



UEA Students' Union

Trustee Board Meeting

Monday 21st of October 2024; 1700

Microsoft Teams

Minutes

ATTENDANCE

Present: Nathan Wyatt (NW, Interim Chair), Olivia Hunt (OH), Rebekah Temple-Fielder (RTF), Chris Kershaw (CK), Bhaskar Bukkanahalli Shivanna (BBS), Mark Etkind (ME), Ali Shaker (AS), Kat Iliopoulou (KI), Peter Robertson (PR)

Apologies: Simon George, Anwar Azari

Attending: Jumara Stone (JS, Chief Executive Officer), Liz Bigalke (LB, Governance and Democracy Coordinator), Tim Cave (TC, Director of Finance – joining at 18:05)

ADMINISTRATION

TB 001 Statements from the Interim Chair

NW opened the meeting and thanked everyone for coming.

NW shared that due to personal reasons he will be stepping down as Deputy chair. In the December Board meeting they will elect a new FTO as Deputy Chair.

TB 002 Quorum, Apologies and Confidentiality

NW noted quoracy was met and reminded about confidentiality.

Apologies were received from Simon George and Anwar Azari.

TB 003 Declaration of Interest

RTF noted that she sits on both UEA Senate and Council.

OH noted she does not sit on UEA Senate.

CK noted he also sits on UEA Senate.

TB 004 Minutes of the previous meeting

NW takes minutes as read.

The Board unanimously approves the minutes of the previous meeting.

TB 005 Verbal Update on Action Points and Matters Arising

NW clarified we did not receive a paper from the Vice-Chancellor so will therefore be moved to the next Board meeting.

JS updates that she condensed her KPIs and submitted a paper to Board to be discussed and approve later in the agenda.

The Chair rearranged the agenda.

TB 007 Sub-committee Proceedings

CK reported that the Risk and Audit committee agreed to close and will now be absorbed into the Finance Committee to form the Risk and Finance Committee. This decision was made as many of its functions are part of Finance Committee anyway.

Board approved the closure of the Risk and Audit Committee.

OH reported the main outcome of Finance Committee was that officers will receive a monthly finance update to allow them to monitor the accounts and ensure the Union is proactive on the financial oversight. They also agreed that the committee meetings will not be formally minuted but instead the Chair will write a summary to be populated to Board.

TB 006 Election of sub-committees

The newly appointed Student Trustees still had to be voted in.

The Board unanimously approved Ali Shaker as Student Trustee.

The Board unanimously approved Mark Etkind as Student Trustee.

As not all four Student Trustees have been appointed yet the Board decided to move this to the next TB meeting when all four Student Trustees have been appointed to elect two Student Trustee to sit on the Risk and Finance Committee.

PERFORMANCE

TB 008 CEO Report and Update

JS took the paper as read and opened up the space for questions and discussions.

OH raised that she was disappointed with the numbers of trained society committee members compared to sport. She noted that they were looking at 30% of society members trained whereas in sports clubs they're looking at ~60%. She noted that they had a 2-day conference dedicated for training committee members which was available online and in-person. She raised her disappointment with this outcome and noted that she as A&O Officer was not included in the society training conference.

JS took note of this and will raise it with Adam, Head of Activities and Communities, and Yusra, Director of Engagement. Together they will work with OH to move forward and set KPIs for the percentage they reach. They will work towards 75-80% as they will replicate what UEA+Sport have done.

NW asked whether we could push on the Data Sharing Agreement between the SU and the UEA which is currently held up at IT. He also asked if they gave us a timeframe of when we can expect it to be resolved.

JS clarified that she will be taking this to UEA Council in November as both organisations are impacted by this. She is hoping the Chair of UEA Council will help with this as Emma Black, UEA Head of Governance, is also aware of this.

OH asked for more information for the restructure, how this will look next year and how much money will be involved in this. She believes it's a short-term solution for a long-term problem which will have a negative impact in the long run. [REDACTED]

JS shared that she spoke to Taylor prior and now Nathan, and this is injecting resources back into the organisation to try and increase our commercial offering and our engagement offering so that the university can see the Union are in the right trajectory. [REDACTED]

[REDACTED] JS notes that in the last 10 months they made progress even if it's not as much as they had hoped for. She implemented 'Staff Development Reviews' to be able to formally acknowledge where people's work ethics are different to what she wants them to be. [REDACTED]

[REDACTED] She is aware where there are gaps and together with HR she wants to set those boundaries with line managers to be able to deliver this in a professional but HR approved way.

