

Agenda

Meeting:	Trustee Board
Date:	Tuesday 19 th June 2018
Time:	4.00pm- 7.00pm Refreshments will be available from 3 30pm; if you can arrive early this will give chance to meet incoming Trustees
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 confidential- they will be marked as such.

STRATEGY (1)

TB849 Interim Organisation Plan (TC: 30mins)

To receive: A paper from the Deputy Chief of Staff on the interim plan for next 6-9 months. (See pages 6-12)

To approve: Deputy CoS KPI's and targets for the interim period

ADMINISTRATION

TB850 Membership and Development (ML: 15 mins)

To receive: Any recommendations or updates on membership from the Appointments and HR Committee.

To receive: A proposal from the University on an appointment of a University representative as External Trustee. (Verbal update to be made at meeting)

To approve: A change to the Articles of Association to send to Union Council on rules for Trustees applying for employment with UEASU. (See page 14)

TB851 Appointments and HR Committee Minutes (ML)*

To note: The minutes from the Appointments and HR Committee and a verbal update from the chair. (Follow [link for minutes](#))

TB852 Declarations of Interest (AM)*

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

TB853 Minutes of previous meeting(AM)*

To receive and approve: The minutes of the meeting held on 20th March 2018. (See pages 14-26)

TB854 Action Log and Matters Arising (AM: 5 mins)

To receive: The Chairs Actions report and any matters arising from the minutes not otherwise covered by the agenda.

PERFORMANCE

TB855 Chief of Staff's Report (TC)*

To receive: The report for the last quarter from the Chief of Staff with an update from the Deputy Chief of Staff. (See pages 28-37) For historic KPIs, relevant to the Report: [follow link.](#)

COMMERCIAL AND TRADING

TB856 Development and Oversight Boards (TC)*

To note: Minutes from the Development and Oversight Boards for Retail/Catering and Licensed trade/Live and a verbal update from the chair. For minutes: [follow link](#)

TB857 Social Enterprise Report (TC: 10 mins)

To receive: The Social Enterprises report for Q3 from the Deputy CoS. (See page 39)

FINANCE AND LEGAL

TB858 Finance Committee (CK)*

To note: The minutes of Finance Committee and receive a verbal update from the Chair. For minutes: [follow link](#)

TB859 Management Accounts (TCa/KC: 5 mins)

To receive: An executive summary on charity performance with link to Q3 Management Accounts. (See page 41)

TB860 Finance Improvement Plan (TCa/TC)*

To receive: An update on progress against the plan in the finance function arising from the 16-17 Audit.

TB861 Estimates 2018-19 (TC: 15 mins)

To receive: The Estimates paper presented to Union Council ([follow link](#)) and receive Advanced Estimates for 18-19 (See pages 42-50) and agree a framework for approval of the detailed internal budget.

To note: Capex Submissions for 18-19. ([follow link](#))

TB862 Review of Organisational Staffing Structure 2018 (TC: 15 mins)

To receive: A paper from the Interim CoS updating on staffing complement and structure in light of proposed Estimates and Budget. (See pages 51)

TB863 Staff Pay (TC: 5 mins)

To receive: A paper from the Interim CoS updating on staff pay levels in relation to the National Living Wage. (See pages 52-54)

STRATEGY (2)

TB864 Enabling Strategy (Approval): Corporate Governance (AM, IE: 15 mins)

To receive: A paper with proposals for governance strategy over the next 18 months. (See page 56)

TB865 Enabling Strategy (Steering): People (TC: 5 mins)

To receive: Headlines from the Union's staff engagement survey results and discuss implications for the Union's annually revised HR Strategy. ([Follow link](#))

TB866 Enabling Strategy (Steering): Membership Engagement (LC: 5 mins)

To receive: Headlines from the Union's annual student survey results. ([Follow link](#))

RISK

TB867 Risk Register (TC: 10 mins)

To receive: The Union's ongoing risk register and discuss the Union's risk envelope. ([Follow link](#))

TB868 GDPR Update (TC)*

To receive: To receive an update on progress in pursuit of new general Data Protection Regulations (requested at each Board)

SUNDRIES

TB869 Key Actions of Union Council (AM: 5 mins)

To receive: An executive summary of the decisions made at the last two meetings of Council (See pages 58-59)

To approve: Action by the Board on a specific policy.

TB870 Any Other Business*

TB871 Time, Date and Place of the next meeting*

(See page 60 for Board Calendar 18-19)

TB872 Ongoing Cycle of Business*

(See page 61)

TB873 Meeting Self Evaluation (IE: 5 mins)

(A brief opportunity to evaluate the meeting)

15 MINUTE BREAK

CLOSED BUSINESS

TB874 Aftermath and Chair Accountability (IE: two hours)

To receive: A report from the Chair of the Board on the departure of the Chief of Staff; Line management, support and performance management and appraisal of the Deputy Chief of staff and the operational management of the organisation during the interim period.

AGENDA PAPERS

STRATEGY 1

Board of Trustees report

Subject:	Interim Operational Plan
Produced by:	Toby Cunningham, Deputy Chief of Staff
To:	Trustee Board
Date:	19 th June 2018
Action:	To discuss/approve
Paper:	TB849
Status:	Open
Purpose:	This operational plan requires comment from and approval by the Board. This will give the organisation clarity on task delivery and give the Board clear measurable outcomes.

Background

Following the departure of the Chief of Staff I was asked by the chair to act as interim Chief of Staff. After subsequent discussion with India and Kemi it was agreed that the organisation required a relatively stable holding position of business continuity to reassure staff and key stakeholders. The board were due to consider a paper on strategy development and it was agreed to defer this until a new senior post holder was in position and we have put into the budget funds for an externally facilitated board strategy event for Quarter 3/4.

Priorities

- To manage the key messages around the CoS departure
- To capture all higher level ongoing strategic projects and committees
- To develop an action plan determining key projects, staff ownership, deadlines and officer lead
- To develop a new management team and meeting structure to monitor action plan and engage staff

Actions

With help from University Communications developed the public statement regarding Cos departure, met key university personnel to reassure business continuity and maintain strategic 'critical friend' position with perhaps more emphasis on the 'friend'. Attended University Council with Jack, Jenna and Sophie. Regular email contact with NUS CEO.

Created two shared documents for officers and managers to put projects to develop the action plan below

Met with the heads of department agreed to establish SMT with myself, Lou and Tim and wider Management Team of the SMT and Heads of Departments, together we will tackle issues that arise and monitor progress of the plan, ensuring greater communication within the Management Team, I have now set up a fortnightly meeting for this team. I have asked heads of to invite me to their next team meeting, so I can update them and answer any questions.

The HR team have created a spreadsheet of all managers holiday over the summer so we can coordinate annual leave.

The Plan

Several tasks relate to this board meeting. Officer and Key University Personnel will be done at the first management committee with the new officers so we can talk through who and why, most of this relates to portfolio and our board/subcommittee roles. This plan takes us to Freshers weekend. With the Management Team and Management Committee we will update it adding officer priorities and projects that take us up to Xmas.

Green means completed, orange started, white not started, red means review

Task	Detail	Deadline	Staff (Owner)	Officer	Key University Personnel
University Committees	Cover for 2018/19, including in the interim	ASAP	Toby/ Lou		
Bye-law changes	If there are any outstanding, we need to find where these are at in terms of Ian signing off	ASAP	Toby/Josh/Tony		
Minor proposals for Venues and Retail staffing	New role of student events manager to replace head of venues, fourth supervisor and stock supervisor in shop. Cheryl maternity cover. Proposal written subject to budget	29 May	Toby		
Budget	Estimates	7 Jun	Toby/Tim		
	Full budget for 2018/19	31 Jul	Toby/Tim		
2018/19 CapEx Plan	To collate all CapEx needs for next year, tabulate them and recommend spending	7 Jun	Tim		
New Officers	Handover, NUS training, summer diaries, induction, in house training, residential	ongoing	Josh/Lou		
NUS Summer Training	Organise and book on student officers		Josh		
Social Enterprise report	Standard format board report	7 Jun	Toby		
KPI's update	Standard format board report	7 Jun	Toby/Heads		
GDPR	Finalise public audit	7 Jun	Toby		
	Publish public policy and audit	7 Jun	Toby		

