and suggest a 'governance development offer' for members, indicating what NUS should deliver and develop, where it should work in partnership with other organisations and where members can collaborate with each other to drive excellence in governance.

This directly links to furthering objectives in NUS100 and is broader than, but will include, examining the new code of governance and its application for students' unions. We will be seeking representation from CUC, AHUA, AoC, NCVO, CC and OSCR to work alongside the TAFG and looking to other democratic membership charities in social change work to draw out learnings and good practice.

We are forming a small core task and finish team who will be leading on four areas of work, working with sector partners and colleagues across SUs:

- 1) Recommend to the charity board what the benchmark for good governance in SUs should be, taking into account an updated sector code, the QSU framework and conversations with university and college associations
- 2) Steer a research project to understand current governance practice in SUs comprising of a survey, focus groups and documentary analysis of QSU submissions to date. This will provide an evidence base on which the TAFG can make recommendations
- 3) Steer the delivery of a series of regional evening sessions with trustee boards (with an intention to involve lay trustees specifically, but open to all) to discuss an agreed benchmark, the support offer being designed through the TAFG and to generate interest in strengthening governance as a collective endeavour amongst lay trustees in particular
- 4) Work with sector partners and associations to design a governance support offer for SUs, including a sense of how we should measure and assess improvement, what NUS/unions/sector bodies should do and where we should work in partnership. This will go through the quality advisory group to the Charity Board to formally approve

The TAFG will conclude in March 2018, at which point, this work will be handed over to NUS governing bodies to ensure synergy and sustainability within QSU and NUS100 operational plans.



## Good Governance Review 2017

Subject:	Good Governance Review 2017
Produced by:	Tony Moore
To:	Trustee Board
Date:	July 2017
Action:	To note and consider recommendations
Paper:	GGR 2
Purpose:	Review and action

**Note:** The first Good Governance Review was submitted to Board in September 2014. A comprehensive assessment of our governance structures and performance was submitted as part of our QSU application in December 2015. A second Review was considered by the Board at the June 2016 meeting.

The present Review presents actions taken and rag-rates progress made between September 2014 and summer 2017

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## Executive Summary

A theme carried over from previous years comes through in several of the amber rag-ratings: the need, set out in the QSU and other guides to good practice, for the Board to develop another aspect of its role, other than its supervisory and regulatory duties: the setting of UEASU's strategic direction. No progress has been made in the commissioning of surveys or conversations or of strategic papers.

It may well be that the Board might view any further progress toward the QSU target as impossible given the Board's present structure; a discussion of this issue might prove of value to the Board.

The Board's accountability and its profile on campus are highlighted as themes for development; the Board might conclude that this could be an area of focus for staff support in the coming year.

Engagement with the local community, always difficult for a campus-based union, has again lagged behind exemplar SUs and this might be an area that the Board might consider taking a strategic initiative. The Board's ability to engage strategically with the local community may possibly be enhanced by the fact that the majority of External Trustees for 17-18 will be living and working in the local community.

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## Section 1: Democracy

The principle of 'Openness and Accountability' looks for students' unions to demonstrate that their decision making processes are transparent and that those responsible for making decisions are held to account. It also sets an expectation that students' unions are able to identify their key stakeholders and evidence how they ensure effective communication is achieved.

	Target	Score	Action Required/taken	Who	When
1.1	The students' union is established as a democratic organisation that fundamentally exists to represent the needs of its membership				
1.2	Robust and effective democratic structures and systems are in place to ensure that the students' union is led by its membership		SLR completed, recommendations accepted by Council, incorporated into Articles. Major changes: new Student Leadership Structure to be launched September 17 to 18. DPC relaunch relatively successful	TM	17-18
1.3	Fair and open cross-campus ballots are undertaken for all major office positions in line with the requirements of the 1994 Education Act				
1.4	Clear processes and procedures for democratic structures are in place. Rules and regulations are fair, the process is transparent and an elections appeals process is in place				
1.5	Democratic processes are scrutinised and an independent Returning Officer is appointed to oversee elections				

<b>1.6</b>	The students' union Board understands the make-up of the students' union membership, and seeks to establish what they want from their student union and uses this to inform all of its decisions		Regular briefings on ASS and Quality Conversations to Board; no progress on Board actively commissioning surveys/conversations	MC/JD	17-18
<b>1.7</b>	A range of opportunities exist for the entire membership to make meaningful contributions to decision making and the students' union strives to broaden the range of people who access these opportunities		Major expansion of leadership opportunities contained in the SLR		
<b>1.8</b>	There is a clear statement about how the students' union's governance, democracy and operations interrelate which is reviewed regularly				
<b>1.9</b>	There is a clear statement defining the decisions the Board is required to take and those where the membership can be empowered to decide				

## Section 2: Openness and Accountability

The principle of 'Openness and Accountability' looks for students' unions to demonstrate that their decision making processes are transparent and that those responsible for making decisions are held to account. It also sets an expectation that students' unions are able to identify their key stakeholders and evidence how they ensure effective communication is achieved.

	Target	Score	Action Required/taken		
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<b>2.1</b>	Governance systems are transparent and information is shared openly. Restrictions only apply due to legal or commercial considerations.				
<b>2.2</b>	Governance processes and structures are communicated in a range of formats and mediums which are accessible to all				
<b>2.3</b>	There is a clear statement of the eligibility criteria for membership, associated voting rights and how students can opt out of membership				
<b>2.4</b>	The membership is informed about how the students' union operates and how they can influence the undertakings of the Board		Wider use of Social media and better website information available but struggling to raise profile of the Board; possibility of active involvement by Trustees in building social media presence	MC/JD	17-18
<b>2.5</b>	The Board works strategically to anticipate the issues that will be of importance to future members and works to ensure that the students' union is positioned to respond		Periodic commissioning of strategic forecast papers from UUEAS staff and externally mooted in the past but has not happened, Board reactive not proactive	MC/JD	17-18
<b>2.6</b>	The Board is accountable to the membership and the membership is clear about how to uphold this accountability		Work being done by DPC on more user friendly reporting to Council	MC/TM	17-18
<b>2.7</b>	The students' union is financially accountable to their higher education institution, as their principal funder, and demonstrates strong financial performance and sound return on investment				

<b>2.8</b>	Key stakeholders have been identified including: membership, staff, higher education institution, local community, and there is a clear understanding of each party's stake in relation to the students' union		Progress on relationship with all stakeholders except with local community	MC/LC	17-18
<b>2.9</b>	A strategic communication plan is in place which identifies and addresses the particular needs of each stakeholder		Comprehensive strategy approved and being implemented	JD/LC	17-18
<b>2.10</b>	The students' union recognises the higher education institution as a key strategic partner and works to build and maintain strong working relationships with higher education institution representatives at all levels				
<b>2.11</b>	The students' union recognises and addresses its responsibilities to the local community and wider society, including community relations and environmental impact		Strategy to be designed with associated action points to address responsibilities	MC/JD	17-18
<b>2.12</b>	Procedures are in place to ensure that feedback and complaints are handled effectively and that learning points are captured and used to inform and improve future practice		Code of Conduct Annual Review comes to Board with recommendations that are actioned and reported		

### Section 3: Clarity about the role of the Board

This principle seeks to ensure that students' unions are able to demonstrate that the role of their Board of Trustees is clear. The Board is ultimately responsible for the governance of the students' union, therefore it is imperative that their role is

clearly defined and understood. Furthermore, Students' Unions that employ staff need to be clear about the Board's role in relation to the Senior Staff member and the wider staff team.

	<b>Target</b>	<b>Score</b>	<b>Action Required/taken</b>		
<b>3.1</b>	The students' union has an established Board of Trustees who are collectively and ultimately responsible for the governance of the students' union				
<b>3.2</b>	The Board has adopted a statement of principal responsibilities covering, as a minimum: 1. Democracy; 2. Strategic direction; 3. Organisational performance; 4. Financial performance; 5. Legal compliance; 6. Risk management; 7. Delegation; 8. Senior level staff management (where applicable)		Consolidated statement in Articles of Association		
<b>3.3</b>	Trustees are bound by an overriding duty, individually and as a Board, to act in the interests of the organisation and of its present and future members.				
<b>3.4</b>	Trustees recognise their particular responsibility for ensuring that the union is democratically run and work to empower the membership to take a lead role in directing the undertakings of the union		Closer cooperation between Board and relaunched DPC; possibility of one Trustee to lead on working with DPC	TM/MC	17-18
<b>3.5</b>	Trustees have a written statement detailing their role and responsibilities				
<b>3.6</b>	Trustees that are recruited through a selection process are expected to demonstrate that they are capable of undertaking the responsibilities associated with Trusteeship		Review and revamped recruitment process to be reported by AHRC to Board	TCM/MC	17-18

<b>3.7</b>	Potential candidates for elected positions which include Trusteeship are fully informed of and agree to accept the associated responsibilities prior to standing for election				
<b>3.8</b>	Trustees understand that their role is strategic and avoid inappropriate involvement in operational matters. Trustees who have a dual role, such as elected Officers, are able to clearly differentiate between the two roles and act accordingly				
<b>3.9</b>	The role of the Chair of the Board is designed to provide a key leadership role to the Board and to ensure that it functions effectively. This role is defined in writing		Role detailed in writing; specific training given		
<b>3.10</b>	The role of Vice-Chair is defined in writing and designed to provide assistance to the Chair		More detailed statement than that in Constitution to be drafted. Specific Deputy Chair Training	TM	17-18
<b>3.11</b>	The senior staff member provides an important link between the Board, the membership and other stakeholders, and ensures that the Board has access to the information that they require to make informed decisions				
<b>3.12</b>	The Board is responsible for the recruitment and selection of the senior staff member. The senior staff member's role has a clear job description and person specification which links to their performance management				
<b>3.13</b>	The Chair of the Board line manages the senior staff member, ensuring that they have appropriate supervision and opportunities for personal development, within a performance management framework		Chair receives support from External Trustee, 360 structure in place	MC/LH	17-18
<b>3.14</b>	A formal mechanism is in place for setting the remuneration of the senior staff member				
<b>3.15</b>	The Board recognises that the senior staff member is formally responsible for the performance of the staff team. A scheme of delegation is used to appropriately delegate decisions to staff,				



	who are held to account through the internal line management structure				
<b>3.16</b>	The Board recognises its responsibility for supporting the welfare and development of the students' union's staff team		Board receives regular reports on staff development, People Plan in place		
<b>3.17</b>	Succession planning takes place and leadership skills are developed so that it is possible for existing members of staff to apply to undertake key leadership positions in the future		Present ad hoc system to be replaced by clear strategy	JD?TCM	17-18

## Section 4: Effective Trustees and Board performance

Good Governance relies on high quality trustees who collectively operate as an efficient and effective Board. The compliance statements relating to 'Effective trustees and Board Performance' deal with the composition of the board, procedures for joining and leaving the Board, how the Board functions and reviewing Board performance.

