

Minutes

Subject:	Minutes of the UEASU Trustee Board, Thursday 17 th Sept 2020
Produced by:	Angie Bunting / Callum Perry
To:	Board
Action:	To approve
Status:	For publication
Paper:	TB
Purpose:	Record of Decision Making

Present (online): Em Anderson (FTO), Hamish Williams (FTO), Lizzie Payne (FTO), Ayane Hida (FTO), Tyler Bell (PTO), Adrian Ashby (PTO), Suwi Namwilla (Student), Shryia Ayra (Student), Timothy Barker (PG Student), Brandon Miller (Student), Una Jones (Student), Martin Jopp (External), Jeremy Clayton (External), Frances Fay (External), Dougie Smith (External).

Chair: Callum Perry (FTO)

In attendance: A Bunting (AM) (Clerk to the Board), T Cave (Head of Finance) (TCA), T Cunningham (TCU) (CEO), C Wilson (HR Director)

Apologies:

There were no apologies for absence.

TB1068 Verbal report on membership and statement from Chair

CP opened the meeting by introducing the new officers.

He reported that he was looking to ask Ben Gibbons to step down and recruit a new external trustee. He asked for agreement of this and for Frances xx to continue and this was unanimously approved. **CP** to write to BG thanking him for his contribution.

TB1069 Declaration of Interest

CP to send out a Declaration of Interest.

TB1070 Minutes of previous meeting

The minutes were approved.

TB1071 Actions and Matters Arising

There were no actions outstanding.

- MC meetings
- Getting ready for Welcome and Reopening of Campus

- Approved new officers contract and officer training
- Minutes of these meetings are in the drive.

TB1072 Cycle of business

Amendments to be sent to CP. This would be covered later in the meeting.

TB1073 Code of Conduct Annual Report

Code of Conduct – Annual Report – this had been put together by AM before retiring. Any questions? Note and consider recommendations. Update on annual report.

Chinese Students Society. There was a need to work out a model that would work for everyone with agreement from the University. Action to be reviewed mid-way through the year. **CP** to make add to long term action plan.

TB1074 Performance

TB1075 Organisational Plan 20-21 Update

TCU shared the CEO report and talked through presentation.

He took this opportunity to point out and thank a number of people:

- Tim Cave and Caroline Wilson for their hard work around the furlough process and planning
- Claire Boothy-Barnbrook for providing support to new officer team
- Digby Gordon-George – who had done fantastic work in creating support for students remotely
- Alun Minifey – for this work in preparing the whole organisation for a safe return to work

With regard to finances he reported:

- Tim had prepared 6 month budget
- Terms were being agreed for UEA £265k loan to help with cash-flow
- A claim to the value of £1.3mn for arts council funding had been made, based on the prescribed application calculations
- First instalments for Business Continuity insurance claim received
- Monies were due from successful flood claim
- UEA were being slow at implementing new finance model due to distractions related to COVID

He pointed out that the critical factors affecting the way forward were: student numbers, what students will do when they arrive, external funding available and bank loans and when the LCR could trade again; he added that a combination of these scenarios and the impact they would have on the organisation would play out in time. The ultimate lever was our staff costs. In time for the December board he was hopeful to have more information about live music events.

He reported that TUPE discussions with the University had been slow and it was frustrating that this was dragging on; transfer is now not due to take place until January 2021 and will probably be phased. Consultations had been concluded with staff and 350 student staff had been offered work. Of the 3 positions

identified at risk of redundancy two of these had been deployed within the Union in other roles and one had left but did already have a job offer elsewhere prior to leaving.

In terms of wellbeing measures, a number of initiatives were now in place and an Employee Forum had been set up to meet on a monthly basis to develop a wellbeing plan which currently included:

- All calendars have a daily meeting free break and Friday pm
- Walks around lake had been planned to offer people the chance to mix with colleagues
- A pulse survey had been reintroduced after it was halted after the first round in March following lockdown
- The MML briefing every Monday morning had become more informative and now included updates from departments to each other.
- TCU was sending out weekly update emails to all staff.
- There would be a biannual survey held in February 2021

As an operational update, TCU reported that all departments now have a Risk Assessment formed from a template agreed with University. He reported that inductions had been held with all staff on returning to campus and every individual had completed a survey with their Manager on how they felt about returning to work, what equipment they were using and their home set up. Staff Bubbles had been developed and the University face masks were being distributed. The Union were continually following and updating information from UEA or Government and working closely with UEA. In essence we were ready for staff and students to arrive on Campus.

Regarding a question on the financial effect of the TUPE delay. TCU responded that this was unknown but there had been assurance from University they will honour the agreement and compensate us for HR and Finance. He would provide an update to the Board before December in case there are any advances on that.

TB asked for clarification on Bye Law changes to which TCU responded that these requests would go to Union Council, then to the Board, then to the University.

In response to a question on how staff had responded to changes, TCU responded that retail and catering staff had felt abandoned and didn't take it well. The teams had worked hard over the summer to keep the operation going. Things have softened since initial announcement, but that would probably change due to the delay in the transfer. Other staff had a sense of security and being really pleased they have kept their jobs. Regarding the cut in hours and pay news, a lot felt individually how it impacted them, but collectively felt we were all taking the hit together and began to see the bigger picture.