	Create and publish staff	7 Jun	Laura/Sue		
	Create and publish members policy	7 Jun	/Lou/Jo		
HR department review and plan	Direction from CoB – to review HR structure. Develop consultation plan.	7 Jun	Toby/Lou		
	Update HR plan for Board				
Memorandum of understanding, building lease	Find copies, understand content	30 Jun	Toby/ Lou		
Staff Survey Report	Highlights report, for June Board	7 Jun	Chloe/Laura		
	Analysis and report to include strategic implications and briefs for teams	31 Aug	Chloe/Laura		
	Strategic analysis and Action Plan for HR and Nomms Committee and September Board	31 Aug	Chloe/Laura		
Spar	Take advice and sign contract	7 Jun	Toby/Wendy		
	Implementation works – work with UEA and Blackmores to ensure delivery of works on time	7 Sep	Wendy/Kerry		
Exit Balls	Exit EMPS, plans, H&S	15 Jun	Toby/ Wendy/ Gav		
Review of Opportunities and Operations trial	Report and recommendations regarding the integration of Operations into Opportunities	22 Jun	Lou/Alun		
Exchequer 365	Review of purchasing processes, deciding whether Exchequer 365 is the best option.	Jun 2018	Shirley/ Tim		
	Implementation of new processes/Exchequer 365	TBC - see above	Shirley/ Tim		
Grad ball	EMP, plans, H&S	16 Jul	Wendy/ Gav		

Department Action Plans	To collate all DAPS, review and build into organisational plan and inform budget	31 Jul	Toby/Lou		
Union Survey	Needs reporting & communicating to board / staff / members Headlines to June Board, detailed analysis and action to inform residential Dept plans and report to September Board	Jul 2018	Jo/ Lou		
NSS	Analyse results and develop Board level report and school by school analysis	7 Sep	Jo/ Lou		
Student Transforming Weekend	Planning and implementation of STW	9 Sep	Alun/ Lou		
Officer action plans	Preparing term 1 for officer manifesto actions, priority campaigns	14 Sep	Josh/ Lou		
Freshers non-alcohol programme	Our non-commercial focused welcome programme, including international, MED, HSC and PG.	14 Sep	Alun/ Lou		
Freshers evening/commercial programme	Including city events and support for early arrival activities, pricing and promotion	14 Sep	Wendy/ Toby		
ABC to MSL integration	Move external ticket sales onto MSL – prioritise capital spend costs savings	14 Sep	Wendy/Zoe		
Club and Society OneDrive Hosting	There is a desire to move Club and Societies onto teams and OneDrive for GDPR reasons – Jim was picking up with IT	Sep 2018	Alun/ Lou		
Buddy Hosting	Moving of hosting of Buddy SU to MSL	Sep 2018	Alun/Lou		
Project Brand New	Annual change scheme for the building	Sep 2018	Alun/Robyn		

Semester 1 Education Conferences	As part of E&E strategy: early September education focussed conference for Course Reps and Convenors linked to Lead Change. PG Conference planned for November, over weekend in Union House	Nov 2018	Jo/ Lou		
Additional coordinators for E&E	Linked to above, Jim was working with HUM PVC on creating a Student Engagement Coordinator (HUM) in E&E. Conversation needs picking up. Lou and Jo working with MED on proposal for a Student Engagement Coordinator (MED) need to determine our financial commitment and internal resource to support additional staff	ongoing	Jo / Lou		
Sports Strategy	Contributing to the new UEA Sports Strategy over the summer	Ongoing	Alun/ Lou		
Disciplinary Regulations	Marrying of disciplinary rules regs and processes of SU and University	Next meeting: June 26th	Lou/Lucy		
Ombudsperson/Complaints work	Complaints and a joint approach with the Uni (through SSS) - Jo & Lucy working on Advocacy plan to address this, including reallocation of staff resource	Update 30 th June	Jo/Lucy		
Crisis communications and press	To support officers with press queries or crisis communications	ongoing	Lou/Jonathan		
	relationship with Media Collective	ongoing	Lou/ Alun/ A&O Officer		
	modifications to media protocol	ongoing	Lou/ A&O Officer		

Trustee Recruitment	We have added two new externals to the board and will need to fill the places in reasonable time – Dependant on TB and University Council deliberations on UEA membership of TB	September Board	Josh/Tony/Mary		
TM Role change	We'll need to formalise TM's role change to 2 days	31 st July	Josh/ Toby		
IT	Getting a grip with all the stuff Jim was in control of and how we might go forward		Josh/ Toby		
St Stephens	Work on securing a new student space in the city at St Stephens Towers	July 31st	Josh/ Lou		
Aurora Support and Actions	Jim has been supporting the Aurora delegate and the actions from this group. Another meeting scheduled for the new year. TC to contact VCO for information		Josh/Toby		
New Lift	New/refurnish UH lift – was going to ET – Toby to chase Jenny		Toby		
Week Zero	Need to determine where the decision lies AB not a fan, ARM are. Need to lobby key departments	30 th June	Lou/Jo		
Staff policies	Redo staff policies prepare for next JCNC	September	Toby/Sue		
HEFCE Courage Project	Multiple strands of mental health project. Jo to update on where we are	30 th June	Jo		
IQA rapid workshop	New internal quality assurance processes have been approved, these meetings work out the details.	Next meeting: 8th June 25 th June	Jo/Lindsay		

Meeting with Nick Lewis	Working with the library on better facilities and accessibility of the library.				
DA operational group	Degree apprenticeships.		Lou		
Inclusion policy working group	Working group to put in a policy for inclusive academic environment including policy on how accessible teaching is mainly for international students and students with disabilities but also looking at how to make the curriculum more inclusive and welcoming for different groups.		Lou		
SAITWG	Student academic induction and transition working group – and various subcommittees looking at arrivals and week zero		Lou		
Alcohol Impact	DK SSS submitting funding proposal to ET, pop up banners, staff for welcome week, inserts into kitchen boxes	September	Josh/Toby		
Align Project	High Level UEA financial review – seeking update and action plan from ET	ongoing	Toby		
Policy Development	DPC reviewing learnings from Scandi Trip – update for new officer	31 st July	Josh		

AGENDA PAPERS

ADMINISRATION

Subject:	Amendment to the Articles of Association
Produced by:	Tony Moore, Governance Coordinator
To:	Board
Date:	30 May 2018
Status	Open
Action:	To inform decision making
Paper:	TB850 (i)

Background

Historically, within the Constitution and since incorporation within the Articles of Association, there have been no restrictions or safeguards on External Trustees seeking employment with the Union.

On one occasion, an External Trustee applied for the position of Chief Executive and sat outside the meeting whilst the Board were discussing the appointment. During the current academic year, an External Trustee resigned from the Board after applying, successfully, for a job with the Union.

Issues to be considered

- In good governance codes*, there are safeguards in place on serving or former Trustees applying for employment with the Union (in general, these applications tend to be for the more highly remunerated staff positions)
- The AHRC Chair recommended that more attention in External Trustee recruitment should be focused on the large pool of talented individuals who have served as Officer Trustee and who have a detailed knowledge of the Union
- Establishing a prohibition on *servicing* External Trustees from applying for staff positions and establishing a moratorium on Officer Trustees (similar to the Whitehall ACOBA system) of two to three years before applying for an External Trustee position

Recommendations

If the Board agree that some sort of restriction is desirable, Management Committee could be mandated to follow guidelines made by the Board for the immediate future whilst an Officer Trustee could be mandated to bring an Amendment to the Articles to Union Council for some time in the Autumn Semester.

**Extract from our Quality Students Union benchmarking 2017*

7.8	Safeguards are in place to ensure that a Trustee or former Trustee does not gain an 'inside track', or any unfair advantage because of their Trusteeship when applying for a paid position within the students' union		Safeguards to be devised and made public	TM/JD	
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Minutes

Subject:	Minutes of the UEASU Trustee Board 19 March 18
Produced by:	Tony Moore
To:	Board
Action:	To approve
Status	Open after redaction
Paper:	TB853
Purpose:	Record of Decision Making

Present: M Colledge (Full Time Officer Trustee) (MC), J Robinson (JR) (Full Time Officer Trustee), *(after 6 pm)*, C Koosyial (CK) (Full Time Officer Trustee), M Leishman (ML) (Full Time Officer Trustee), C Ball (CB) (Part-time Officer Trustee), E Scott (Student Trustee), S Ascania (Student Trustee), B Gibbins (External Trustee) *via Skype*, R Flaherty (PG Student Trustee), I Gibson (External Trustee), K Watchorn (External Trustee), *(after 5 pm)* and M Kabore (Part-time Officer Trustee)

Chair: I Edwards (Chair) (Full Time Officer Trustee)

In attendance: J Dickinson (JD) (Chief of Staff), A Moore (AM) (Secretary to the Board), T Cave (Head of Finance) (TCa), Lou Chiu (LC) (Director), and T Cunningham (TCu) (Deputy Chief Executive)

Apologies: R Chhay (Student Trustee),

Key Decisions/deliberations:

- *Noted resignation of C Tutty as External Trustee*
- *Appointed K Watchorn as External Trustee with immediate effect*
- *Noted the interim appointment of I Gibson as Supervising Trustee for the Code of Conduct*
- *adopted the Strategic Approach to Benchmarking (to begin at June Board)*
- *noted £100k shortfall against budget in current year*
- *received paper detailing possible extra liabilities stemming from the SUSS pension fund*

Action Points

- *To hold an external audit of governance during the current year*
- *Staff to try get some figures either national or other SU to benchmark against for BAME ration for student staff*

- *Support for student leaders should be added to the Governance and Legal section*

Administration

TB822 Membership and Development

ML, as Chair of AHRC, noted the resignation of C Tutty had left an External Trustee position to be filled. ML noted the Committee had discussed what skills set the Board should be looking for when recruiting for C Tutty's replacement. ML noted that the Committee would look at external advice on the recruitment. ML noted currently researching NCVO's guidance on skills sets for Trustees. ML noted they would be liaising with Voluntary Norfolk for provision of governance training for new External Trustees.