	Target	Score	Action Required/taken		
<b>4.1</b>	Collectively the Board has a range of skills, experience and knowledge to enable it to govern effectively and efficiently in a students' union context				
<b>4.2</b>	The Board strives to reflect the diversity of the students' union's membership		Strategy to be developed: possibly to include gender balance. Significant ratio of international student on Board	TM/MC	17-18
<b>4.3</b>	No more than 50% of the Trustees are employed by the students' union. If the 50% mark is exceeded the students' union is able to				

	provide a written justification as to why this is in the interest of the students' union				
<b>4.4</b>	Procedures for joining and leaving the Board are clearly understood by all trustees and the membership is informed of the ways that trustees can be removed from their position		Better publicity for non-con procedures	TM/MC	17-18
<b>4.5</b>	A balance exists between continuity and Board renewal when setting the maximum period that each Trustee can serve on the Board				
<b>4.6</b>	Succession planning is in place to ensure the recruitment of new Trustees is timely and any transition runs smoothly				
<b>4.7</b>	Trustees are recruited in accordance with the students' union's governing documents and relevant legislation				
<b>4.8</b>	Processes are in place to ensure that candidates are not disqualified from Trusteeship. Incorporated students' unions must also check that they are not disqualified from becoming a Company Director		Checks in place; signed declarations from all new Trustees		
<b>4.9</b>	All trustees are given an induction which enables them to fully understand the terms of their appointment to the Board and the associated responsibilities, in accordance with their role description and the Students' Union's Code of Conduct		Terms and responsibilities included in draft training		
<b>4.10</b>	The importance of group dynamics is recognised by the Board and Trustees jointly agree and commit to a set of ground rules for their interactions		To be discussed at first meeting of academic year; ground rules to be formalised	MC/BG	17-18
<b>4.11</b>	The performance of the Board is reviewed annually		Low take-up of Trustee annual survey – look at easier user friendly ways to engage	MC/TM	17-18
<b>4.12</b>	A quorum is established and observed for the Board and committees and clear procedures are in place for voting, recording decisions and declaring business reserved		Clear statements of what has been decided during meetings are		

			issued; statement of definition of Reserved Business, quorum and voting in Articles		
<b>4.13</b>	The Board meets a minimum of four times per year, either in person or virtually aided by the use of electronic communication technology.				
<b>4.14</b>	Board papers are circulated well in advance and information is timely, well presented and in a format that supports the conduct of business		Trustees to be consulted on improving format of Board papers	MC/JD	17-18
<b>4.15</b>	The Board does not rely excessively or exclusively on one source of advice, and professional services are called upon when specialist information is required to inform important decisions				
<b>4.16</b>	The students' union's governing document includes the provision for collective decision making to take place in between scheduled meetings				
<b>4.17</b>	Staff time is assigned to servicing the Board to ensure that it functions effectively and efficiently				
<b>4.18</b>	Larger students' unions have a designated Clerk, who is appointed by the Board				

## Section 5: Delivering organisational purpose

Delivering Organisational Purpose is all about strategic development and demonstrable impact. Ensuring the SU has a clear vision for the future and a plan as to how this will be achieved. Furthermore, SUs need to be able to report on the impact that the work of their work has on its key stakeholders (as identified in accordance with 2.10). This principle also looks for the SU to demonstrate a commitment to continuous development and quality improvement.

Target	Score	Action Required/taken		
<b>5.1</b> The purpose for which the students' union exists as set out in the students' union's governing document remains relevant and reflects their charitable objects				
<b>5.2</b> The students' union has a clear strategic direction, led by the membership and true to the students' union's charitable objectives		Framework for membership- in place		
<b>5.3</b> A 3-5 year strategic plan is in place which provides a guide as to how the students' union will achieve its vision, mission and values and links to operational plans which are approved by the Trustees		Rolling strategic plan evolved from the IP in place and approved		
<b>5.4</b> Strategic review is undertaken regularly and consultation takes place to ensure that the students' union's strategic plan remains relevant to the needs of the organisation and its membership		timeline for review in place – incorporated into Cycle of Business		
<b>5.5</b> The students' union reports on the impact that its work has had on its key stakeholders		reports to Board and regular reports to stakeholders delivered		
<b>5.6</b> There is a commitment to continuous improvement and quality standards		embodied in plan and in measurable KPIs		
<b>5.7</b> Governance is reviewed regularly at least every 5 years to ensure that the structures, processes and systems in place are fit for purpose and enable the students' union to operate efficiently and effectively on behalf of its membership		Timeline for review in place		
<b>5.8</b> Staff time is assigned to engaging the membership and other stakeholders in the development of the students' union's strategic plan		Staff have dedicated time for consultations with members to feed in to plan		
<b>5.9</b> Performance management systems are in place throughout the students' union so all staff have performance targets that are linked to the students' union's strategic plan		Individual targets through regular appraisals linked to plan in place		
<b>5.10</b> The students' union invests in the professional development of its staff team and encourages a culture of continuous improvement.		In place as part of people People Plan		

## Section 6: Exercising Control

The principle of Exercising Control seeks to ensure that the SU complies with all legal and regulatory requirements. It also sets an expectation that the Board maintains an oversight of the operations of the organisation to ensure that it is performing effectively in line with the SU's strategy and is appropriately managing risks.

	Target	Score	Action Required/taken		
6.1	The students' union complies with the rules and regulations set out in its own governing documents		Regular reports on compliance made to Board		
6.2	The students' union complies with all relevant legislation examples of which include: data protection, equalities law, health and safety, employment law, charity law, company law (for incorporated students' unions) and licensing law (for students' unions that run bars)		Regular reports on compliance made to Board		
6.3	Equality and diversity is promoted throughout the students union and anti-discriminatory practice is applied		Promotion and practice in place formalisation of review process to be completed	MC/TCM	17-18
6.4	The Board reports to the higher education institution in line with the requirements laid out in the 1994 Education Act and any conditions attached to funding e.g. grant conditions				
6.5	The Board maintains an oversight of students' union's operations; internal reporting systems are in place to ensure Trustees are regularly informed of the students' union's performance against operational plans		Regular reporting to Board in place across the organisation		
6.6	Internal reporting includes financial, human resources, health and safety, estates management, and feedback and complaints		Reports systematised with clear destinations		

<b>6.7</b>	Where appropriate, sub-committees are set up focused on Audit, Risk, Remuneration, Nominations and Governance				
<b>6.8</b>	Active risk management processes are in place and a comprehensive risk register is maintained		Active risk management in place with clear feed in to Register; Board alerts as to new risks or changed status of risk		
<b>6.9</b>	The Board acts prudently and avoids taking action that might place the students' union, its members, staff (where applicable), volunteers, property, assets or the reputation of the students' union, at undue risk		Parameters for prudent action and agreed risk developed		
<b>6.10</b>	A system for delegation of authority is in place, formally approved by the Board and defined in writing				
<b>6.11</b>	The senior staff member regularly reports to the Board regarding the students' union's performance in relation to statements 6.01-6.08 of this Code of Practice. They flag issues of concern or anything that could lead to the students' union's failure to comply with their legal requirements				

## Section 7: Behaving with integrity

The 'Behaving with Integrity' principle sets out an expectation that Trustees of SUs adhere to high standards of conduct. Trustees should work in the interests of their SU and its membership at all times and must not seek personal gain. This principle includes an expectation that there are clear policies and procedures in place for Trustees need to adhere to with regards to declaring conflicts of interest and claiming expenses. SU's must also have clear procedures in place for removing trustees from their position if they fail to behave in accordance with the standards expected of them.

	<b>Target</b>	<b>Score</b>	<b>Action Required/taken</b>		
<b>7.1</b>	Trustees adhere to high standards of conduct, as a minimum, they comply with the 'Nolan Principles'				
<b>7.2</b>	Trustees act impartially, solely in the interests of the students' union on behalf of its current and future members				
<b>7.3</b>	Trustees are scrupulous to avoid any private benefits, whether financial or otherwise, except where benefits are ancillary to the interests of the students' union and permitted by law				
<b>7.4</b>	A conflicts of interest policy is in operation, which includes guidance on the receipt of gifts or hospitality. The policy requires Trustees to identify and promptly declare conflicts of interest as they arise and agreed procedures are in place detailing how declared conflicts of interest are subsequently managed		Register of Interests in place and publically available; guidance to be added on gifts and hospitality	TM/JD	17-18
<b>7.5</b>	Trustees are entitled to claim for reasonable expenses to be paid to ensure they are not out of pocket as a result of undertaking duties on behalf of the students' union. The students' union has a policy and procedures in place to support this				
<b>7.6</b>	Where Sabbatical Officers are paid, they are employed by the students' union in accordance with the 1994 Education Act. Paid sabbatical positions are subject to regulations enshrined in employment law. In accordance with compliance statement 4.03 of this Code of Practice, paid sabbaticals are calculated in the percentage of employed Trustees				
<b>7.7</b>	Employment of Trustees within the students' union is declared as a possible conflict of interest and Trustees are not involved in decisions relating to their employment status or their remuneration				
<b>7.8</b>	Safeguards are in place to ensure that a Trustee or former Trustee does not gain an 'inside track', or any unfair advantage		Safeguards to be devised and made public	TM/JD	

	because of their Trusteeship when applying for a paid position within the students' union				
<b>7.9</b>	Clear procedures are in place for the removal of a Trustee from their position, which are understood by the membership and reviewed regularly				
<b>7.10</b>	Procedures for removing Trustees who also hold a Sabbatical Office are congruent with the procedures for removing a person from their elected position				



## Students' Union Governance Code- DRAFT

### 1. Organisational purpose

#### Principle

The board is clear about the union's aims and ensures that these are being delivered effectively and sustainably.

#### Rationale

Students' Unions exist to fulfil their educational charitable purposes. Trustees have a responsibility to understand the environment in which the union is operating and to ensure the union and its elected officers are fulfilling these purposes as effectively as possible with the resources available. To do otherwise would be failing students and stakeholders. The board's core role is a focus on strategy, performance and assurance.