TB1076 CEO KPIs

This action occurred at the end of the meeting after SMT had left the meeting. KPIs which took into account comments from the morning strategy session were unanimously approved.

On the financial KPIs, it was vital that the Union maintained its relationship with the University during a time when we were reliant on their financial support, ensuring Ian Callaghan was kept up-to-date with its financial situation.

TB1077 Social Enterprise Report

This was covered in the CEO Report and Organisational Plan update

TB1078 HR Report

CW provided an overview of the things HR had been working on over the last 6 months. She reported that there had been some very positive and fundamental changes, namely:

- A new payroll system had been implemented - Staff Savvy - which had a cost saving associated with it and was reducing the time taken to process
- Support for performance management
- Implementation of furlough scheme – 5 different phases (flexing and taking advantage as much as possible)
- People HR system had been data cleansed and compliance issued had been rectified
- People Policies were legally compliant
- Recruitment practices had been rolled out
- An intranet had been designed and implemented
- New processes in place that nothing is processed without a signature (this had been a compliance issue historically)
- There was now a consultation platform available via the Employee Forum
- CW had completed a professional coaching qualification
- A Wellbeing framework had been implemented around check-ins
- CW and TCU had been making wellbeing calls to those furloughed
- Lake walks had been organised for staff
- Quizzes had been held
- CW had completed necessary qualification to become a Fellow of CIPD

Moving forward she said that there were 4 key imperatives to support the SU.

- To foster a values-based culture focused on diversity, inclusivity, wellbeing and positive staff engagement
- To develop and support colleagues
- To develop a total reward and recognition approach which is valued by staff and facilitates organisational objectives
- To ensure and maintain compliance

TB asked how furlough money would be used to pay staff. CW responded that the £1K per employee – £48,000 for the SU would likely go towards the development of colleagues. She hoped to have a clear picture on this by December.

TB1079)

TB1080) Finance and Legal

TCA reported a £1m accounting loss in the year and that income was down by about 2.7m.

Casual staff costs were down

Regarding cash at July and looking at the going concern, £900K was predicted and have £800K without loan money. At year end we have £310K of which £290K is advance tickets sales.

An audit was due in October.

JC asked how close the Union was to risking the ability to meet costs and suggested that the Board should keep a close eye on things. TCA responded that would be monitoring cash continually and reporting through MC.

TCA reported that the University had not paid the grant yet and there were potential big factors coming up in terms of grants and loans. By October we would be able to take a comprehensive look at where we are. He added that if everything went against us, we would be back to June/July position.

TCA to produce a regular summary report of balance sheet and cash position every 3-4 weeks. He would be tracking cash on a daily basis.

TCU to diarise a FC committee in October to discuss what would be the next stage in what we do, once we know the position of grants and loans. He added that if loans and grants don't come to fruition then we would go back to the University. TCU confirmed that he had a plan showing significant cuts if the venue can't be open for months to come.

TCA went on to present a 6 month transitional budget

He confirmed this assumed the new funding was in place from 1st August and excluded staff to be TUPE'd. It also assumed that the bar would be operating and this would be the only real income.

Despite working with Laura Wakefield on a formula, it was hard to predict what income would be. She would be making sure the operation was staffed to minimise loss. Budgeting a loss of £250K and included £50K of Business Continuity insurance.

He reported that Charity and Central Services had been modelled on normal given activity levels and this was broadly consistent with where he thought we would be. TCA asked for a formal vote at the end of the meeting to approve a Budget to work on.

Regarding Management Accounts, TCA reported that if the Arts Council grant of £1.3 million was granted, this would put us back to where we were before Covid. In practice this would enable us to keep venues mothballed until September.

TB said that the Trustee Board will need to decide how we build reserves in the future. We would need a policy and approach.

TB for clarification confirmed that the original plan for year was a loss up to March and a break even situation for the second 6 months.

TCA asked for approval for budget and this was unanimously approved.

TB 101 Risk Register update

TCU confirmed that this item had been changed to look at risks around general, the financial position and opening up for staff and student users. He will create half hour meetings twice weekly where risks can be updated. CP to update risk cycle.

TB 1082 Amendment to Bye-laws

In response to a request from LP there was some discussion around the position of the Board firstly having the power to change the Bye-Laws and secondly to agree the wording to be voted on.

The board agreed that, where societies were awaiting approval, they could attend welcome week fairs to propose their ideas in order to begin recruiting, subject to their approval at the first union council of the year.

It was agreed that approval should be sought on the following:

- i) *Amend bye-law 9.13 to the following: Membership shall only be open to ordinary members; plus life members, honorary associate members and honorary life members where approved by Student Officer Committee*
- ii) *Amend bye-law 9.18 to the following: Peer support groups have no recorded membership and are open to ordinary members; plus life members, honorary associate members and honorary life members where approved by Student Officer Committee*

This was unanimously approved.

TB1083 Any other Business

There was no other business

TB1084 Time, Date and Place of Next Meeting

Thursday 17th December at 4pm (Teams Call)

TB1085 Cycle of Business

CP asked for the Board to return comment directly to him on this.