ML drew attention to the Committee's report and recommendations on the replacement for Laura Hagen as External Trustee. ML commented that the skills set that the Board had asked for was predominantly HR; ML noted that the recruitment process had been a tough call but had resulted in the Committee being able to recommend an excellent candidate whose skills set were a fine fit with the Board's requirements.

There were no comments.

Chair thanked No questions ML for all their hard work on the recruitment.

ML noted that the candidate, K Watchorn, would be joining the meeting later.

The Board agreed to the Committee's recommendation and appointed Kemi Watchorn as External Trustee with immediate effect.

The Board noted the previously agreed interim appointment of Ian Gibson as Supervising Trustee.

JD advised, as to Development, that the Board had committed to working within the Charity Governance Code for Students' Unions and had conducted a self-audit the previous year. JD advised that there was a requirement under the Code to have an external audit conducted by another SU every three years. JD noted that NUS had put together a pilot group of around twenty SUs which would act as a pool for pairing up SUs to act as auditors for each other. JD advised that there was no requirement for the Union to have an external audit in the current year but it could be a worthwhile to undertake this in the near future as it would provide an excellent benchmarking opportunity.

MC wondered who would decide as to which SUs to pair up.

JD advised that this would depend on the final composition of the pilot group but the idea would be to match up SUs of similar size and complexity.

The Board agreed as to the desirability of having an external audit of governance during the current year. AP

TB823 Declarations of Interest

Noted: there were no new declarations.

TB824 Minutes of the Meetings of 19 December 2017

The minutes were agreed.

TB825 Action Log and Matters Arising

Chair noted the completed actions.

JD advised, as to SMT capacity, that the resignation of the Assistant Director in Social Enterprises had radically altered the situation and new proposals would be made to June Board.

Chair noted that the points from the strategic thinking exercise had been collated and, time permitting, would be considered at the end of the meeting.

JD advised that there had been a scheduling problem with staff training on the Exchequer financial software programme but that new software had been installed and the training re-arranged.

JD advised that the Union had now seen the proposed ten year lease for the Waterfront.

IG wondered as to the possibility they had expressed at a previous meeting of buying the Waterfront.

TCu advised that this would be beyond the capacity of the Union's reserves and would not prevent the danger of the loss of the music licence if the area was subject to intensive residential development: TCu advised it would be better to sit on the lease.

LC advised the exercise on strategy for Union activities had been completed.

There were no further comments.

Performance

TB826 Chief of Staff Report

JD drew attention to the written report. JD highlighted or updated:

- The University had originally intended to raise accommodation rents by 3% but had realised they had not consulted with the Union; after reflection, the University had cut the increase to 2%
- The University's Executive Team would be working with University Council on researching student finance; this represented a big opportunity for the Union to lobby via its representatives and push forward the student value for money agenda

- It was looking like students' unions' lobbying of the OfS had been relatively successful and that there would be come commitment to student engagement and representation rather than the pure consumer model that it had first been pursuing
- Obtaining the dedicated money for PGR mental health had been a great success for the Union as it had one of the thirty successful applicants out of a field of seventy; this would be a two year project with direct mental health interventions

IG asked as to the scale of rises in students' accommodation costs.

JD advised that, over the previous five years, University rents had risen above inflation and had had a significant detrimental effect on students' finances.

MC noted that, as a result of the Student Leadership Review, a number of sub-committees of SOC had been created; MC noted that the current year was their first in operation and wondered who had been monitoring their workings and how effective the committees had been: it would be important to know whether people went to the meetings and whether the meetings actually worked.

JD advised that a review would be a matter for SOC but that the assumption had been that the sub-committees would review their own workings at the end of the academic year. JD reported that attendance and effectiveness of the sub-committees appeared to vary: with the Education Sub-Committee performing well and others not so.

LC advised that the Education and Engagement Department would be reviewing staff support for each of the sub-committees.

CB noted, as Chair of SOC, that a review would be a SOC agenda item, in the near future.

There were no further comments.

TB827 Key Performance Indicators and Strategic Operating Plan

JD advised, as to compilation of the figures, there had been a change as Union's Annual Student Survey had been moved from around Christmas to May. JD noted the problems with gathering self-declarations via the website but that, with planned changes, this would be fixed.

JD reported that the equality and diversity statistics in permanent staff were encouraging but that there was an issue with the BAME proportion of student staff. JD reported that managed thought they had made progress but it appeared the Union had slipped back: JD believed the figures might be a blip due to timing at the end of contracts or represent a retention issue; whatever the reason, they were a cause for concern.

MK wondered whether there were any national SU statistics available to provide a comparison.

JD advised that the only statistics generally available were for SU permanent staff: UEASU was one of the few SU's to provide figures for student staff. JD noted they would endeavour to get some figures to benchmark against. **AP**

There were no further comments.

TB828 Impact and Benchmarking

JD advised that there was an important difference between a SU proving it was busy and proving it had an impact on transforming the lives of its members and it was crucial that the Union demonstrated sustained progress in the latter.

JD advised, as to benchmarking, for some areas such as ENTS there were few direct SU comparators but it might be worthwhile to look at music or Club providers.

JD proposed a benchmarking by department spread throughout the Board cycle with a direct comparison with nine, core, campus-based SUs with the process to commence at the June Board.

JD noted the Appendix on HE Metrics with the headline figure of 13% for staff turnover and that it was envisaged that this could be broken down into a percentage for departments.

There were no comments.

The Board formally adopted the Strategic Approach to Benchmarking with its commencement at June Board.

Commercial and Trading

TB829 Development and Oversight Boards

The Board noted the minutes of the DOBs without comment.

TB830 Social Enterprise Report

TCu drew attention to the written report.

TCu highlighted the following staff changes:

- The resignation of Mike Kill, Assistant Director (management would be in talks with Mr Kill about the exit terms)
- The departure of Paul Ingleby, the long-serving Events Coordinator, who would be leaving to join VMS

TCu noted that it was looking extremely likely there would be some restrictions as to certain types of gigs that were judged to be unsuitable for a campus environment.

TCU reported a downturn in takings from daytime catering and the Shop due to the lecturers' strike and, also, the severe weather.

TCu advised that the Union was down in performance and this dip was situated in ENTS where the figures were £108K down against budget; TCu cautioned that the real figure was even worse as the changes to the VMS deal had meant a considerable cost reduction. TCu noted that some big gigs had gone badly: such as the Status Quo acoustic show which previously had been profitable. TCu noted that some Student Club Nights had not worked well. TCu identified the

problem area as being that Mr Kill had set an optimistic budget and then not been present to implement it.

TCu reported:

- Marketing performance had been hit by key staff leaving
- Union earnings had been impacted by the Meal Deal

TCu advised, as to the Shop performance, that this had been affected by two factors: the increase in the value ranges had led to lower margins and the bankruptcy of a major supplier had had a negative impact.

TCu advised that management would need clarity from the Board as to where it wanted the balance to rest in the relative weightings of value for money as against revenue. TCu noted that the new Spar basic value range and rotating brand discounts would be coming online and these would be reported to the June Board.

TCu advised, as to future developments in ENTS, that the ending of the VMS contract represented a big saving and that the Union would be developing its working relationship in this area with Manchester SU.

CB asked as to the provision of hot food in the Shop.

TCu reported there was positive news in this area as the improved range on offer in the Bakery had addressed the decline in sales.

SA noted that many students very much enjoyed the Drum and Bass gigs and was concerned their choice would be limited by any future restrictions.

TCu advised that one approach would be to look at smaller gigs in this genre without the more famous 'star' acts; TCu noted that the latter had proved profitable but had led to many problems. TCu stated that the police had made no criticism of the way the Union managed the venue but they and the University had serious concerns about the clientele that were attracted to this type of music. TCu advised that the goal would be to find the right balance in the development of a diverse music programme.