<b>Key outcomes</b>		
1.1 The board has a shared understanding of and commitment to the union's purposes and can articulate these clearly.		The board is beneficiary led and regularly reflects on the work and purpose of the Union, annually reviewing and updating the Union Purpose and ambitions statement. The link with the policy making body (Union Council) ensures that all stakeholders can articulate our core purposes.
1.2 The board can demonstrate that the union is effective in achieving its educational charitable purposes and agreed outcomes.		The board regularly reports to its major funder (The University of Manchester) and its regulator (The Charity Commission) on its activities and agreed outcomes through formal mechanisms.
<b>Recommended practice</b>		
<b>1.3 Determining Organisational Purpose</b>		
1.3.1 The board periodically reviews the organisation's educational charitable purposes, and the external environment in which it works, to make sure that the union, and its purposes, stay relevant and valid.		The charitable purposes of all Students' Unions have been agreed with the Charity Commission based on the principles of the 1994 Education Act. They are unlikely to change (or have any desire to). The board annually receives stakeholder research and approves an annual cycle of strategic analysis to inform the development of revisions to the strategy.
1.3.2 The board leads the development of, and agrees, a strategy that aims to achieve the organisation's educational charitable purposes and is clear about the desired outputs, outcomes and impacts.		There is a rolling 3 year strategy the framework for which is approved by the board and developed by the officers and staff executive of the Union. It is clear how strategic objectives link to our charitable purpose, and there is a range of performance indicators which are regularly revisited by the board.
1.3.3 The board ensures that support is established for the strategic planning of organisational goals (ie what the organisation will provide/deliver), and representational goals (what changes will be secured within the University or wider society)		The strategy explicitly includes goals which are directly managed by the Union and those that are the subject of representational and influencing work by the Union. Performance indicators are identified and monitored for each.
<b>1.4 Achieving the purpose</b>		
1.4.1 All trustees can explain the union's public benefit.		Training is in place for all three categories of trustees (sabbatical, student and external) which focuses on organisational purpose and the public benefit we have on our members. A compliance statement is made in the annual report from the trustees which sets out how the Union passes the public benefit test.
1.4.2 The board evaluates the union's outputs and impacts by measuring and assessing results, outputs and outcomes.		A KPI scorecard is presented to each meeting of the board which measures a range of results, outputs and outcomes. This links back to the strategy and historic performance can be tracked and future performance challenged should any exceptional or deficient performance occur. Further work needs to be undertaken on demonstrating long term impact on our beneficiaries.
<b>1.5 Analysing the external environment and planning for sustainability</b>		
1.5.1 The board regularly reviews the sustainability of its income sources and business models and their impact on achieving the purposes in the short, medium and longer term.		There are clear processes in place to work with the major funder to identify long term funding needs and processes that agree the funding settlements although more is to be done on securing long term grant funding agreements with the University. There is more work to do on developing suitable governance mechanisms for commercial activity to ensure business plans adequately reflect the ongoing needs of the Union.

1.5.2 Trustees regularly review the management of an assertive partnership with the University, working together on shared agendas, managing the grant funding relationship effectively, reducing unnecessary duplication and ensuring representational autonomy in the interests of the members		The board receives reports from the CoS on the relationship with UEA and its management sub committee reviews the ongoing relationship with the University on a weekly basis. A cycle of formal and informal meetings informs the partnership although there is more work to be done on developing a culture of partnership working around the University.
1.5.3 The board recognises its broader responsibilities towards the local community, stakeholders, the student movement, wider society and the environment, and acts on them in a manner consistent with the union's purposes, values and available resources.		In addition to being focused on our beneficiaries, we have a range of secondary beneficiaries in the local community through our ents programmes, charitable fundraising, Access and Widening Participation work. Through the new strategy, the board has approved a medium goal of a community partnership which will bring together our work in forming sustainable student communities and their place in Norwich as a whole.

## 2. Leadership

### Principle

Every union has an effective board that provides a type of strategic leadership in line with the union's aims and values.

### Rationale

Strong, effective and appropriate leadership from the board that is respectful of the political/democratic structures helps the organisation adopt an appropriate strategy for effectively delivering its aims. It also sets the tone for the union, including its vision, values and reputation.

<b>Key outcomes</b>		
2.1 The board, as a whole, and trustees individually, accept collective responsibility for ensuring that the union has a clear and relevant set of aims and an appropriate strategy for achieving them.		The board has a clear decision making schedule and decisions of the board are reached through consensus methods. The strategy was approved by the board and regularly receives updates on progress against the agreed plan.
2.2 The board agrees the union's vision, values and reputation and leads by example, requiring anyone representing the union reflects its values positively.		The student officer trustees are the elected embodiment of the Union's values and act as ambassadors for the work of the whole organisation. The board periodically re-visit the purpose and ambition statements as part of the strategic planning process.
2.3 The board makes sure that the union's values are reflected in all of its work, and that the ethos and culture of the organisation underpin the delivery of all activities.		This is made clear through the scheme of delegated authority, and tested through mechanisms such as staff appraisal, student and staff engagement surveys.
2.4 The board understands the difference between the leadership it provides (over strategy, infrastructure and performance) and that of the political/representation structures (over interests, student matters and political priorities/policies)		This is built into training and induction and a clear set of protocols govern any conflict between corporate governance and representational democracy.
<b>Recommended practice</b>		
<b>2.4 Leading the union</b>		
2.4.1 The board and individual trustees take collective responsibility for its decisions.		The board act using consensus decision making to ensure all members of the board are comfortable with the decisions made. Offline decisions are used rarely but require unanimous decisions to take effect.
2.4.2 The chair provides leadership to the board with prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive culture and has trustees and senior staff who are able to govern well and add value to the union.		A full time officer is the Chair of Trustees, and is closely supported by an external Vice Chair and the CoS of the organisation to discharge effective governance of the charity. There is an annual board appraisal which all members of the board can feed into which results in an action plan developed for the following year.
2.4.3 In the case of the most senior member of staff (e.g. CEO) the board makes sure that there are proper arrangements for their appointment, supervision, support, appraisal, remuneration and, if necessary, dismissal.		There is a clear performance framework in place for the CoS. This includes annual objective setting which is signed off by the the main board, a 360 degree appraisal and regular meetings with the Chair and Vice Chair. There is work to do on providing the Chair with specific training and support through external assns.

2.4.4 The board's functions are formally recorded. There are role descriptions defining responsibilities for all trustees that differentiate clearly those of the chair and other officer positions and outline how these roles relate to staff.		All board meetings are formally recorded and public minutes are made available online for member/public scrutiny. There are role descriptions in place for each category of trustees and a clear scheme of delegation between the board, the senior staff and through the line management structure.
2.4.5 Where the board has agreed to establish a formally constituted subsidiary organisation/s, it is clear about the rationale, benefits and risks of these arrangements. The formal relationship between the parent union and each of its subsidiaries is clearly recorded and the parent reviews, at appropriate intervals, whether these arrangements continue to best serve the organisation's charitable purposes.		The Union has two subsidiary entities which each have separate Articles of Association and boards of directors. These all link to the main trustee board, who provide clear terms of reference for these activities. All financial activities are consolidated into budgets and management accounts for scrutiny by the main board to maintain ownership. The commercial governance needs further examination to join all activities together and ensure expert membership to provide sufficient challenge to senior staff.
<b>2.5 Leading by example</b>		
2.5.1 The board agrees the values, consistent with the union's purpose, that it wishes to promote and makes sure that these values underpin all its decisions and the union's activities (see also Principle 1).		The board agreed and re-approved the values of the Union as part of the strategic planning process. They are revisited as a matter of course when proposals are presented to the board. The value statements also form part of the training for new trustees.
2.5.2 The board recognises, respects and welcomes diverse, different and, at times, conflicting trustee views.		Whilst the board recognises and welcomes a variety of views and conflicts from amongst its number, there is still a danger of groupthink due to the imbalance of remunerated trustees against other constituencies. Whilst we have specific dispensation for this, it remains a risk to be monitored.
2.5.3 The board provides oversight and direction to the union and support and constructive challenge to the organisation, its staff and, in particular, the most senior member of staff.		The board has a clear cycle of business which is reflective of the work of the organisation. The board provides sufficient scrutiny of the work of senior staff who provide updates against plans on a regular basis.
2.5.4 The board, through its relationship with the senior member of staff, creates the conditions in which the union's staff are confident and enabled to provide the information, advice and feedback necessary to the board.		The reporting mechanisms of the CoS are now well defined and a regular and important part of the board's discussion and reflection. Other senior managers and key heads are invited to the board as a matter of course on an agreed cycle and they provide specific reports and access to expertise rather than using the CoS as a funnel for all elements of the organisation's work.
<b>2.6 Commitment</b>		
2.6.1 All trustees give sufficient time to the union to carry out their responsibilities effectively. This includes preparing for meetings and sitting on board committees and other governance bodies where needed. The expected time commitment is made clear to trustees before nomination or appointment and again on acceptance of nomination or appointment.		Each trustee, board and committee has clear terms of reference which details time commitment, regularity of meetings, cycles of business are set at least 12 months in advance. It has been difficult to ensure quoracy of sub-committees, and therefore additional expertise and e-meetings to address this. Attendance at meetings is recorded and published as part of an accountability mechanism to our membership
2.6.2 Where individual board members are also involved in operational activities they are clear about the capacity in which they are acting at any given time and understand what they are and are not authorised to do and to whom they report.		It has been difficult to separate the work of the sabbatical officers with that of being a trustee. There is a clear register of interests on which all members are listed, but there is a real potential for groupthink by remunerated trustees which needs monitoring through the risk register process.

### 3. Integrity

#### Principle

The board acts with integrity, adopting values and creating a culture which helps achieve the organisation's educational charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.

#### Rationale

Trustees, and the board members collectively, have the legal controlling responsibility for the union's funds and assets, including its reputation. Trustees should maintain the respect of members, other stakeholders and the public by behaving with integrity, even where difficult or unpopular decisions are required. Not doing this risks bringing the union and its work into disrepute.

<b>Key outcomes</b>		
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3.1 The board acts in the best interests of the union and its beneficiaries. The Board understands the constituencies of the elected members and actively balances these with the interests of the union as a corporate bodies.		There is a clear register of interests which is published online for membership and public scrutiny. Conflicts are revisited in every meeting of the board and sub-committees. There is an established 'joint-governance' methodology for political and budgetary matters with the Union Council. Both bodies have to ratify changes to constitutional clauses and by-laws.
3.2 The board safeguards and promotes the union's reputation and, by extension, promotes public confidence in the wider sector.		The board often discusses highly sensitive matters in relation to reputation with regard to political campaigning activity. There is no formal reputation management strategy at the present time.
3.3 Members of the board and those working in or representing the organisation are seen to be acting with integrity, and in line with the values of the union.		The trustee induction training covers ethical standards such as the Nolan Principles of Public Life. A set of behavioural standards have been established and adopted by all who work in the Union. This is tested during the board appraisal and through the annual performance framework for all staff.
3.4 The Board is careful not to undermine the decisions of elected representatives made in other bodies and is only able to overrule on the basis of legal or financial risk in accordance with a procedure that features external advice		A defined overrule clause setting out criteria and procedures is in place if the Board needs to "step in". Proactive policies and staff support seek to avoid scenarios, with a focus on enabling rather than restricting officers and reps in their goals.
<b>Recommended practice</b>		
<b>3.4 Maintaining the union's reputation</b>		
3.4.1 Trustees adopt and adhere to a suitable code of conduct that sets out expected standards of probity and behaviour.		There is a clear Code of Conduct, which all members of the board are made aware of. The code is reviewed and updated by the board on an annual basis. Complaints may be raised under the Code by any member of the Union.
3.4.2 The board considers how the union is perceived by members, the general public, and organisations involved with the union. It makes sure that the union operates responsibly and ethically, in line with its own aims and values.		The Union regularly undertakes membership satisfaction research and the relationship and reputation with members is a KPI which the board monitor. A similar exercise is carried out annually with stakeholders.
3.4.3 The board ensures that the union follows the law and regularly reviews compliance with the Education Act 1994 and Charity Law. It also considers adherence to non-binding rules, codes and standards, for example relevant regulatory guidance, the 'Nolan Principles' and other initiatives that promote confidence in charities.		The board, the Finance committee and the HR Committee regularly receive reports relating to legal compliance matters. These include financial, risk, health and safety, employment, regulatory. In addition, the Union has participated in a number of quality marks, including Quality Students' Unions.
3.4.4 The board adopts and monitors activity against a framework for the undertaking of political activity that ensures that students' political educational development is secured within Charity Law		A framework setting out parameters is agreed and reviewed annually. Senior staff and officers are trained in ensuring compliance.
3.4.5 The board adopts and monitors activity against a policy on the regulation of external speakers that seeks to promote both freedom of speech and freedom from harm		A framework setting out procedures for external speaker bookings is agreed and reviewed annually. Senior staff and officers are trained in ensuring compliance and the policy interacts effectively with the University duty under the 1986 Education Act.
<b>3.5 Identifying, dealing with and recording conflicts of interest/loyalty</b>		
3.5.1 The board understands how real and perceived conflicts of interests and conflicts of loyalty can affect a union's performance and reputation.		The board discusses conflict of interest takes action when discussions highlight these. Wider reputation management relating to political activity needs further work.
3.5.2 Trustees disclose any actual or potential conflicts to the board and deal with these in line with the union's governing document, and a regularly reviewed conflicts of interest policy.		There is a conflicts of interest policy in place which governs the management of a register of interests. This is held and publicised to members and the public. There is a regular standing item on all board and sub-committee agendas which discuss new and emerging conflicts so as to record when discussions have taken place.
3.5.3 Registers of interests, hospitality and gifts are kept and made available to stakeholders in line with the union's agreed policy on disclosure.		This is in place for all trustees and available online. The CoS also discloses any hospitality or gifts received as part of their regular report to the board.