[REDACTED]

JS clarified that this is her recommendation and will be brought to Board in April if she doesn't see improvement financially, although the finance paper shows they are heading in the right direction, [REDACTED]

CK asked for more information on the Associate membership fee and how the explain the £20 reduction.

JS shared that her, Tim, Director of Finance, Adam, Head of Activities and Communities, and Yusra, Director of Engagement, looked at the legal framework of our Union and how they have to justify as a charity how they held their members vs how they help associate members. They found that they have to have some nominal figure for people that weren't UEA accredited students to show the distinct difference between being a member of UEA and UEASU by extension, and being part of their wider community. They agreed £50 was too much so they worked with NUA to ensure they take the financial burden of the associate membership fee and let the individual students pay for the club or society fee.

TB 009 Officer Updates

Activities and Opportunities Officer

OH reported that she's made progress on her Manifesto. She has finished her cause of Sport work. She is now also sitting on the scholarship panel. She's making progress towards starting societies open night. OH has had positive feedback on having different group chats with many people collaborating. She has realised that in the past Sport has been prioritised which is why she's happy to be working with many different societies. She wants to create a space where societies can come in and brainstorm things they want to see. She has launched her fancy

dress swap and is looking at a campaign with 'Reclaim the Night' with one of the Part-Time officers.

Campaigns and Democracy Officer

CK has gotten a response to 'Fascist Violence' across the UK Community building efforts. Successfully ran a fruit stall in the Hive, encouraging people to come together and be part of the community. He has also worked with the INTO centre to bring them into the SU fold more. They're wanting to engage with the Union in several ways and as they are nominal members of a Students' Union it will hopefully build the INTO centre to the UEA pipeline which will be useful for their relationship with the university. He has also been working on the Democracy Review and will be launching an information campaign later this week. The 'Know Your Rights' campaign has been going well and has fed into different spin off campaigns. CK has also been working with UEA Cheer Dance on Women's Safety all over Norwich and on Campus.

Postgraduate Officer

BBS worked on the Graduate Centre Development, recent changes to the scholars' bar and dealing with student's feedback on scholars' closure. As an officer Team they have secured alternative spaces for PGs and have launched 'Scholars Corner'. He has also worked on engaging PG students in sport and other social activities on campus by organising PG Badminton and PG Wellness and Sports Week which was the last week of August. BBS has secured funding of £750 from the University for Ganesh Chaturthi which was requested by many PG students. Bye-elections have happened which brought in a full PG committee and PG Forum. He has attended several meetings with the university including the PGR Directors Conference. And he worked on organising networking events for PG students and is planning another PG Wellness Week in December.

Undergraduate Officer

RTF has launched her new academic rep system and has a nearly full set of convenors with only missing four. She is looking into co-opting two roles so she's only missing two one of which is a PG one. This is the highest turn out the Union has had for convenors in a long time. She is and will continue supporting all of them with their manifesto points. RTF has also passed a policy at Learning and Teaching Committee about Lecture recordings which will automatically release recordings. This will be brought to the University Council Union to be voted on and

implemented. She is also working on little things here and there with the library, Convenors and other students.

Welfare, Community and Diversity Officer

NW shared that the Night Bus has launched with amazing numbers for Thursday and Friday nights (still awaiting Saturday nights numbers). He also shared that the University has provided graphics for the windows of the new Pharmacy which will hopefully strengthen the SU-UEA relationship. He has also been working on events for 'Black History Month'. Him and Rebekah have attended their first University Council at which they delivered a paper. He has collaborated with Student Services to potentially launch a Food Pantry. He also worked with them on 'tender reset' which will hopefully change the culture at UEA as well as picking up the 'Never OK' campaign. He also shared that the Union are redoing their 'Drug and Alcohol Impact' project and he's hoping to finish the SOSUK accreditation this year.

CK shared that there was an incident last week which involved the whole Officer Team. They made sure Students and Staff were okay which took a lot of emotional work. He would like to say well done to the FTO Team for working through such a difficult and emotional time.

TB 010 Waterfront Report

JS took the report as read and opened the space for any questions.

NW asked why some items were marked at re-quote.

JS clarified that costs went down, so they asked for re-quotes for certain business. She has asked Chelie, Head of Waterfront, to find better offers across Norfolk.

OH asked why we invest so much into a Venue that doesn't go after students as she thinks we could invest this into a project that has the UEA students in focus.

JS is happy to bring a proposal to the December Board meeting to discuss the ins and outs of the finances. She will answer all those questions in the paper she will bring to the December Board meeting. She clarified that the Lift and Toilets will have to be done due to legal requirements.