MC believed there would be serious HR issues to be resolved following the departure of M Kill and wondered as to SMT's plans on how to respond.

TCu advised that a paper would be put to Management Committee with an outline of the interim arrangements. TCu noted that these would include: the Head of Retail taking over management of catering operations and a proposal to advertise for *both* a Head of Venues and an Assistant Director of Social Enterprise. TCu noted that, dependent on the quality of candidates coming forward, there was a possibility that if appropriate appointees could be found, both positions might be filled, if not, only one or none might be.

JD advised that senior positions had been vacant for over six months and that the Union had to do better at responding to this type of situation: in particular, when senior staff were on long-term sick leave. JD advised that the current plan was to undertake a holding operation in Venues until the summer when a stable staffing structure could be put in place.

ES wondered as to what the plans were to fill the gaps in Events necessitated by the decision to cancel certain types of gigs.

TCu advised that the Union would be undertaking its own promotions which entailed a higher level of financial risk but that, for the future, working with Manchester Union would bring greater expertise and help to reduce the risk level. TCu noted that there were opportunities as the Tuesday crowd might be attracted to Student Fridays. TCu noted that the Union would also look to collaborate with Norwich University of the Arts (NUA).

JD advised that the recent financial collapse of the Mercy nightclub group showed the challenges that the local music industry was facing. JD advised that the challenges might provide opportunities for the Union in a fast changing market and management would be closely watching for any emerging trends.

There were no further comments.

TB831 Projects Update

TCu reported that the negotiations on the renewal of the Waterfront lease were near to completion: TCu expected signing in the coming weeks. TCu noted that the lease would be for ten years with the rent stable for five with the Union taking responsibility for the improvements to the building.

TCu noted that the switchover to Spar as the Shop lead supplier was going as planned.

TCu reported, as to drinks supply, that it appeared that a number of SUs were thinking of leaving the consortium and that management would monitor developments as these might have implications for the Union and might deepen the need for building partnerships with other SUs.

TCu reported, as to the Temps Agency, that management were waiting on the University for an indication as to where they thought it should sit in the staffing structure and what the business model should look like.

There were no comments.

Finance & Legal

TB832 Finance Committee

The Board noted receipt of the minutes.

CK, as Chair of the Committee, noted that the meeting had looked at the third quarter accounts. CK noted that one of the Student Trustee members had attended an investment conference on behalf of the Committee and that the Committee would be considering the question of better use of the cash in hand and that a proposal would, possibly, come to the June Board.

There were no comments.

TB833 Management Accounts

TCa reported that the first period of commercial operations had been just better than budget but that the second quarter was below and this would lead to a shortfall. TCa noted that the initial projection was for £160K shortfall but, as charity operations were £60K better than budget, the total would be somewhere in the region of £100K.

TCa noted that levels of cash being held were as expected and, as noted, Finance Committee would be looking at how these might be better employed.

TCa noted, as to Capex, that spending was short in the previous year by £50K. TCa advised that this sum might be combined with a holiday from rebuilding the reserves of around £50K to cover the shortfall and reach the original forecast.

There were no comments.

TB834 Finance Improvement Plan 17-18

The Board noted the update on the plan without comment.

The Board approved the Financial Improvement Plan updates without comment.

TB835 Road to the Estimates

JD advised that the shaping of the budget was structured as follows: in late spring, Union Council set the headline political budget which would then be worked on during the summer to produce the Detailed Internal Budget (DIB).

JD cautioned that budget allocations might cause more controversy with the membership if there were to be no revenue growth from commercial operations. JD advised that if this were to be the case, the Board might wish to take a cautious approach to spending commitments.

JD noted that, for Social Enterprise, the picture was as follows:

- The Shop: holding steady but with benefits from new partnership to come on stream
- Unio: revenue growth
- Bars: satisfactory
- Events: spending more in an attempt to bring in more customers

JD advised that the headline issues in the near term were:

- If student numbers were to grow as planned by the University there was an expectation that this would generate more custom but this was a false assumption as the key facilities of the Shop and the LCR were, already, running at full capacity
- Increased demand for the Charity services: increase in the number of student opportunity groups, increase in demand for academic advice, housing advice and counselling services associated with a growing culture of 'students as consumers'
- Increase in the legacy pension fund contributions of 5% for the year; this would mean an additional £30K going out of the Union

JD reported the University were undertaking a cost analysis and reduction programme, UEA Align. JD noted that any settlement of the UCU industrial action would mean extra contributions to pensions and less funding for other areas of University activities.

JD concluded by characterising the £100K budget shortfall detailed in the paper as not a particularly 'big deal' but cautioned it might be compounded by knock-on effects stemming from the severe snowfall during term time and the gaps in senior management of Events.

JD noted that staff had been appraised of the situation and it had been depicted as: challenging but not apocalyptic.

IG wondered whether there was any possibility of physically expanding the Shop premises.

TCu noted there was no realistic possibility of expanding the current premises but there was the possibility of opening a smaller retail unit on the other side of campus. TCu also noted that there was the possibility of making structural changes to increase the capacity of the LCR.

MC wondered, if the slowdown in revenue growth in commercial operations were to prove a longer term problem, whether the £100K shortfall would be met by cuts to services.

JD advised that no decision had been taken but that, initially, money would be found by relaxing the aspiration to rebuild the reserves. JD noted that there would also be discussions with the University as to the Union's long term funding model. JD advised that there would inevitably be some short term contraction of the Union's corporate ambition.

SF believed that savings could be found in cutting the large number of small Societies that only catered for a few members.

JD advised that small Societies did not have any significant budgetary impact but what did cost was building development capacity for societies.

CK noted that the Opportunities Department were building development capacity for all student opportunities groups.

RF wondered whether each new society had a development plan and whether there were special features for smaller societies.

CK noted that, when a new society submitted a constitution for approval, they had to submit a bespoke development plan built around the particular needs and aims of the society.

There were no further comments.

JD drew attention to the emergency paper on the legacy pension scheme, SUSS.

JD noted that the Trustees of the scheme had alerted SUs with liabilities to the scheme to a significant problem that had arisen due to possibility of legal dispute
Redacted due to possibility of legal dispute between third parties.....
.....
.....

..... JD noted that the issue could be characterised as 'scary' but that would be in the long-term but that there were no immediate ramifications.

TCa reported that the pension scheme Trustees were handling the matter and the Union could do little to influence the situation. TCa noted that the initial financial impact on the Union could be in the region of £250K.

MC wondered as to what timeframe the possible added payments would need to be made.

TCa advised that there would be nothing to pay until 2020 and that possible payments would be over a period of twenty years. TCa noted that Unions with liabilities would press to extend any payment period and would be questioning the assumptions on which the repayments might be based.

IG wondered whether the Union might run its own pension scheme for its employees.

TCa advised that this might be one approach but that the matter under discussion was a legacy pension scheme which was closed and no longer open to employees but for which the Union had historic liabilities.

There were no further comments.

The Board noted receipt of the emergency paper.

K Watchorn joined the meeting and was welcomed to the Board by the Chair.

Strategy

TB836 Strategy Revision 18/19 (Steering): Env Analysis and Lessons from Scandi

JD reminded Trustees that the Union, unlike many SUs, did not have a rigid, fixed five year plan but had a rolling three year strategy that could be changed at any point; JD noted that the aspiration was that the Union's strategy would be nimble and could react to events in a timely fashion.

JD advised that part of the Board's remit was to scan the horizon to identify possible threats and opportunities and to develop a corporate anticipatory competence. JD noted that as part of the process the Board undertook a PESTLE exercise.

Trustees used flipcharts to discuss and evaluate risk and opportunity as they undertook the PESTLE exercise.

JD presented to Board a slideshow of the results from the Study Trip to Scandinavian Students' Unions undertaken by JD and two Officer Trustees: CK and JR.

JD advised as to conclusions drawn from the study trip that lessons on good practice could be learnt across all Union departments. JD highlighted: the more coherent model for handling members who needed advice and the use of Ombudspople for informal and formal resolution of complaints.

JD advised that the Union had the resources but did not adequately support Part Time Officers and members wishing to get involved; JD noted that this area for improvement would be researched and proposals brought to the June Board.

There were no comments.

TB837 AHRC Sub-Committee Minutes

The Board noted the AHRC minutes of the without comment.

TB838 Enabling Strategy (Approval): Social Enterprise

The Board noted and approved the strategy without comment.

TB839 Enabling Strategy (Approval): Marketing, Communications and Relationships

The Board noted and approved the strategy without comment.

TB840 Enabling Strategy (Approval): ITC and Web

The Board noted and approved the strategy without comment.