3.5.4 Trustees keep their independence and tell the board if they feel influenced by any interest or may be perceived as being influenced or to having a conflict.		Whilst the register of interests covers this, it is clear that a majority of the trustees have elected portfolios of work which influence their judgement in acting as trustees. We have built additional training for sabbatical trustees to help them demonstrate sufficient independence from the organisation when making decisions in a board context. This is a key challenge for all democratic membership charities.
3.5.5 Trustees are entitled to claim for reasonable expenses to be paid to ensure they are not out of pocket as a result of undertaking duties on behalf of the union. The union has a policy and procedures in place to support this		A policy is in place.
3.5.6 Where Sabbatical Officers are paid, they are employed by the students' union in accordance with the 1994 Education Act. Paid sabbatical positions are subject to regulations enshrined in employment law. In accordance with compliance statement 4.03 of this Code of Practice, paid sabbaticals are calculated in the percentage of employed Trustees		The constitution is compliant. Five elected full time officers are paid.

#### 4. Decision making, risk and control

##### Principle

The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored.

##### Rationale

The board is legally responsible for the decisions and actions of the union but it cannot and should not do everything. The board may be required by statute or the union's governing document to make certain decisions but, beyond this, it needs to decide which other matters it will make decisions about and which it can and will delegate.

Trustees delegate authority but not legal responsibility, so the board needs to implement suitable financial and related controls and reporting arrangements to make sure it oversees these delegated matters. Trustees must also identify and assess risks and opportunities for the organisation and decide how best to deal with them, including assessing whether they are manageable or worth taking.

Key outcomes		
4.1 The board is clear that its main focus is on strategy, performance, assurance and infrastructure- rather than operational or political matters, and reflects this in its governing documents and in what it delegates.		There are clear cycles of business in place for all boards and sub-committees which ensure focus on conformance and performance matters. There is an agreed delegation of authority document, which is annually revisited to ensure sufficient authority is given through the CoS to the staff team.
4.2 The board has a sound decision-making and monitoring framework which helps the organisation deliver its educational charitable purposes. It is aware of the range of financial and non-financial risks it needs to monitor and manage.		The scheme of delegation is the enabler to ensure this can take place, with regular reporting on the use of those delegated powers through reports by the CoS and other SMT. The Board reviews the detailed risk register which is managed by the staff team. The board receives detailed financial and non-financial documents to enable it to make sound decisions.
4.3 The board promotes a culture of sound management of resources but also understands that being over-cautious and risk averse can itself be a risk and hinder innovation.		Work is currently being undertaken to develop a risk appetite model for the board. Currently, these are managed through a reporting framework rather than through an overarching risk framework.
4.4 Where aspects of the union's role are delegated to committees, staff, volunteers or contractors, the board keeps responsibility and oversight.		The scheme of delegation supports this work, and it is clear through terms of reference for all boards and committees that the Trustee Board has ultimate responsibility for the work of the Union. The CoS and SMT provide regular reports on their exercise of delegations.
4.5 Where aspects of the union's role are constitutionally assigned to political bodies or actors, the board keeps open lines of communication, is careful not to overstep its role and acts to provide support and infrastructure to those bodies/actors		The scheme of delegation supports this principle and conflicts are actively managed through the management sub committee.

<b>Recommended practice</b>		
<b>4.5 Delegation and control</b>		
4.5.1 The board regularly reviews which matters are reserved to the board, which are the role of elected/political bodies and which can be delegated. It collectively exercises powers of delegation to senior managers, committees or individual trustees, staff or volunteers.		The scheme of delegation is a standing item on the first board meeting of each year whereby the delegations are reviewed and endorsed for the year ahead. Further work has been undertaken as we have improved the lower management function so there is clear line of sight from delivery staff to board level on the type of acceptable decisions.
4.5.2 The board describes this framework in a document which provides sufficient detail and clear boundaries so that the delegations can be clearly understood and carried out. Systems are in place to monitor and oversee how delegations are exercised and how political bodies or actors are supported.		This is in place and revisiting annually to ensure the Board and Senior Managers are familiar with the extent of delegations. Reports are made to the board on the use of delegations without hindering the efficient running of the organisation.
4.5.3 The board makes sure that its committees have suitable terms of reference and membership and that: <ul style="list-style-type: none"> <li>the terms of reference are reviewed regularly</li> <li>the committee membership is refreshed regularly and does not rely too much on particular people.</li> </ul>		There are clear terms of reference for each of the sub-committees which report to the main board. However, it is clear that the membership of these bodies needs a fundamental review as a number of meetings have been inquorate over the last couple of years. This has led to inappropriate business being dealt with directly by the board, which has taken up valuable time. Additional external members may be needed to bring stability to these bodies.
4.5.4 Where a union uses third party suppliers or services – for example for data management or consultancy – the board assures itself that this work is carried out in the interests of the union and in line with its values and the agreement between the union and supplier. The board makes sure that such agreements are regularly reviewed so that they remain appropriate.		Most functions of the charity are carried out internally, with the exception of: <ul style="list-style-type: none"> <li>Cleaning (University)</li> <li>Estate Management (University)</li> <li>IT (University)</li> <li>Venue Support (VMS Live)</li> </ul> Each of these has a supporting schedule to the University/Union MoU which is overseen by the CoS. An overarching Memorandum of Understanding has been developed with the University to govern a number of these agreements.
4.5.5 The board regularly reviews the union's governance policies and procedures to ensure that they continue to support, and are adequate for, the delivery of the union's aims. This includes policies and procedures dealing with board strategies, functions and responsibilities, finances (including reserves), service or quality standards, good employment practices, and encouraging and using volunteers, as well as key areas of activity such as managing the relationship with the University and data protection.		There is a rolling programme of renew and review for all organisational policies. Detailed scrutiny of these occurs in the sub-committees, with final sign-off by the board. There is also a double-lock placed on amending constitutional clauses between the board and Union Council. There is a clear reserve although other financial policies need further work.
<b>4.6 Managing and monitoring organisational performance</b>		
Working with senior management, the board ensures that operational plans and budgets are in line with the union's purposes, agreed strategic aims and available resources.		The overall strategy has been agreed by the board, and all operating plans, budgets and annual KPIs are approved and monitored at each meeting of the board. The CoS and SMT provide regular progress reports to the board, with additional papers developed if requested.
4.6.1 The board regularly monitors performance using a consistent framework and checks performance against delivery of the union's strategic aims, operational plans and budgets. It has structures in place to hold staff to account and support them in meeting these goals.		The strategic framework provides the overall method to undertake this, with research commissioned to measure progress, satisfaction and impact. The CoS provides overall reporting against plan and KPIs to each meeting of the board.
4.6.2 The board agrees with senior management what information is needed to assess delivery against agreed plans, outcomes and timescales. Information should be timely, relevant, accurate and provided in an easy to understand format.		This has improved over the last year. Papers are developed in advance against the cycle of business and actions from the previous meeting. There is a clear style of papers, with complex issues being summarised at the beginning of each document. Feedback from the board is sought on the level of detail required to enable sufficient decision making.
4.6.3 The board regularly considers information from other similar organisations to compare or benchmark the organisation's performance.		An area for development here. The board receives information from the University, NUS and other sector bodies when available, but this could be more proactive and follow an annual cycle of benchmarking. Currently this is limited to student satisfaction, staff engagement, funding and participation.
<b>4.7 Actively managing risks</b>		

4.7.1 The board retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks.		The board review the full risk register on an annual basis and receives updates at each meeting.
4.7.2 The board regularly reviews the union's specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately.		Mitigation plans are developed for each significant and cumulative risk as per the risk register. Work is being undertaken to develop the full risk appetite over the next year.
4.7.3 The board puts in place and regularly reviews the union's process for identifying, prioritising, escalating and managing risks and, where applicable, the union's system of internal controls to manage these risks. The board reviews the effectiveness of the union's approach to risk at least every year.		This is in place, but further work needs to be undertaken to develop a rolling programme of internal audit which focuses across the whole organisation and not just the financial functions.
4.7.4 The board describes the union's approach to risk in its annual report and in line with regulatory requirements.		The board develop a risk statement and highlight the significant risks facing the Union as part of the annual reporting process in the audited accounts. This is part of the public record through our regulator (The Charity Commission).
<b>4.8 Appointing auditors and audits</b>		
4.8.1 The board agrees and oversees an effective process for appointing and reviewing auditors, taking advice from an audit committee if one exists.		The audit cycle is coming to an end in XXXX, there will be a new tender process enacted for internal and external auditors with full trustee involvement.
4.8.2 Where the union has an audit committee, its chair has recent and relevant financial experience and the committee includes at least two trustees.		N/A
4.8.3 The board, or audit committee, has the opportunity to meet the auditors without paid staff present at least once a year.		This is in place following the audit process. The audit partner attends the board as a matter of course and has the opportunity to do this in closed session from paid staff if it wishes.
4.8.4 Arrangements are in place for a body, such as the audit committee, to consider concerns raised in confidence about alleged improprieties, misconduct or wrongdoing. This includes concerns raised by 'whistle blowing'. Arrangements are also in place for appropriate and independent investigation and follow-up action.		There are whistle blowing procedures in place which are the property of the board. In addition, MoU sets out that the CoS has a 'dotted-line' relationship with the Registrar of the University in key challenging circumstances.

## 5. Board effectiveness

### Principle

The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.

### Rationale

The board has a key impact on whether a union thrives. The tone the board sets through its leadership, behaviour, culture and overall performance is important to the union's success. It is important to have a rigorous approach to trustee election, recruitment, performance and development, and to the board's conduct. In an effective team, board members feel it is safe to suggest, question and challenge ideas and address, rather than avoid, difficult topics.