PR agrees with OH that the extension of the lease was always a milestone they didn't want to pass without thinking about it again. He agrees that most investments are to cover things they will have to get done. He doesn't think by December JS will be able to have a big picture to make this decision. He reminded that in the last Board meeting they approved the finances as long as there is going

to be a return on investment if this isn't the case they can't keep doing the same thing. However, he also mentioned that the late-night industry has changed meaning more people are discerning.

OH raised that students aren't joining UEA for the later-night life. She is also aware that UEA are looking at increasing their number of international students. So when making this decision she would like to keep this in mind.

ME mentioned that a lot of his friends prefer to go to the Waterfront compared to other nights out in the city. He also claims that many people know the Waterfront is operated by the SU. He also mentioned that most people that go to the Waterfront for a night out, go there because the smoking area is so large.

AS raised that Waterfront is a larger venue compared to other venues in the city. He suggested having more diverse music to see what type of music attracts more people before making a decision.

JS clarified that the optional renovations have not been started yet, however the December Board meeting will be the last opportunity for a decision. She raised that some of the drum and bass nights that were reintroduced have brought in £10,000 profit which it hasn't done in a long time. JS suggested that in the December Board meeting they look at reviewing and doing an overhaul of the waterfront and at how to utilise the money best into another venture.

OH requested to include why students don't want to go out any more in the data from the Marketing team. She thinks this may have something to do with the cost of going out, people giving up drinking, or university work being too much.

ME noted that now with the NightBus there might be an uptake in attendance numbers as more students will be inclined to go on a night-out in the city. He also raised that Waterfront opens earlier than other clubs allowing students to come to the Waterfront first and then heading to e.g. Loft to have a longer night.

Item	Action Requested	Date	Assigned
TB010	To bring a paper to Board regarding decision making for Waterfront renovations including data of attendance numbers etc.	Dec TB	CEO
TB010	Request data from the Marketing Team on what student groups are considering for the SU venues. To include the impact of the Waterfront on local businesses and organisations, and reasons why students go out less (cost of going out, no more drinking, uni work)	Dec TB	CEO

FINANCE AND LEGAL

JS noted that Tim, Director of Finance, has confirmed that he will be leaving in April.

TC joined the meeting.

TB 011 Finance Report

TC took the report as read.

TC noted that on the revenues front they are in a better position than what he had expected, giving some wiggle room on reserves [REDACTED]
[REDACTED]

OH mentioned that in Finance Committee they had asked where the [REDACTED] revenue target is coming from and how this will be achieved. She also noted that the committee discussed the Waterfront which she had brought up earlier. She also earlier covered the rising cost of career staff which was also discussed in Finance Committee.

TC explained the [REDACTED] is evenly split between Campus and the Waterfront. He is hoping this will be brought in through new initiatives and businesses.

JS raises that the LCR had the event 'Day Fever' which attracted more 20-40-year-olds. The event ran 3-8pm, usually known as the dead-space, which brought in a profit of [REDACTED]. She explained that currently they do not have enough of a numerical insight to know whether this trend is working. Through reports they can however see that the current numbers are positive. She also explained that they are looking at launching an NUA student night as NUA have no interest in building their own club night. She noted that this is only a short-term project however this will allow the Union to do more civic work.

PR wanted to make sure if JS is presenting something that the central cost won't disappear. He flagged that if the social enterprises disappear the SU will still exist even without it.

TC clarified that they do not allocate within the management account what is seen during the year. The reported numbers will be used as indicative numbers, and the accounts will be used to put costs directly where they occur.

PR asked if the Board know what the UEA's intention is in terms of the Waterfront finances.

JS mentioned that after having announced financial information in the last week, the university should not currently think of taking over our commercial businesses.

NW noted that this was very briefly mentioned in a university committee meeting he attended. He believes if the university take over Waterfront they would not keep it alive.

OH mentioned that this was also brought up to her by Phil Steele, Director of Sport & Commercial Services, in a conversation about NUA club nights. She reiterated that she preferred if our main focus was our own students.

JS argued that putting on events with the intent to cater to non-uni students will still have an impact on the UEA student body. She explained that those that came to 'Day Fever' can afford those drinks students can't. Therefore, while not having a direct impact on our students, our charitable objectives feed straight back into our charity model. JS thinks there's a particular merit in being a social enterprise model SU as in the past the Union has seen issues when handing over the SU catering service to the university and now having problems providing catering to SU events. She also believes there is a lot of advantage to having a social enterprise model that don't necessarily have students at the forefront but in the wider scheme of things supporting the work that the Union want to do with students and student projects.

ME asked if the [REDACTED] shortfall was expected and this number is balanced between the Waterfront and LCR or bars.