Risk

TB841 Risk Register

TCu noted that the departure of a member of staff in the ENTs team had been added as an item to the Register.

MC asked that support for student leaders should be added to the Governance and Legal section.

TCu advised this would be added as a category number seven in this section.

AP

There were no further comments.

TB842 GDPR

JD reported that the GDPR audit was underway with the Union working in close collaboration with the University. JD noted confidence that the Union was on course to be compliant but noted there was some doubt as to whether the University would be compliant in time and this might have a knock on effect on the Union.

There were no comments.

Closed

TB843 CoS Line Management/Senior Postholder Pay

Staff left the meeting. Chair will minute this item and circulate to Trustees.

Sundries

TB844 Key Decisions of Union Council

The Board noted the Key Decisions of Council without comment.

TB845 Any Other Business

There was none.

TB846 Time, date and place of next meeting

19 June 2017, venue and time to be confirmed.

TB 847 Ongoing Cycle of Business

Noted without comment.

TB 848 Meeting Self Evaluation

Noted during closed session.

AGENDA PAPERS

PERFORMANCE

report

Subject:	Chief of Staff Report
Produced by:	Jim Dickinson, Chief of Staff
To:	Trustee Board
Date:	19 th June 2018
Action:	To discuss
Paper:	TB855
Status:	Open
Purpose:	The Chief of Staff reports to each meeting of the Board on SU activity and progress against objectives set by the HR Sub Committee

Introduction

At each meeting the agreed format for the Chief of Staff report is that it contains the following:

1. Reporting against plan
2. Reporting against set objectives
3. Update on key areas of work since the last meeting not directly covered in formal objectives
4. 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 second quarter updates for 17-18 against the annual **Strategic Operating Plan** and agreed **Key Performance Indicators** are covered in separate papers.

2. Reporting against set objectives

See Appendix One

As part of that process (and following the SMT restructure in the Summer) I now have a specific objective around delivery of demonstrable improvements to institutional representation:

a. Briefings for LTC, SEC, VC, Senate, Council all completed.

These are key central University committees and whilst the release of papers continues to be consistently late, I have prepared and delivered a briefing for each. I have also continued to take steps to support the officers "in play" in the meetings using Microsoft Teams.

b. New schedule to CoP agreed and new membership of key committees secured.

I reported to the last meeting on work to deliver and agree a new schedule to the University's Code of Practice on Student Representation focussed on University level interaction. This has now been agreed by Learning & Teaching Committee (and Senate) and as well as successfully securing additional representation on University Finance and Strategic Space management committee (reported to last Board) we can now add to that the "Senior Officers Remuneration Committee"- we now have become only the second SU in the country to secure this. We have also secured a biannual opportunity to report to the University Council (ie Board)- once on the operation and activities of the SU, and once on the Student Experience at UEA.

c. At least 5 key thematic issues tracked through system across year:

1. **Assessment and Feedback**- As previously reported there has been clear action in this area from the University and we have developed building, press comms and web comms focussed on quality/usefulness of feedback. Indications last term from Quality Conversation data is that this is having some impact with students. We have also been successful in persuading the University to adopt a new evaluation approach to A&F as follows: "The market research team work with LTS managers and academic directors to use data from the UKES to develop

an enhanced evaluation of assessment and feedback. This survey includes qualitative data on student study behaviour as well as asking all the NSS questions and was undertaken by non-final year students for the first time in AY 2016/17. The evaluation may also identify areas where further work is needed to understand the issues behind weak student satisfaction in assessment and feedback"

2. **Estates Projects Involvement-** We have now agreed a new Schedule to the University-Union Memorandum of Understanding. This updates and clarifies our relationship in relation to the delivery of services by the Estates function to the Union; Financial relationship re Capital; the use of rooms in Union House for teaching space; and Student involvement/representation in the wider Estates function. We are also engaged in discussions re the new "Building 0" (Lasdun Wall Extension) and Building 60 (new Science Labs and teaching space down Chancellor's Drive)
3. **Associate Tutors-** As reported previously following the production of the report on these issues we have pressed for action planning and issue resolution through informal and formal committee meetings. In addition revisions to the University's policy in this area were agreed at the PGR Executive in January to bring it into line with UEA HR Standards. We will want to consider how and when we might research any impact on ATs from these measures.
4. **University Committee Membership and Policy** (See Above)
5. **Student Finances/Costs-** This was a central plank of our SER recommendations; a new University group has now been formed to focus on these areas. It will be "asked to undertake some further exploration and reviewing of the cost of living for students by looking at costs of participation on a range of typical and large courses across the University, on a course by course basis, and thereby making the costs visible to all Schools and professional service areas". We have also presented work on costs to the Learning and Teaching Committee with the following outcomes:
 - the ADWP would meet with SU representatives to consider different ways in which WP funds might be used assist students with the costs of studying and, if appropriate, make recommendations to the Widening Participation Committee on how WP funds might be used;
 - the Library Director would present a recommendation to the Technology Enhanced Learning Committee that reading lists via TALIS should make clearer, where students are expected to purchase books and where they are available online or in the library;
 - recommendations should be discussed at the WP Student Finance Group, giving consideration to the different groupings of students and how the costs of studying impact on each group (for example, mature students, students living at home);
 - the Director of Student Services will ask the Head of Procurement if it is possible to undertake a tender exercise to ensure that the University is getting value for money from its laundrette service provider;
 - the Director of Admissions, Marketing and Recruitment will be asked to consider how information on course costs published on the UEA website can be standardised.

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

This has been another busy quarter for the Union, with departments focussed on implementing the projects and initiatives in our strategy as well as holding a series of meetings and events to shape the next revision in this coming period. A small number of additional issues to those in the strategy have taken up attention and time:

Lift Capital One of the critical items not replaced/refurbished during the main Union House project is the lift in the Union café bar. This is an important facility insofar as it acts as a key disabled access route for students wanting to switch between UEA levels in that part of the campus and has been suffering from intolerable maintenance issues in recent months with regular breakdowns and periods out of service. Following sustained pressure on the University re investment, the University at first agreed to replace in 21/22 and has now agreed to fund a replacement in the coming year to the value of £150k.

Best Bar None I am pleased to report that the Venues team have secured a "Gold" accreditation in the National Best Bar None scheme. Best Bar None is an Accreditation Scheme with National Awards supported by the Home Office and the drinks industry which is aimed primarily at promoting responsible management and operation of alcohol licensed premises. It was piloted in Manchester in 2003 and found to improve standards in the Evening and Night Time Economy, with premises now competing to participate. It has since been adopted by 75 towns and cities across the UK and is now being taken up internationally.

The purpose of the Best Bar None Scheme

- To reduce alcohol related crime and disorder

- To build a positive relationship between licensed trade, police and local authorities and the private sector
- To improve knowledge and skills of enforcement and regulation agencies, licensees and bar staff to help them responsibly manage licensed premises
- Process of becoming recognised by BBN includes meeting minimum standards and culminates with a high profile award night with category winners and an overall winner
- Responsible owners are recognised and able to share good practice with others
- Highlight how operating more responsibly can improve the profitability of an individual business and attractiveness of a general area

The award involves multiple standards and our submission was coordinated effectively by student staff.

Salary Scales/HR Matters We have identified a specific issue that relates to pay scales. Our pay rates for career staff are determined by the national Universities pay deal which is negotiated nationally between UCEA (The Universities and Colleges Employers Association) and the Trade Unions. It has been raising slowly in recent years and in any event more slowly than the Living Wage, which we pay to student staff. The issue is that the LW has been catching up with the lower grades of our career staff some of whom supervise student staff. We have therefore commenced a negotiation/consultation with affected staff and Unison which may involve a temporary readjustment in our grading boundaries. There should be more news by the time we meet- but in the longer term if we consider that these trends might continue we will want to review again our overall pay arrangements and the relationship between the LW and the National Pay Deal.

Following feedback in previous staff surveys we have also actively progressed detailed reviews of Job Evaluation and Appraisal/Performance review, using a new staff consultative forum as the vehicle for consultation and piloting.

Buddy I am pleased to report that we have secured continued funding from the UEA Access Agreement in relation to our new student buddying programme. In the first full year of the scheme exceeded our aims with 139 volunteers trained and active and 463 participants. We have successfully embedded BuddySU into our student leadership programmes and those involved are now seen as a key stakeholder across the union. An example of this is that 83% of all first-year students involved in the scheme are now members of a student group. Our main impact and feedback from the buddy programme has been the change in confidence of students involved – in a survey conducted within the group, 87% felt confident or very confident in making friends, with 91% at the start of the year stating they didn't feel confident to do so. This is a good example of our aims around social capital and loneliness aligning with the University's widening participation goals with effective partnership working ensuing as a result.