<b>Key outcomes</b>		
5.1 The board's culture, behaviours and processes help it to be effective; this includes accepting and resolving challenges or different views.		The annual appraisal process for the board allows for members to feed back in confidence on relationships, culture and challenge. Action plans are developed to ensure continuous improvement can occur.
5.2 All trustees have appropriate skills and knowledge of the union and can give enough time to be effective in their role.		A skills audit of the board and sub-committees is routinely conducted and allows the Union to identify weaknesses. Further work is being progressed to enhance our commercial governance and should be developed to test competence and understanding.
5.3 The chair enables the board to work as an effective team by developing strong working relationships between members of the		The regular turnover of the chair can make this a challenge. However, additional training has been put in place for the chair to be effective and is supported by an experienced Vice-Chair.

board and creates a culture where differences are aired and resolved.		
5.4 The board takes decisions collectively and confidently. Once decisions are made the board unites behind them and accepts them as binding.		All resolutions of the board are made using consensus techniques, or unanimity should the decision be made outside of the meeting schedule. All resolutions are made available to members and the public. The sabbatical trustees are also held to account through a scrutiny committee. Controversial decisions have been made and tested by the board to ensure collective responsibility can be maintained. However, this is a risk to be acknowledged and managed each year.
<b>Recommended practice</b>		
<b>5.5 Working as an effective team</b>		
5.5.1 The board meets as often as it needs to be effective.		The board meets four times a year, with at least one of those meetings extended for longer strategic discussions.
5.5.2 The Board plans the board's programme of work and its meetings, making sure trustees have the necessary information, time and space to explore key issues and reach well-considered decisions, so that board time is well-used.		There is a clear cycle of business which is driven by the annual programme of organisational work, which all board members have the opportunity to feed into and shape. Extended discussions are reserved for items of business with the most impact (strategy, future financial planning). Use has been made of external actors to present issues to the board.
5.5.3 The board's chair and vice chair are a mixture of elected officer and lay member		The bye laws are compliant.
5.5.4 The board regularly discusses its effectiveness and its ability to work together as a team, including individuals' motivations and expectations about behaviours. Trustees take time to understand each other's motivations to build trust within the board and the chair asks for feedback on how to create an environment where trustees can constructively challenge each other.		This has only been achieved through the annual board appraisal process. Further time is being built into the annual trustee induction event to understand this further. The annual turnover of 4/5ths of the board makes establishing behavioural norms difficult.
5.5.5 Where significant differences of opinion arise, trustees take time to consider the range of perspectives and explore alternative outcomes, respecting alternative views and the value of compromise in board discussions.		This needs further discussion at the board. Whilst we undertake conflict training with the sabbatical trustees from time to time, this needs expanding to the board. In many cases, options have been developed earlier in the process and the board are being asked for final decisions. Formative discussions need to be improved, as with the budget process and the range of options being presented.
5.5.6 The board collectively receives specialist in-house or external governance advice and support. The board can access independent professional advice, such as legal or financial advice, at the union's expense if needed for the board to discharge its duties.		The Democracy & Governance Coordinator acts as the company secretary and governance expert for the organisation. This is supplemented by the CoS who has expertise. There have been a number of occasions where the board has commissioned independent legal advice at the expense of the Union, and this is made available for decisions with financial or legal impact.
5.5.7 The board tries to avoid "fait accompli" decision making- being careful to try to avoid Trustees in the formative and creative stages of a proposal or paper (either in meetings or informally) rather than just summative approval stages		The strategic cycle sets out that the Board attempts to avoid "fait accompli" decision making through a cycle of consulting at a meeting and finalising a paper or strategy at the next. More work is required to embed.
5.5.8 The board regularly undertakes/hosts discussions that are creative/informal in nature and experiments with facilitation methods to ensure full participation from all members		This has tended to be an annual process and there is more scope to develop practice here.
5.5.9 Board papers are circulated well in advance and information is timely, well presented and in a format that supports the conduct of business. Electronic tools for distribution and communication are regularly evaluated and implemented.		Board papers are distributed on time at least 7 days ahead of a meeting and the Board is supported by an e-governance site that hosts papers and resources.
5.5.10 Board members are involved in formative/scrutiny tasks between meetings and are able to report back/feed in as appropriately		Outside of sub committees and occasional working groups little is done in this area and should be developed.
<b>5.6 Reviewing the board's composition</b>		



5.6.1 The board's structure has, and regularly considers, the mix of democratic legitimacy, skills, knowledge and experience it needs to govern the union's purposes effectively. It reflects this mix in its lay trustee appointments, balancing the need for continuity with the need to refresh the board.		The Union focuses on recruiting specific skills and experiences within the roles it can (external trustees, committee members etc.) A majority of the board is elected through the annual sabbatical elections and much effort is made in training the officers to enable them to thrive in their trustee roles.
5.6.2 The board is big enough that the union's work can be carried out and changes to the board's composition can be managed without too much disruption. A board of at least five but no more than twelve trustees is typically considered good practice, including at least four lay members.		The board as constituted is compliant.
<b>5.7 Overseeing lay appointments</b>		
5.7.1 There is a formal, rigorous and transparent procedure to appoint lay trustees to the board, which includes advertising vacancies widely.		The HR sub committee has tended to use collective advertising opportunities to enhance practice in this area.
5.7.2 The search for new lay trustees is carried out, and appointments or nominations for election are made, on merit against objective criteria and considering the benefits of diversity on the board. Regular skills audits inform the search process.		This process has tended toward the chaotic in the past and should be reviewed by the HR committee.
5.7.3 The union considers using a nominations committee to lead the board-appointment process and to make recommendations to the board.		The HR committee also acts as the nominations committee for the organisation.
5.7.4 Lay trustees are appointed for an agreed length of time, subject to any applicable constitutional or statutory provisions. If a trustee has served for more than nine years, their reappointment is: <ul style="list-style-type: none"> <li>• subject to a particularly rigorous review and takes into account the need for progressive refreshing of the board</li> <li>• explained in the trustees' annual report.</li> </ul>		We are compliant in this area. Trustees serve for a term of two years which can be extended by a further two years.
<b>5.8 Developing the board</b>		
5.8.1 Trustees receive an appropriately resourced induction when they join the board. This includes meetings with senior management and covers all areas of the union's work. Trustees are given the opportunity to have ongoing learning and development.		The trustees receive training and induction process on an annual basis: <ul style="list-style-type: none"> <li>• Sabbatical training session for new officers to understand the role of a trustee</li> <li>• Joint session with the whole board which is externally facilitated to explore working together and governance techniques</li> <li>• Strategic briefings from senior managers which allow for more quality debate and discussion over topics.</li> </ul> In addition trustees meet with senior staff on an individual basis.
5.8.2 The board reviews its own performance and that of individual trustees, including the chair. This happens every year, with an external evaluation every three years. Such evaluation typically considers the board's balance of skills, experience and knowledge, its diversity in the widest sense, how the board works together and other factors relevant to its effectiveness.		There is an annual review undertaken internally with recommendations being made to change elements of the governance which aren't working or need improvement. No external evaluation currently occurs.
5.8.3 The board explains how the union reviews or evaluates the board in the governance statement in the trustees' annual report.		There is a statement which is included within the annual report to the audited accounts.

## 6. Diversity

### Principle

The board's approach to diversity supports its effectiveness, leadership and decision making.

## Rationale

Diversity, in the widest sense, is essential for boards to stay informed and responsive and to navigate the fast-paced and complex changes facing the SU sector. Boards whose trustees have different backgrounds and experience are more likely to encourage debate and to make better decisions.

The term 'diversity' includes the nine protected characteristics of the Equality Act 2010 as well as different backgrounds, life experiences, career paths and diversity of thought. Boards should try to recruit people who think in different ways, as well as those who have different backgrounds.

<b>Key outcomes</b>		
6.1 The board is more effective if it includes a variety of perspectives, experiences and skills.		The Union undertakes regular diversity monitoring. More consideration should be given on external input to sub committees,
6.2 The board ensures that the union follows principles of equality and diversity, going beyond the legal minimum where appropriate.		The Union places Liberation and Diversity as a core value and underpins all its work. The board is fully compliant with the Union's duties under the 2010 Equality Act.
<b>Recommended practice</b>		
<b>6.3 Encouraging inclusive and accessible participation</b>		
6.3.1 The board periodically takes part in training and/or reflection about diversity and understands its responsibilities in this area.		The board regularly receives reports and statistics examining the participation data of diverse groups in the membership of the Union. The board would benefit from formal training in this area.
6.3.2 The board makes a positive effort to remove, reduce or prevent obstacles to people being trustees, allocating budgets, where necessary, to achieve this within the union's available resources. This could include looking at: <ul style="list-style-type: none"> <li>the time, location and frequency of meetings</li> <li>how papers and information are presented to the board, for example using digital technology</li> <li>offering communications in formats such as audio and Braille</li> <li>paying reasonable expenses</li> <li>where and how lay trustee vacancies are publicised and the recruitment process.</li> </ul>		Although there is clearly more to do in this area, the following have been put in place to ensure obstacles to participation are removed: <ul style="list-style-type: none"> <li>We have worked with trustees to understand the best time of day for meetings, and this is published at least a year in advance so everyone is clear on the commitment required.</li> <li>Video conferencing enables those who aren't able to travel to meetings to participate. Interviews for trustee and committee roles have been held using this method as well.</li> <li>Papers are circulated electronically at least 7 days in advance of meetings, or by physical copy should that be required. Should any member request them, papers can be made available in different formats.</li> <li>All expenses are reimbursed for meetings and other trustee related business.</li> <li>We have used a range of channels to advertise vacancies on the board and sub-committees. The applicant pool has diversified as a result. Interviews can be held flexibly to maximise volunteers' time.</li> </ul>
6.3.3 The chair regularly asks for feedback on how meetings can be made more accessible and how to create an environment where trustees can constructively challenge each other and all voices are equally heard.		There will be board reflection time built into each meeting of the board where the chair asks for feedback on the meeting or any item of business being discussed.
<b>6.4 Recruiting diverse lay trustees</b>		
6.4.1 The board regularly carries out an audit of skills, experience and diversity of background of its lay members to find imbalances and gaps and inform trustee recruitment and training.		An regular skills and diversity audit is carried out, with the resulting report being considered by the HR Committee to inform recruitment of new members..
6.4.2 The board sees diversity, in all its forms, as an integral part of its regular board reviews. The board recognises the value of a diverse board and has suitable diversity objectives.		Diversity & Liberation is a core value of the Union, and is reflected through a range of strategic objectives built throughout the plan which will challenge underperformance in a range of business areas.
6.4.3 When deciding how to recruit lay trustees, the board thinks about how best to attract a diverse pool of candidates. It tries to achieve diversity in any trustee appointment panels.		Whilst some initial work has taken place, further research needs to be undertaken as to accessing better candidate diversity. All recruitment panels suitably reflect the diversity of the board and the Union.
<b>6.5 Monitoring and reporting on diversity</b>		
6.5.1 Trustees ensure that there are plans in place to monitor and achieve the board's diversity objectives.		There are underlying plans for diversity work included in the Union's strategy. A separate liberation & diversity strategy is developed by an internal working group to complement this work.