TC clarified that this number represents a shortfall against the budget rather than an absolute loss. Therefore, both venues contribute actual profit to the union. He also apologised for not having the split in front of him but offered to put something together in the next couple of days.

TC left the meeting.

STRATGEY, POLICIES, AND GOVERNANCE

TB 012 Strategy KPI's

NW explained this paper was brought forward by both him and Jumara after being proposed by Taylor, previous Chair of Board, and Jumara at the previous Board

meeting in June. He explained that in the last meeting it was requested to condense and group them.

NW went through the individual KPI's and explained what has changed and been completed so far.

JS noted that many SU's have had a cut in their block grants however luckily this SU did not experience that so rather than asking for more money she would rather look at staying the same.

RTF asked whether in the original KPI's there was something about Eastern SU's.

NW clarified that this was in the CEO paper instead.

KI asked whether they are planning on doing an annual staff survey just like the NUS survey for staff.

JS thought this is a great idea but is scared of the outcome to know what her staff think of the work culture she has created.

KI raised that it doesn't necessarily need to be a full survey but rather collect numbers and indicators of how the staff feel.

RTF asked if it was a conscious decision not to build in a personal aspect into the KPI's as all FTO and career staff SDR have this as part of the review.

NW suggested using these KPI's as JS's SDR.

JS said she's happy with whatever Board decide. She doesn't believe it will be easy to find someone to do the SDR with and find the time and explained that she is looking at increasing her work hours by 40% as this was raised by university stakeholders. She also explained that it will be very hard to replace her and her dedication towards this SU once she leaves. She also mentioned that she is not planning on staying for any longer than the strategy timeframes and would like the Board's support in finding in which directions she would like to go next.

JS shared that she is giving up her role as Trustee at Norwich Pride and instead pick up a Trustee position at Launchpad which is a charity that supports refugees in the UK and supports asylum seekers.

The Board unanimously approved the Strategy KPI's.

Item	Action Requested	Date	Assigned
TB012	To send out a survey for UEASU staff to fill out how they feel about the work culture	asap	CEO

The Board agreed to take a 5 min break.

RISK

TB 013 Risk Register Update

JS shared that this is a draft of the risk register and is in no way complete. She asked Board for input to complete this. She would like feedback on this and will bring it to the December Board meeting to have another discussion.

NW raised that some people with colour-blindness might have difficulties seeing this, so he suggests changing colours.

PR asked for clarification what NW meant by this.

NW explained he has it in black and white and in the past people have had difficulties reading documents like this.

JS will change the colours to make it more accessible.

PR raised that the Risk Register for Board should only include big things and asked if they would group these like what they have done to the KPI's.

JS explained that the risk register will translate into an operational plan for the SLT, Senior Leadership Team.

KI suggested doing a risk audit across departments to put more accountability to Heads of and Managers.

The Board agreed to approve this as a process in the short term and pending a review at the December Board meeting.

Item	Action Requested	Date	Assigned
TB013	To work on the Risk Register after receiving feedback from Board and bring this as part of a paper to the next Board meeting.	Dec TB	CEO

SUNDARIES

TB 014 Any Other Business

ME asked whether we have numbers on revenues of the new LGBTQ bar to see whether it is running at the projected rate. He also asked for more information on the interfaith topic mentioned in the CEO report.

NW explained that the first indications are that the bar has had positive outcomes, and he is hoping to have some figures by the next Board.

JS shared that she is working with the CEO of SOAS SU on a collaborative interfaith project looking at identifying young student leaders. This will be cofacilitated by CEOs and senior leaders within SUs and the wider community. This project was co-founded by Irfan and Noah Katz.

[REDACTED]

Item	Action Requested	Date	Assigned
TB014	To receive figures of the revenues of the new LGBTQ+ bar.	Dec TB	CEO

TB 015 Time, Date and Place of the next meeting

The next meeting is schedules for the 16th of December 2024.

[Full meeting calendar](#)

Action Log of this meeting

Item	Action Requested	Date	Assigned
TB010	To bring a paper to Board regarding decision making for Waterfront renovations including data of attendance numbers etc.	Dec TB	CEO
TB010	Request data from the Marketing Team on what student groups are considering for the SU venues. To include the impact of the Waterfront on local businesses and organisations, and reasons why students go out less (cost of going out, no more drinking, uni work).	Dec TB	CEO
TB012	To send out a survey for UEASU staff to fill out how they feel about the work culture.	Next two months	CEO

TB013	To work on the Risk Register after receiving feedback from Board and bring this as part of a paper to the next Board meeting.	Dec TB	CEO
TB014	To receive figures of the revenues of the new LGBTQ+ bar.	Dec TB	CEO