DSD In addition I am pleased to report that our partnership project "Do Something Different" has been approved for a further four years, securing funding for that period from the University. This year this has involved the development of a new approach to university-wide 'no commitment' extracurricular activity. Our vision was to become the primary delivery partner for the University's "Do Something Different" week and to develop a continuous programme of daily non-committal activity on campus to develop, student skills, campus integration, employability and enjoyment on and off campus.

Successfully met objectives were as follows:

- Improve the cohesion of campus through social activity, whilst also improving student skills and employability, through fun no commitment activities
- We would guarantee that every day during term time (and at least every week outside of formal term time) at least one DSD activity would be staged.
- We would then retain a flagship DSD Week in Week 6 of term two where we can showcase the best events for students to attend
- We will involve all potential stakeholders that could contribute, ranging from lecturers and faculty staff and professional/campus services. Whilst most importantly attracting with students to deliver peer to peer activities, whilst also engaging with the local community to enhance links.
- We would engage over 2000 student in our festival week and over 5000 over the course of the year
- That students will report that they have tried something new and will continue with it, whilst also making new friends

Student Reviewers Following a long period of discussion we have now agreed with the University that it will pay students to be involved in course review. We have also agreed a new set of quality processes with the University that will see strengthened student input into course and programme review.

SSDCs Having been reviewing the regulations surrounding student discipline at UEA throughout the year, earlier this term the University announced at the last minute that (amongst other changes) it was intending to remove student membership of non-academic student disciplinary panels. Students have been an important feature of such panels for just over 50 years at UEA following a string of demonstrations and occupations over what were seen as "unjust" student disciplinary cases. Following considerable research and lobbying we have managed to retain student membership of these panels and work is in progress to strengthen the relationship between our procedures and the University's.

Wellbeing/resilience Our annual NUS staff survey identified that general wellbeing was a concern particularly for career staff. We developed a wellbeing strategy of which one of the strands was to work on staff resilience. Our teams work in lively, hectic environments and we wanted to arm our staff with the tools to help them build their resilience. We identified that both in our work and our home life, we are exposed to different degrees of pressure and this can sometimes cause us to feel stressed or anxious. Everyone suffers from stress at some stage of their life, but how quickly they recover or deal with the challenges they face can make a big difference to how they feel, think about and act with colleagues and loved ones. The most resilient individuals get through challenging times effectively and quickly. They adapt well to changes and have a positive, flexible approach as to how they will overcome any problems along the way. Recent scientific advances and research in neuroscience and psychology have shown that the skills associated with greater resilience can be learned.

The union created a wellbeing group with wellbeing champions for each department, who met to discuss ideas and develop a wellbeing strategy. In that discussion general issues regarding resilience developed and at our annual staff residential week we ran workshops with each department and identified the need for a scalable strategy that would build resilience across our student staff teams. We identified an opportunity through an external partner that could deliver a "Train the Trainer" approach to allow students to lead the delivery of the programme focussed on helping staff build their resilience skills.

We commissioned The Wellbeing Project to develop a Resilience training programme to be rolled out to all career staff and student managers (circa 200 people). Working with them and investing £7500 we devised a 'train the trainer' approach, providing us with in 7 house resilience experts. These experts then have a dual function of helping their own departments improve their resilience levels but also adapting and rolling out the training to all staff in a structured programme.

This involves each member of staff completing a survey based on the five pillars of resilience (attached) which identifies a score indicating a level highlighting where staff can improve their resilience based on where they are at individually.

The challenge has been getting 200 people to the training sessions but we have started this and are monitoring our feedback (attached). Some staff have been cynical but through the survey offering an opportunity to reflect and the training being led by peers rather than external trainers is beginning to turn the cynical tide.

The feedback from the seven trainers is that they found the training sessions hugely beneficial, a number are already identifying steps they will take with themselves to boost energy levels at work and in personal live e.g. drinking more water throughout the day, healthy snacks, and not having chocolate for breakfast!

Amongst the general staffing body, there has been lots of talk in the office with staff openly discussing their scores with colleagues and discussing the tips and techniques from the training. Our staff wellbeing group has been invigorated with a raft of new ideas for organisation wide initiatives developed and the University is interested in rolling the programme out to the general student body given the positive feedback from student staff.

Student Experience Report Each year the SU produces a report into the Student Experience at UEA for consideration by senior managers at UEA principally through the Student Experience Committee. The following has been released by the University outlining progress on the issues raised:

The University welcomed the 2017 Student Experience Report produced by the Students' Union and highlights the following developments:

- **Teaching Excellence Plans.** Trialled during 2016/17, these School level plans will bring together actions arising from annual reviews of student satisfaction, assessment and feedback, employability, inclusive education, teaching practice development and student voice and communications.
- **University Mental Health Strategy.** Approved by LTC in June 2017 this strategy is being led by the the Student Support Service. The Well-being section fo the Service has been restructured and expanded introducing CBT therapists, psychological wellbeing practitioners and new appointment management processes all designed to improve the range of service offer and reduce waiting times. A range of online, self help materials are in development and more group therapy sessions offered.
- **Student Finance Working Group.** During 2017/18 this Group will be exploring and reviewing the cost of living for students by looking at the cost of participation on a range of typical and large courses, on a course by course basis and thereby making costs visible to all Schools and professional service areas.
- **Internal communications.** Recognising a communications gap, more effort will be made by the University to share the changes that are made and the developments that arise as a direct result of student feedback at the School, Faculty and University level, and other things such as the UEA Plan, and estate strategy.
- **University buildings and facilities.** In preparation for 2017/18 investment was made
 - Refurbishment of lecture theatres 1,2,3 and 4, plus Congregation Hall 01.19
 - AV upgrades in 45 teaching rooms
 - creation of 12 new teaching rooms
 - creation of 195 new study spaces in the library
 - Admin changes to improve quality of timetabling
 - Created a new post Learning Spaces Technology Manager to improve the IT and AV experience of both staff and students in learning and teaching spaces.

4. Update on national student movement developments of interest to Trustees

Tertiary Funding Review As signalled last quarter the Department for Education has launched a review into Post-18 Education and Funding in England. An advisory panel chaired by Philip Augar has just concluded a consultation process, with the aim of reporting to the DfE in the autumn. The Department will then announce the outcome of the review in early 2019. The first stage of the work of the advisory panel was a call for evidence, the deadline for which was 2 May 2018. NUS responded to the call for evidence and its responses is appended.

In an effort to influence this ongoing agenda earlier this term NUS released its Poverty Commission report. The report makes a series of recommendations to the government and calls for a living income for all students. The report provides a unique look at the class related social barriers and financial issues that are some of the biggest barriers to social mobility in post-16 education.

Key findings include:

- Students from working-class backgrounds face a 'poverty premium' often paying higher costs in order to access post-16 education. Ironically these are the most debt adverse students to begin with.
- Working-class students are most likely to be employed in a job that requires more than the recommended 15 hours per week while studying.
- Rising costs of transport and cuts to bus services make it more difficult for working-class students.
- Average student expenditure routinely exceeds the income available through student support. Leaving many students without the means to pay for food or heating. Student halls routinely exceed what is affordable given the maintenance loan available to students. The pricing policy risks segregating working-class students.
- Students are currently missing out because the means-testing system for student loans have been frozen since 2008.
- Dropout rates are highest among working class students. With a third of part time students leaving before their second year of study and 10.3% of black students.
- The dominant culture of HE is middle class and working-class students can be made to feel they do not belong (feeling disconnected or bullied).

The report reveals large inequalities around the experiences of working-class students in further education, higher education and apprenticeships. While many are financial, simply solving the financial crisis many find themselves in will not solve the problem. Though this is an area that needs to be seriously considered throughout the government's funding review the culture around who further and higher education 'is for' must change to remove barriers to education.

Recommendations include:

- The introduction of a minimum living income for students across FE and HE and apprenticeships.
- The government must reinstate entitlement to grant funding across FE and HE including maintenance grants for undergraduate students and NHS bursaries at significantly improved rates.
- Review of the operation of means-testing to ensure a fair funding system.
- Providing affordable accommodation should be considered as a matter of educational access, and that measures to ensure access to affordable accommodation for low-income students should form part of Access and Retention Agreements.
- Universities and colleges should open their doors to part time learners in other ways than through formal courses.

Joint Committee on Human Rights inquiry into Freedom of Speech on Campus Late in 2017 the Joint parliamentary committee on Human Rights launched an inquiry into the ongoing claims of a "Freedom of Speech" problem within UK Universities. In a wide-ranging report by the Joint Committee on Human Rights published on 27 March, MPs and peers reported that the idea that student groups are frequently using "no platforming" and "safe space" policies to stifle free speech has been overblown by media reporting.