6.5.2 The board publishes an annual description of what it has done to address the diversity of the board and the union's leadership and its performance against its diversity objectives, with an explanation where they have not been met.		This forms part of the annual report to the audited accounts. This is a matter of public record through our regulator (The Charity Commission)
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## 7. Openness and accountability

### Principle

The board sets an example for the organisation in being transparent and accountable. The union is open in its work, unless there is good reason for it not to be.

### Rationale

The public's trust that a union is delivering public benefit is fundamental to its reputation and success, and by extension, the success of the wider SU sector. Making accountability real, through genuine and open two-way communication that celebrates successes and demonstrates willingness to learn from mistakes, helps to build this trust and confidence and earn legitimacy.

<b>Key outcomes</b>		
7.1 The organisation's work and impact are appreciated by all its stakeholders.		The Union delivers regular reports to the principal funder (The University) through the Union-University Registrar meetings which are also reported to the Board of Governors. This is supplemented by an annual report and financial scrutiny as per our Code of Practice under s22 of the 1994 Education Act. Further work needs to be undertaken on developing impact reports which resonate with our student members. Annual satisfaction research is conducted to help measure students' perceptions of the Union.
7.2 The board ensures that the union's performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the board. Trustees make sure that the union collaborates with stakeholders to promote ethical conduct.		Everything the Union does is in partnership and collaboration with the University.
7.3 The union takes seriously its responsibility for building public trust and confidence in its work.		Whilst this is true, there is still a lot of work needed on a wider reputation management strategy and engagement plan for other stakeholders.
<b>Recommended practice</b>		
<b>7.5 Communicating and consulting effectively with the University/wider stakeholders</b>		
7.5.1 The board identifies the key stakeholders with an interest in the union's work. These might include university staff, volunteers, suppliers, local communities and others.		Data on participation and usage by beneficiaries and external customers is provided to the board on a regular basis. The principal external stakeholder is the University, and this relationship is managed by the Union-University Registrar meeting
7.5.2 The board makes sure that there is a strategy for regular and effective communication with these stakeholders about the union's purposes, values, work and achievements, including information that enables them to measure the union's success in achieving its purposes.		A new Communications strategy is being developed which will take into account the needs of all internal and external stakeholders.
7.5.3 As part of this strategy, the board thinks about how best to communicate how the union is led and governed, who the reps or trustees are and the decisions they make.		There is an area on the Union website which profiles the overall governance structure, meeting content, trustee profiles and opportunity profiles for new members:
7.5.4 The board ensures that the University/wider stakeholders have an opportunity to hold the board to account through agreed processes and routes, for example question and answer sessions.		A majority of the board are held to account by the Union Council and scrutiny committees on a regular basis throughout the year. All trustees can be removed by referendum of the members or Union Council.
7.5.5 The board makes sure there is suitable consultation with the University/wider stakeholders about significant changes to the union's services or policies.		Student consultation is built into all activities of the Union, and regular research helps support a change in strategic focus or entry into new areas. As part of the Block Grant negotiations, the University can feed into activities they will fund as part of the settlement.
<b>7.6 Developing a culture of openness within the union</b>		

7.6.1 The board gets regular reports on the positive and negative feedback and complaints given to the union. It demonstrates that it learns from mistakes and errors and uses this learning to improve performance and internal decision making.		There is a clear complaints procedure which is a requirement of the Code of Practice between the Union and University. This is in accordance with s22 of the 1994 Education Act. The board is the highest appeal body inside the organisation which hears complaints. There is a supervising trustee appointed to oversee conduct complaints process. Ultimately, complaints about the Union are dealt with by the University through the Student Support Service, Registrar and OIA
7.6.2 The board makes sure that there is a transparent, well-publicised, effective and timely process for making and handling a complaint in line with EA94 and that any internal or external complaints are handled constructively, impartially and effectively.		Again, this is well defined in our Code of Practice with the University, and is available to all stakeholders online
7.6.3 The board keeps a register of interests for trustees and senior staff and agrees an approach for how these are communicated publicly in line with Principle 3.		The register is kept and referred to at each meeting of the board. We have previously published this online, and trustee consent will be sought for this to occur again this year.
7.6.4 Trustees publish the process for and deliberations of decision makers on the setting the remuneration of senior staff, and their remuneration levels, on the union's websites and in its annual report		There is a remuneration policy which deals with this which is on the Union's website and is detailed in the annual report to the audited accounts.

## 8. Representation, Interests and Democracy

### FOR DISCUSSION WITH OFFICERS

#### Principle

The students' union is established as a democratic organisation that fundamentally exists to represent the needs of its membership. The principle of 'Democracy' is fundamental to all Students' Unions and is enshrined in the 1994 Education Act. This principle looks for students' unions to demonstrate that their membership is at the heart of the organisation. It also sets an expectation that students' unions should have fair and transparent democratic processes and procedures which are accessible to all.

#### Rationale

Students' Unions are democratic membership organisations with a representative function. Whilst Trustees are responsible for the management and administration, the Board's principal function in exercising its powers, duties and functions shall be to serve the aims, objects and wishes of the students as manifested through political and representative structures. The Board also has a crucial role in improving the volume, depth and diversity of democratic participation.

<b>Key outcomes</b>		
8.1 The Union is seen as democratic by its members		
8.2 Its elected student leadership are supported to be powerful impactful actors		
8.3 The union is enabled by the Board to be more democratic		
<b>Recommended practice</b>		
<b>8.4 Membership</b>		
8.4.1 There is absolute clarity about who the members are and a suitable data sharing agreement is in place with the University to facilitate information sharing about members		
8.4.2 The benefits and entitlements of all categories of members are clear and the board regularly reviews the differentials between contributions from different (sub) groups of members and benefits to different (sub) groups		
8.3 The board has established procedures for the suspension or removal of membership and/or membership benefits in the event of misconduct (but not in the event of poor political performance)		

8.4.4 The Board understands the make-up of the membership, and seeks to establish what they want from their union and uses this to inform its decisions.		
<b>8.5 Elections</b>		
8.5.1 Fair and open cross-campus ballots are undertaken for all major office positions in line with the requirements of the 1994 Education Act		
8.5.2 Democratic processes are scrutinised and an independent Returning Officer is appointed to oversee elections		
8.5.3 Clear processes and procedures for elections are in place. Rules and regulations are fair, the process is transparent and an elections appeals process is in place.		
8.5.4 Elections are seen as a key way for the members to inform and set the priorities and future direction for the union rather than just choose the best leaders		
8.5.5 The Board establishes measures of performance for participation in elections with a focus on diversity and locally identified underrepresented groups		
<b>8.6 Leadership and Interests</b>		
8.6.1 The Board regularly reviews support given to the elected leadership of the Students' Union to maximise its success		
8.6.2 The Board puts in places resources and support such that the Union and its officers are clearly held to account for their actions by the members and their representatives and procedures are in place for removal of office		
8.6.3 There is a clear statement about how the students' union's governance, democracy and operations interrelate which is reviewed regularly.		
8.6.4 The Board considers how it might support students to determine, represent and resolve their interests collectively through formative processes (consultation, creativity) and summative processes (voting in meetings or referenda)		
8.6.5 A range of opportunities exist for the entire membership to make meaningful contributions to decision making and the students' union strives to broaden the range of people who access these opportunities.		

## Appendix One

### Education Act 1994 Compliance Checklist

<b>Requirement in the Education Act 1994 (References in brackets)</b>		
A student union should have a written constitution (22(1))		<a href="https://www.uea.su/union/governance/constitution/">https://www.uea.su/union/governance/constitution/</a>
The constitution should be subject to the approval of the governing body and be reviewed at least every five years (22(2)(b))		Last approved 2015 and subsequent minor revisions approved by delegated council group
A student should have the right to opt out of the union and not be unfairly disadvantaged by reason of their having done so (22(2)(c))		This is within the constitution at Article 14 <a href="https://www.uea.su/union/governance/constitution/">https://www.uea.su/union/governance/constitution/</a>
There are fair electoral practices within a student union (22(2)(e))		R&S receives a report from the RO after each election and approves by-law 5 which covers elections

A person should not hold a sabbatical union office, or paid elected union office, for more than two years (22(2)(f))		This is within the constitution at Article 33 <a href="https://www.uea.su/union/governance/constitution/">https://www.uea.su/union/governance/constitution/</a>
The financial affairs of a student union should be properly conducted and appropriate arrangements for Council to approve its budget, monitor its expenditure and receive its financial reports (22(2)(g))		Accounts and Budget discussed at SU/R&S meeting February 2016 and review sent to University Council.
Financial reports should contain a list of the external organisations to which the union has made donations in the period to which the report relates, and details of those donations (22(2)(h))		Available on Charity Commission Website <a href="https://www.gov.uk/government/organisations/charity-commission">https://www.gov.uk/government/organisations/charity-commission</a>
The procedure for allocating resources to groups or clubs should be fair and should be set down in writing and freely accessible to all students 22(2)(i)		Societies <a href="https://www.uea.su/opportunities/societies/societygrantssubcommittee/">https://www.uea.su/opportunities/societies/societygrantssubcommittee/</a> Sports <a href="https://www.uea.su/opportunities/clubs/forms/">https://www.uea.su/opportunities/clubs/forms/</a> (under review given transfer to UEA Sport)
If the union decides to affiliate to an external organisation, it should publish notice of its decision stating the name of the organisation, and details of any subscriptions/fee paid or proposed to be paid, and of any donation made or proposed to be made, to the organisation, and any such notice should be made available to the governing body and to all students 22(2)(j)		Always available here <a href="https://www.uea.su/democracy/unioncouncil/councildocumentsandnotices/">https://www.uea.su/democracy/unioncouncil/councildocumentsandnotices/</a>
Where the union is affiliated to any external organisations, a report should be published annually or more frequently containing i) a list of external organisations to which the union is currently affiliated, and ii) details of subscriptions or similar fees paid, or donations made, to such organisations in the past year (or since the last report), and such reports should be made available to the governing body and to all students (22(2)(k))		Available from Charity Commission Website <a href="https://www.gov.uk/government/organisations/charity-commission">https://www.gov.uk/government/organisations/charity-commission</a>
There should be procedures for the review of affiliations to external organisations under which i) the current list of affiliations is submitted for approval by members annually or more frequently, and ii) at such intervals of not more than a year as the governing body may determine, a requisition may be made by such proportion of members (not exceeding 5 per cent) as the governing body may determine, that the question of continued affiliation to any particular organisation be decided upon by a secret ballot in which all members are entitled to vote (22(2)(l))		Annual approval is at Article 93 <a href="https://www.uea.su/union/governance/constitution/">https://www.uea.su/union/governance/constitution/</a> Challenge via referendum is detailed within Bye Law 1 <a href="https://www.uea.su/union/governance/constitution/">https://www.uea.su/union/governance/constitution/</a>
There should be a complaints procedure available to all students or groups of students who are dissatisfied in their dealings with the union, or claim to be unfairly disadvantaged by reason of opting out which should include provision for an independent person appointed by the governing body to investigate and report on complaints 22(2)(m)		Bye Law 6. Reviewed and updated in 16/17. <a href="https://www.uea.su/union/governance/constitution/">https://www.uea.su/union/governance/constitution/</a>
The Council shall issue, and when necessary revise, a code of practice as to the manner in which the requirements set out above are to be carried into effect and details of the arrangements made to secure its observance 22(3)		Contained within the UEA Academic Calendar and has been reviewed in 16/17 for presentation to University Council later this year <a href="https://portal.uea.ac.uk/academic-calendar">https://portal.uea.ac.uk/academic-calendar</a>
The Council shall bring to the attention of all students, at least once a year (a) the code of practice currently in force		This is a University duty most recently carried out via all student email Sep 2016 (UEA Communications Office)

<p>(b) any restrictions imposed on the activities of the union by the law relating to charities, and</p> <p>(c) where the establishment is one to which section 43 of the Education (no 2) Act 1986 applies (freedom of speech in universities and colleges), the provisions of that section, and of any code of practice issued under it, relevant to the activities or conduct of the union (22(4))</p>		
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**Students' Union Governance Code: Action Plan 2017**

Subject:	SUGC Action Plan
Produced by:	Tony Moore
To:	Trustee Board
Date:	September 2017
Action:	To note and consider recommendations
Paper:	TB784 D
Purpose:	Review and action

*Note: items that are immediately actionable have been scheduled for September; items that are or should be reasonably straightforward and have some immediacy have been assigned to December; items that we estimate will take somewhat longer to action have been assigned to March. Items that centre on reflection and review are scheduled for the June meeting where we have an extended discussion on strategy and performance review.*

*For ease of review, see the Plan's appendix where we group items by the meeting they will be considered.*

**Section 1: Organisational Purpose**

Sub-Section	Actions	Schedule
1.3.1	Review of stakeholder research/ Approval of cycle of strategic analysis	December/March
1.4.1	Training and Development of Trustees Report	June
1.4.2	KPIs review	June
1.4.2	Plan for analysis of impact on beneficiaries to be formulated	March
1.5.1	Long-term University funding strategy/governance mechanisms for commercial services to be formulated	March
1.5.2	Strategy for development of culture of working partnership with University with KPIs to be formulated	December
1.5.3	Progress on community partnership strategy to be reported	March



## Section 2: Leadership

Sub-Section	Actions	Schedule
2.4.2	Annual Board appraisal to be revamped and to take place within a Board meeting as an agenda item	June
2.4.3	Support/training for Chair for COS appraisal to be in place and reported	March
2.4.5	expert membership within commercial governance to be in place and cohesive structure to be in place (see also 1.5.1)	December
2.5.2	Danger of 'groupthink' to be monitored and discussed/added to Risk Register	June/September
2.6.1	Additional expertise and support for sub-committees to be in place and success reviewed, competence and understanding to be appraised (see also 4.5.3)	December

## Section 3: Integrity

Sub-Section	Actions	Schedule
3.2	Formal reputation management strategy to be formulated to include political activity (see also 3.5.1)	March
3.5.4	Influence of portfolios of work for FTOs to be reviewed and discussed	June

## Section 4: Decision making, risk and control

Sub-Section	Actions	Schedule
4.3	Risk appetite model to be formulated (see also 4.7.2)	December
4.5.5	Further Finance policies to be formulated	March
4.6.3	More pro-active review of information from similar organisations so as to benchmark performance to be formulated to include annual cycle for benchmarking	March
4.7.3	Rolling internal audit across the organisation to be developed (not just financial reporting)	March

## Section 5: Board Effectiveness

Sub-Section	Actions	Schedule
5.4	Risk to maintenance of Board's collective responsibility when taking controversial decisions to be monitored and reviewed	June
5.5.4	Board's ability to work as a team to be reviewed annually	June

5.5.5	Board to review practice of compromise/respect for opposing views: developments as to improvement of formative discussions to be reviewed	June
5.5.8	Board to experiment with creative discussions/facilitation methods	December
5.5.10	Discussion on development of Trustee involvement in formative/scrutiny tasks to be held	December
5.7.2	Process for recruitment of External Trustees to be structured and rationalised	December
5.8.2	Plans for external evaluation of the Board's performance to be formulated	December

## Section 6: Diversity

Sub-Section	Actions	Schedule
6.1	Consideration to be given to external input on sub-committees	December
6.3.1	Trustee training on diversity to be offered	December
6.3.3	Board reflection time to be built into each meeting	September
6.4.3	Work to be done on accessing better candidate diversity in Trustee recruitment	March

## Section 7: Openness and Accountability

Sub-Section	Actions	Schedule
7.1	Developing impact reports that are more accessible to members	March
7.3	Work on reputation management (see also 3.2) to be undertaken and engagement plan for stakeholders	March
7.6.3	Online publication of Register of Interests	September

## Section 8: Representation, Interests and Democracy

(For discussion with Officers)

### APPENDIX: WHEN WE ARE DOING WHAT

#### SEPTEMBER MEETING

Group think danger added to Risk Register Board reflection time to be built into each meeting
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Online publication of Register of Interests

## **DECEMBER MEETING**

Review of stakeholder research  
Strategic development of culture of partnership with University with KPIs  
Expert input commercial governance to be in place and cohesive structure  
Experts on sub-committees and appraisal of sub-committees' work  
Risk appetite model  
Experiment with creative discussions/facilitation methods  
Trustee involvement in formative/scrutiny tasks to be discussed  
Recruitment of External Trustees to be structured  
External evaluation of the Board's performance to be planned  
Trustee training on diversity to be offered

## **MARCH MEETING**

Approval of cycle of strategic analysis  
analysis of impact on beneficiaries  
University funding strategy/governance mechanisms for commercial services  
Progress on community partnership strategy to be reported  
Support/training for Chair for COS appraisal  
Formal reputation management strategy to include political activity  
Further Finance policies  
Annual cycle for benchmarking  
Rolling internal audit across the organisation  
Accessing better candidate diversity in Trustee recruitment  
More accessible impact reports  
Engagement plan for stakeholders

## **JUNE MEETING**

Training and Development of Trustees Report  
KPIs review  
New style Board self-appraisal  
'groupthink' review and discussion  
Influence of portfolios of work for FTOs review

Review Board's collective responsibility  
Review of Board teamwork  
Review of formative discussions

## TB785 Marketing and Business development

<p><b>Review:</b></p> <ul style="list-style-type: none"> <li>The Head of M&amp;BD left organisation recently</li> <li>Ownership of marketing projects sits in Marketing and Business Development and needs to move into departments in accordance with our strategy</li> <li>Support for teams is on a staff one-to-one support basis</li> <li>Departments over reliant on single routes to market</li> <li>Lack of focus on driving external partnerships to drive income and shape change through powerful partnerships</li> <li>Direction of department focused on supporting venues and driving sales and activity – not new sources of income</li> <li>Review of department structure and purpose with a view to separating the commercial and charitable functions in clearer ways to offer greater accountability and support</li> </ul>	<p><b>Analysis:</b></p> <ul style="list-style-type: none"> <li>To move away from MBD "doing" to assisting departments</li> <li>Departments will need support to develop their own marketing plans.</li> <li>To work with heads of department to create Marketing Enabling strategy for each department setting out annual priority plans</li> <li>To coordinate the design and maintain brand value of promotional assets</li> <li>To improve design output through an increase in resources –</li> <li>To help enforce each department own brand within wider organization brand</li> <li>To ensure all messages follows relevant SU polices and guidelines</li> <li>To develop unique union wide brand opportunities (welcome, Elections)</li> <li>To work with MSL as part of the steering group to move towards Campus Cards discount scheme using card readers on campus and partnership with local organizations</li> <li>To increase NUS extra presence and marketing on campus</li> <li>To grow relationships with external companies and increase spend per advertising clients. To raise revenues and UH footfall through stall sales and grow market developments</li> <li>Website- To relaunch our main website with added functionality with design more aligned to our brand guidelines – To assist Venues colleagues to launch live: website</li> <li>-Formed part of leadership review/trial videos</li> <li>advise and shape the content and output provided by each department to ensure the overall voice and message of the Union is consistent</li> </ul>	<p><b>Priorities for the year ahead:</b></p> <ul style="list-style-type: none"> <li>We will produce written guidance to departments on marketing planning, use of assets, resources and prioritization.</li> <li>to develop external emergency support for design work</li> <li>Convert one off purchasers into partnerships into year round partnership packages</li> <li>To develop the market concepts to include food and evening markets</li> <li>To expand our non-drink focus events activities(Freshers) by form of contra agreement with local organizations such as Gravity and Go Ape</li> <li>Allow our membership to shape external organization by using our collective voice such as First Bus/Safer Taxi Scheme/GNO</li> <li>To work with MSL to develop unique user functionality of the website smart phone app</li> <li>Social Media- To fully launch snapchat and Instagram channels allowing department more direct access, growing social media channels engagement by 10% year on year</li> <li>To build on the monthly Comms report and turn into a full digital communication strategy - due June 2017</li> <li>Segmentation- To work with the Union research function to understand different tribes and how they want to be communicated with.</li> <li>embed the Union's identity into the work we do by using stories and students talking about the work of the Union and our values -Needs more focus</li> <li>offer more support and training to staff to enable them to understand our identity and language</li> <li>Develop an consistent video capacity</li> </ul>								
<table border="0"> <tr> <td>Turnover</td> <td>£247500</td> </tr> <tr> <td>SSR</td> <td>14%</td> </tr> <tr> <td>contribution</td> <td>£32635.5</td> </tr> <tr> <td>conversion rate</td> <td>13%</td> </tr> </table>	Turnover	£247500	SSR	14%	contribution	£32635.5	conversion rate	13%	<p><b>STRATEGIC OBJECTIVES ALLOCATED HERE</b></p> <ul style="list-style-type: none"> <li>We'll implement a review of our supply partnerships to ensure we're getting the best support and deals for students and double our income from commercial partners.</li> <li>We'll employ a high number of student staff who are paid well and gain valuable experience at all levels of our business.</li> <li>We'll work with UEA and community partners to take part in NUS' Alcohol Impact scheme, changing social norms around drinking on campus and shaping new attitudes towards responsible alcohol consumption to improve the health and wellbeing of students and create a more inclusive environment for our members.</li> </ul>	<p><b>BOARD LEVEL KPIS ALLOCATED HERE</b></p> <ul style="list-style-type: none"> <li>Data/UEA- To achieve 90% of students registered on uea.su , working with UEA in terms of data share agreement and communication platforms such as email/SMS. To work with UEA and have joined up marketing plans for core messages for UEA family messages.</li> <li>We will produce written guidance to departments on marketing planning, use of assets, resources and prioritization</li> <li>Revenue Stream review and report</li> </ul>
Turnover	£247500									
SSR	14%									
contribution	£32635.5									
conversion rate	13%									

### In 2017-18 we will focus in the following areas:

<p><b>Activity – supporting departments</b></p> <ul style="list-style-type: none"> <li>We will produce written guidance to departments on marketing planning, use of assets, resources and prioritization.</li> <li>Segmentation- To work with the Union research function to understand different tribes and how they want to be communicated with.</li> <li>embed the Union's identity into the work we do by using stories and students talking about the work of the Union and our values -Needs more focus</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>Written guidance produced and in use</li> <li>Brand concept for welcome (say hello) and elections</li> </ul>	<p><b>Activity – improving digital and social media</b></p> <ul style="list-style-type: none"> <li>To work with MSL to develop unique user functionality of the website smart phone app</li> <li>Social Media- To fully launch snapchat and Instagram channels allowing department more direct access,</li> <li>Develop an consistent video capacity</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>Data/UEA- To achieve 90% of students registered on uea.su</li> <li>App developed</li> <li>growing social media channels engagement by 10% year on year</li> <li>improve video views by XXX%</li> </ul>	<p><b>Activity improved commercial performance</b></p> <ul style="list-style-type: none"> <li>Convert one off purchasers into partnerships into year round partnership packages</li> <li>To develop the market concepts to include food and evening markets</li> <li>To maintain current NUS extra card income</li> <li>Revue stream revue</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>Raise revenue by 11%</li> <li>NUS extra card income £70k</li> <li>Revenue Stream report</li> </ul>
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## Enabling Strategy | Building Maintenance & Health and Safety

The Union's Building maintenance and health and safety strategy will deliver a fit for purpose exemplar organisation in terms of safety and maintenance.