This had led to a "perception that the current generation of students are unwilling to hear views which are different to their own". The inquiry, which conducted eight oral evidence sessions with a total of 34 witnesses and received 109 written submissions, followed claims by former universities minister Jo Johnson that "safe space" policies were used by students to restrict debate on campus.

However, the inquiry, led by former Labour cabinet minister Harriet Harman, said that "press accounts of widespread suppression of free speech are clearly out of kilter with reality". "A large amount of evidence suggests that the narrative that 'censorious students' have created a 'free speech crisis' in universities has been exaggerated".

Since the production of the report the Government has announced an intention to produce a model free speech code to assist students' unions and Universities in navigating their various legal duties. We are due to review our own policy in September so will keep a watching brief on this area.

NUS Extra The NUS Card has long been seen as entitlement for students to obtain discounts, and since 2006 has been offered for sale to students in the guise of "NUS Extra"- as such it has provided a considerable revenue stream to both NUS itself and member unions. However sales have been in freefall in recent years in the face of stiff free competition, principally from an app based discounts aggregator called UniDays.

NUS has now resolved that in the summer NUS extra will be relaunched as 'Totum, powered by NUS extra' which will consist of the existing card and a mobile app. Totum will "seamlessly integrate with the discount card already in student pockets, initially offering exciting high street brand discounts, localised deals and proof of ID. Over time more features will be developed". "Game-changing" financial management features supported by a debit card that will help students manage their money effectively and "minimise the harm spiralling student debt can have on their well-being" will be added over the next year.

The general feeling is that the naming and concept for the replacement is poor and we will consider carefully whether to participate in the revised scheme in the early part of the summer as details emerge.

NUS Convention This event brings together activity from the NUS Charity (focussed on SU development activity) and NUS Services (the trading group). It also hosts NUS Company Law meetings. As well as participating actively in the workshop sessions available we submitted three resolutions- one calling on NUSSL's iteration of the Best Bar none scheme to incorporate work on sexual harassment/assault and two on NUS' corporate governance and finances. Although the latter two were not heard as the meeting was not quorate, the first was enthusiastically approved.

5. External Meetings/Visits

- OfS Student Panel, London, 18th March
- WhatUni Policy Conference, London Barbican, 19th March
- HEPI Widening Participation Policy Seminar, HoC London, 21st March
- NUS National Conference, Glasgow, 25-29th March
- SU Trustee Board Peer Review Training, Manchester, 26th April
- OfS SU CEO Focus Group, London, 27th April
- Aurora Biannual, Essen, 1-3 May 2018
- LF working with students conference, London, 5th June
- Festival of HE, Buckingham Uni, 13th June

6. Declaration of any hospitality/gifts

N/A

7. Appointments

N/A

report

Subject:	Deputy Chief of Staff Report
Produced by:	Toby Cunningham DCoS
To:	Trustee Board
Date:	19 th June 2018
Action:	To discuss
Paper:	TB855 (ii)
Status:	Open
Purpose:	This report covers the work of the DCoS since the departure of the CoS that isn't covered elsewhere in papers or presentations

8. University Committees

An immediate priority as raised by the Chief Resources Officer was an impasse between UEA and uea(su) in relation to student representation on University Committee's.

We had proposed student inclusion with staff support on a number of university committees including the sub- committees on the University Council

- Finance Committee
- Senior Officer Remuneration Committee
- Equality and Diversity Committee

Space Planning and Management Committee

Admissions, Recruitment and Marketing Executive

Member of the University Executive team had raised objections to student representation on SPMC and ARM Exec and staff support for these committees.

In the end a compromised was reached with student representation on all these committee's with staff support on ARM exec. There is a commitment to review this annually and the support for officers for University Council, its sub-committees and SPMC remain at the highest level in ET.

Following this Lou and I worked with the officers delegating staff support to the University Committees for the interim period.

9. IT Provision

Josh Clare and I met with the Acting Head of IT, to examine our current stock of equipment and ongoing university support. It appears that all of our PC's are up for renewal and IT we look at how they can support out tablets, but we will need to move our IT hardware into assets compatible with University support. This may involve some cost to the union and changes to capitol expenditure priorities going forward.

10. University Staff

I met the Chief Operating Officer to discuss our relationship going forward and introduce some of the issues we face for the year ahead, I met with the Director of ARM to discuss current university recruitment, which is 12.5% down on last year.

11. We have booked the three available new officers and staff onto the NUS Student Union's 2018 conference in July

12. Lou and I are working with the Heads of team to prepare for the annual staff residential, a roll on, roll off residential event where each team spends 24 hours in a facility in Norfolk in which we have a chance to present plans and challenges for the years ahead, teams get to work on their departmental plans and there are elements of team building and social time
13. Jack, Sophie, Jenna and I attended University Court on Friday 8th June.
14. I attended a staff Forum in which we are consulting with our staff on a new revised role evaluation scheme.
15. **GDPR** – We have got the Universities on-line GDPR training made available to staff and are working towards making this available to student staff. I have presented a GDPR training presentation to staff at our weekly staff meeting.

The ICO has announced a further grace period of 12 months to become compliant and this has allowed us, in the current circumstances to take the urgency out of compliance. The ICO are looking for organisations to have in place a plan for compliance. We have a plan in place and are 90% achieved for public data 70% for staff and 50% for students. MSL is proving a major stumbling block but we are working closely with them. As above we have begun training and have established legal basis for all data collection, we have a Controller/processor agreement template for all data processors whose own terms and conditions/contracts are insufficient. We have updated our SAR process and all data subjects are aware of how they can manage our data relationship.

We are not where I hoped we would be, but I am confident that we are empowering teams to manage their GDPR obligations effectively. This embedding process takes longer than a policy imposition, but I feel makes us more GDPR capable.

16. Corporate Risks

I feel I need to raise some serious areas for concern in terms of corporate risk that the Board need to consider and discuss; I have updated the risk register and these matters are all Red and represent significant risk. Some of these risks are also considered in papers elsewhere in the agenda

Departure of CoS – There are numerous impacts to this, including but not limited to;

- Loss of skills and expertise
- Reduced SMT capacity
- Staff confidence and trust
- University may perceive us as vulnerable
- CoS was 'de facto' head of IT
- Legal implications of departure may incur costs, and will absorb and distract officer and board member time
- UEA perceive financial and reputational risks of CoS departure and legal issues

Trustee Board – We are mandated to recruit two new external trustees, we are not at full complement at present and we have limited resources/skills at senior level at present to support this and the university are pushing for a staff member assigned by them to become a member of the board. The negotiations of this will have to be handled with some tact. Their shift in stance on student representation on university committees is likely to raise expectations about their representation on our board. Clearly recent events have demonstrated the need to a full complement of external trustees, to support the student officers and fully engage with the board agenda.

HE Funding Review – Sam Gyimah Minister for Universities is conducting a review of Student funding and finances, this could have serious implications for the University and students. We need to help Jenna and Martin understand the implications and where and how we can have influence locally and nationally

Student Numbers and Align – Currently applications are 12% down, it is hoped these will pick up but the numerous factors that squeeze UEA in recruitment could remain for a number of years, putting increasing pressure on university finances and in turn our grant. The recruitment strategy is rapidly evolving and we have serious concerns regarding the use of the widening participation resources to either recruit non WP students or recruit BME students without an effective university wide diversity strategy.

New UEA Senior Management Structure – We consider Ian Callaghan to be a ‘friend’ of the Union, however he is highly ambitious and is considered a fixer of problems. Jenny Baxter is new and whilst she has some big issues to resolve in estate and IT again, she may bring some fresh perspectives that are not aligned with our thinking. Developing these relationships, with an effective critical friend/partnership approach will be key for officers and SMT.

IT – The loss of the SPH who looked after IT as a ‘hobby’, means that much of our IT assets are not supported by UEA at all, whilst we have negotiated for them to consider supporting our tablet devices, the reality is they will want replacements to be purchased through their approved suppliers, and this could have significant costs implications, add to this the other hardware that staff use is now considered redundant and again to get support UEA may expect to upgrade out IT to comply with theirs. IT is a critical driver for staff morale – we all know how frustrating it is when your IT hardware malfunctions, I am concerned to prevent this may have significant costs implications. When the former CoS took responsibility for IT he made choices and took risks, consequently the University is likely to regard this as a self-inflicted wound and may well be largely unsympathetic when they too are under significant pressure.