### Where we were:

- Inconsistent processes for emergency evacuation across the organisation
- Inconsistent reporting mechanisms for accidents and incidents
- Lack of competent personnel in health and safety awareness
- No strategic approach to planned maintenance, "firefighting" action as opposed to planned actions
- No service level agreement with UEA about providing maintenance and health and safety support for our buildings
- Inconsistent costing on work carried out by UEA
- No way of tracking what maintenance work is carried out when and by whom
- Lack of risk assessments for the maintenance work carried out internally
- No records of the work carried out either internally or by external contractors
- Work on Green Impact halted

### Where we are:

- 55% of permanent staff are now fire marshal and fire evacuation chair trained
- Our processes for accident/incident and fire are legally compliant but not best practice
- We launched a new accident reporting system which feeds into the H&S working group.
- We have 8 members of key staff complete an IOSH qualification and intend to have more staff complete qualification this year.
- The health and safety working group has been reviewed and will continue as normal this year. Clerk of the trustee board attends to ensure relevant reporting.
- We continue to be in talks with UEA about the work they do for us in terms of 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 are continuing working with UEA in developing an annual review cycle of maintenance work, starting with a series of summer works
- We developed and rolled out an online maintenance log and successfully rolled this out across the organisation.
- Green Impact submitted, Bronze level received.

### 2018 Vision:

- 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
- Green Impact Gold Award Winners

In the year ahead we will focus our work in the following areas:

### Health & Safety

- We will review evacuation procedures and roll out to all staff including student staff
- We will continue the work of the Health and Safety working group in reviewing these new procedures
- We will ensure that all risk assessments are reviewed annually
- We will continue to report into the AAA group and review issues as necessary.

**K** new procedures in place for accidents/incidents and fire

**K** Health and safety working group meeting regularly and reviewed regularly.

### Training

- 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 induction to work with us
- We will seek to get more relevant staff first aid trained
- We will seek to ensure all relevant staff are competent in completing risk assessments
- We will ensure that our student staff receive basic fire evacuation training as part of their work with us

**K** 70% permanent staff fire marshal trained

**K** Fire marshal training included in student staff inductions

**K** Risk assessment training completed by relevant staff

### Maintenance & Green Impact

- 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 of our sites and services
- We will look to record the maintenance work we have ongoing/completed electronically in a way that is accessible to staff
- We will submit an entry to the Green Impact Award, aiming to secure at least silver

**K** SLA in place with UEA

**K** Annual cycle of maintenance planned

**K** Green Impact Award secured

### In 2016-17

- We will seek to cement processes that are best practice for accident/incident and emergency evacuation
- We will look to make our approach to maintenance more strategic

### In 2017-18

- We will look to become an exemplar in terms of health and safety in all of our premises and services
- We will be a gold standard Green Impact Union



You own this

## Social Enterprise to infinity and beyond

Toby Cunningham  
Deputy Chief of Staff



## Social Enterprise – Steering Paper

### • Our strategy states in 2018-20 we will :

- We'll identify new locations for retail on campus to ensure that all students can access our services easily and develop a long term plan for Union House to ensure it remains a leading student facility building in Higher Education.
- We'll review our Student Managers and Development Boards initiatives, ensuring students have a say at all levels of our business.
- We'll develop a new relationship with UEA Catering that works to reduce its losses, improve the range and lower the price of food on campus.
- We'll implement a review of our supply partnerships to ensure we're getting the best support and deals for students and double our income from commercial partners.
- This presentation expands and look further ...



## Buildings and Space

- We are currently working with estate on two key issues
- **Retail space** Estates are reluctant to offer us another location so we are in the process of demonstrating demand so they understand the our concerns and can work towards a solution
- **Union House** (phase 6?) We are working on a feasibility study with estates on a UH expansion on the LCR side that will increase capacity and safety include a refurb of the )! Flor to develop a student performance space



## Student Managers and student decision makers

- We propose to develop a comprehensive student development programme with externally validated training (BIIAB, SPAR)
- A student management development programme
- Evolved DOB's and user groups into an integral part of the SE decision making process



## Campus Catering

- We will work to improve our catering options to allow greater access to hot food during and outside term time
- We will work with local and national supplier to develop a more diverse campus food offering meeting the needs of international students
- We will work with UEA to develop a cross campus catering strategy



## Partnerships

- We will develop a SU approved scheme for local suppliers that might meet criteria on ethics, employment, housing, GNO
- We will develop partnerships that benefit students in terms of experience as well as generating income



## Live SU

- We will develop new partnerships in the provision of live music working with other Unions and external partners as necessary to build business continuity and efficiencies
- We will work with UEA on the development of Congregation Hall as a potential music/event space
- We will work with our partners to develop a business plan on the benefits of an increased LCR Capacity
- We will work with the City Council to find a viable alternative to the Waterfront so we can continue to offer an alternative music venue to serve students and the community



## Retail

- Develop the existing retail offer into a SPAR, taking advantage of the student development and graduate opportunities
- Link coffee purchased with actual growers, making real link with the grower community
- Develop VSO style volunteering with growing communities
- Campus food deliveries



## Bars

- To develop the bar space into a modern exiting environment through gradual development
- Improve bar and club catering – evolving cheesy chips/street food concepts
- To develop GNO into area beyond SH (Trans issues, disability, Hate harassment)
- To engage NUS in GNO for it to become part of Best Bar None
- To engage Norwich City Council to incorporate GNO into licensing requirements
- To continue to work with City operators and local authorities to improve safety for students in the night time economy



## Waterfront

- Develop 10 year building improvement plan
- Make the Studio the home of local bands/talent
- Explore the possibility of council funding for community arts projects
- Develop a programme of daytime markets and events
- Research potential alternative venues



## Any Questions ....





RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	I X L		Impact	Likelihood	I X L		

**STRATEGIC CORPORATE RISK REGISTER FOR UEASU SEPTEMBER 2017**

RISK SCORE

**Significance**

- 4 Major/critical
- 3 Significant
- 2 Moderate
- 1 Minor

**Probability**

- 4 Very Likely
- 3 Likely
- 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 Likelihood	Remote = 1	Possible = 2	Likely = 3	Very Likely = 4

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
		Impact	Likelihood	I X L		Impact	Likelihood	I X L		

<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	IXL		Impact	Likelihood	IXL		

										<ul style="list-style-type: none"> <li>Trustees to consider and report level of support, further training they require</li> </ul>
<b>4. Company/ Charity Law compliance</b>	Failure to comply with deadlines for filing etc causing reputation and financial risks	3	3	9	<ul style="list-style-type: none"> <li>Training</li> <li>Contact advisors</li> <li>Finance team qualifications</li> </ul>	3	2	6	CEO	<ul style="list-style-type: none"> <li>Diarised submission of CC and CH compliance</li> <li>Submission review on TB annual agenda</li> </ul>
<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	<ul style="list-style-type: none"> <li>Training</li> <li>Relationships with legal firms for free updates</li> <li>Legal compliance on annual board cycle</li> <li>Legal competence on Board</li> </ul>	4	2	8	DCEO	<ul style="list-style-type: none"> <li>Annual legal compliance sign off by CEO Department legal compliance addressed annual plans</li> </ul>
<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	<ul style="list-style-type: none"> <li>Risk asses all events</li> <li>External speaker policy</li> <li>Liaise with NUS and other union</li> <li>Staff training</li> <li>Society training</li> </ul>	2	2	4		<ul style="list-style-type: none"> <li>Officer training</li> <li>Staff training</li> <li>Guest speaker policy</li> <li>Advice to democratic bodies</li> </ul>

RISK CLASSIFICATION	RISK	INHERENT RISK			CONTROLS	RESIDUAL RISK			Risk Owner	ACTION PLAN
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Corporate and Strategy										
<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 though 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> </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> </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>

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	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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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> </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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<b>pension scheme</b>	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> <li>Improved Event Management Plans</li> <li>Ongoing working relationships with key campus personnel</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> <li>HOV meets regularly with Security management team</li> </ul>



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<b>FINANCE</b>										
<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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<b>Commercial Operations</b>										
<b>1. Commercial Decline</b>	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. Increased competition and rivalry from local promoters	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> <li>Work with local promoters</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> <li>Service providers to be under contract</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> <li>MK new DPS</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> </ul>
<b>3. Live Music</b>	Loss of live music programme damage to business model,	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> </ul>	4	2	8	DoSE	<ul style="list-style-type: none"> <li>Safe taxi schemes, bus co. liaison.</li> <li>Benchmark costs with other national providers</li> <li>Develop key relationships with Promoters and agents</li> </ul>



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	reputation with University				<ul style="list-style-type: none"> <li>Training</li> </ul>					<ul style="list-style-type: none"> <li>Control costs to make competitive offer</li> <li>Improve pre- booking events and facilities information and make available on line</li> <li>Maintain rigorous approach to health and safety</li> </ul>
<b>4. Terrorism</b>	Need to take steps to reduce risk in light of terror incidents	4	2	8	<ul style="list-style-type: none"> <li>staff attending local training and briefing</li> <li>Staff attend event safety conference</li> </ul>	4	2	8		<ul style="list-style-type: none"> <li>Seek and follow detailed advice in line with industry standards</li> </ul>

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<b>IT</b>										
<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 capitol 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> </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> </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>

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<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>Improved training for sports and society committees</li> <li>Code of Conduct</li> <li>Social event RA's</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> <li>Greater control of Tours</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	I X L		Impact	Likelihood	I X L		

## 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
<i>ES3: Senior post holder remuneration</i>	<i>Approve</i>			
<i>ES3: Staff Survey Report</i>			<i>Discuss</i>	
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		