Rising Staff Costs - When new introduced the National Living Wage Foundation Living Wage, along with a strategy for replacing permanent staff with students we did not model the long term implications on our career staff pay structure. We have a situation now where we now and the staff survey will bear this out that we have a growing number of disgruntled staff at the bottom end of the structure. In my view the continued rise if student salaries at twice the rate of career staff is unsustainable. The overall wage bill as a percentage of income is becoming dangerously high, it could only take one year of poor trading to wipe out our reserves and lead us into a full blown financial crisis. Again it is my view that the university may well consider this to be a self-inflicted wound, again choice we have made rather than a situation forced upon us, we are unlikely to get financial support or help to solve this.

Add to this the rapidly expanding career staff numbers; in 2104, after the restructure, we had 64 members permanent staff. This year the number will be 90, an increase of nearly 30%. Whilst we have expanded the number of Heads of Department, we have not increased our Finance, HR or operational capacity to support either the volume of staff or the ability of manager to manage effectively. Add to this the rise of student staff numbers from 400 to 1300, again without the equivalent resource expansion, as already identified by the board, our shared services are at breaking point or broken –and hopefully the process of improving delivery is dealt with elsewhere on the board agenda.

Capital Expenditure – Dwindling surpluses and a limited capital expenditure plan means that each year the requests from staff rise by approx £50k. On top of our strategic commitments around, SPAR, the Waterfront, Coffee machines etc - There are several high costs items which will require replacement as they will become unsafe, e.g LCR barrier trusses, suspension motors, cellar chillers. Each year we delay these replacements the costs back up. We could soon be in a position where we are unable to fund urgent safety measures. Whilst these are not self-inflicted wounds, the university may be reluctant to help financially whilst the self-inflicted wounds remain unhealed.

Pension – Alongside capital expenditure and reserve building, Pension costs remain a significant bind on our finances and it is unlikely this will change. A £30k rise, combined with other growing costs, this year puts out finances at risk. These year on year costs create a constant pressure of the social enterprise to deliver increased contribution.

AGENDA PAPERS

COMMERCIAL AND TRADING

report

Subject:	Social Enterprise Performance Report
Produced by:	Toby Cunningham, Deputy CoS
To:	Trustee Board
Date:	19 th June 2018
Action:	To consider/discuss
Paper:	TB857
Status:	Confidential
Purpose:	This paper updates on performance of the Social Enterprises for the third quarter

AGENDA PAPERS

FINANCE AND LEGAL

paper

Subject:	Management accounts for the 9 months to April 2018
Produced by:	Tim Cave, Head of Finance
To:	Board
Date:	24 May 2018
Status	Confidential
Action:	For information
Paper:	TB859

paper

Subject:	Advanced Estimates
Produced by:	Toby Cunningham, DCOS
To:	TB861 Trustee Board
Status:	Open
Date:	19 th June 2018
Action:	For consideration/approval

Background

Under the framework for finance and budgeting, the Union Council annually agrees a set of "Estimates" that reflect spending priorities for the year ahead. This becomes the financial policy document for the year ahead. Council agreed the estimates set out in the document 'UEASU Estimates 18-19' an appendix to these board papers.

Ordinarily the Trustee Board then agrees a set of "Detailed Internal Budgets" that reflects priorities in the Estimates and that have involved detailed considerations from managers taken in the round with detailed outturn figures for the previous year. However, in view of the current circumstances we have determined to present an interim set of more detailed estimates that reflect the planned internal changes for the year ahead including the dissolution of Marketing & Business Development Department and Budget heading, the establishing of a communications function and budget into the Charity, the absorption of residual commercial marketing into the Entertainments OH budget, under the control of a new Marketing and Sales Manager within the venues team and the movement of the core of operations function into opportunities.

The first column relates to how Estimates presented to Council the second column the current forecast for the end of year and the third is the revised estimate for the board to consider.

UEASU Group comprises a core Charity vehicle and two subsidiary companies which operate on campus licensed trade and the Waterfront respectively. Infrastructure costs and management costs within the Charity are higher than may usually be expected for the level of activity; this reflects the fact that the Charity provides HR, Finance, Management and Buildings costs for the Social Enterprises. These are reflected through recharges in the Statutory Accounts.

For simplicity the Charity Estimates have been constructed to reflect the internal departmental structure of the Union, which comprises core delivery areas: Advocacy & Representation; Activities & Opportunities; and underpinning Infrastructure. They do not include Unio or Retail which officially operate from the Charity vehicle- this does not affect the budgeting process and become reflected in the statutory accounts.

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

Alongside this process numbers for the union's commercial activity have been re-estimated to include changes expected in the new financial year including salary rises, the introduction of SPAR for supply in retail and the transition for ABC to MSL for the sale of public tickets. At this stage their contribution to the union in terms of estimated surplus is reflected and shown by outlet. As mentioned above for simplicity, these numbers exclude charges made by the Charity vehicle to the Trading Subsidiary for things like rent and service recharges all of which are reconciled and displayed appropriately when the statutory accounts are developed.

Advanced Estimate 18/19

The detailed budget setting process for 18/19 is underway with headline assumptions as follows:

- The SU currently budgets to spend around £150k on capital each year. An exercise has been undertaken to determine whether this is an appropriate figure generally, and specifically in relation to lease length at the Waterfront- and we have resolved that with the increase last year it should remain at £200k.

- Pension deficit contributions into SUSS (the old SU Superannuation Pension Scheme) has increased by £30k following revaluation results.
- We expect the University grant to increase by the University inflation level although following the Sport transfer this is a much smaller proportion of overall charitable spend than in the past.
- Our revised reserves policy suggests that over 5 years we rebuild reserves by a total of £250k. For budgeting purposes, we are assuming a rate of £50k PA, However improved performance in 2016/17 may allow the board to reduce the contribution in 2018/19.
- Spar uplift will not all be felt in year one as the shop will close for three weeks trading – we will operate a reduced service from the grab and go but estimate a drop in revenue of £60k. we have estimated for a 5% rise in turnover and a 1% rise in GP.
- Overall staff costs will rise by approximately £100k.
- This year has been a poor year for GP in terms of self-promoted shows, this is unusual and we have assumed a GP nearer a 5-year average.
- The Box Office operation moves in a phased process from an external provider to our own web-based operating system in September increasing profitability over the course of the year.
- Investment in new coffee machines should deliver a quicker improved service in Unio
- Permanent siting of the Fries Van will improve revenues on concert and club nights.
- We have moved £100k of costs from SE to Charity, mostly in moving corporate communications
- **Taken together we have estimated an increase in net profit of approx. £240k this leaves us with a shortfall of £112k** (see Summary Table)

Advanced Estimates by Department

Advice and Student Rights

Advice and Student Rights	Estimate to council	Forecast	Estimate to board
Career staff	£128,077	£120,803	£128,077
Student staff	£18,108	£16,038	£16,607
Advice Subscriptions	£3,000	£3,322	£3,322
Advice Volunteers	£1,200	£1,177	£1,200
Tampons	£2,000	0	£2,000
Advice materials	£5,000	£1,426	£2,000
Departmental expenditure	£1,250	0	£1,250
Total	£155,982	£145,126	£154,456

The estimates reflect little change in the function for the year ahead. Increases in salary are made by saving on expenditure. I have concern that this department is currently under resourced and requires additional staffing at advice and administration level in order to run effectively the volunteer scheme and allow the head of department to play a meaningful role within the Management team and provide appropriate support to the Director.

Education and Engagement

Education and Engagement	Estimate to council	Forecast	Estimate to board
Income		-£27,292	-£52,701
Career staff	£164,381	£145,593	£208,701
Student staff	£4,527	£21,572	£22,337
Convenors	£10,000	£6,523	£10,000
Teaching Awards	£2,500	£2,500	£2,500

PG SU	£17,500	£17,537	£20,000
Research	£5,000	£1,833	£4,000
Rep Training	£3,000	0	£3,000
Departmental	£2,000	0	£1,000
Total	£192,000	£155,691	£218,837

Funding from UEA has increased to provide additional career staff support to XXXXXXXX, this department is seeing an expansion of resources and spending to deliver a range of projects to support the academic officer and our representation function. There are ongoing negotiations with the institution to create more staffing roles within this team to support the HUM faculty and the universities widening participation agenda, my concern is that the team are not resourced to support additional team members, especially ones only part funded.

Student Leadership Unit

Student Leadership Unit	Estimate to council	Forecast	Estimate to board
Income			
Career staff	£125,556	£114,225	£116,427
Student staff	£13,581	0	0
Trustee Expenses		£1,793	£2,000
Trustee Board Costs			£3,000
Training	£20,000	£6,756	£10,000
Student Leadership			£10,000
Uniforms	£500	£494	£550
Travel	£6,700	£6,818	£7,000
Elections	£10,000	£9,953	£10,000
Conferences	£10,000	£15,500	£10,000
Campaigns and projects	£20,000	£10,742	£20,000
NUS affiliations	£20,000	£5,092	£12,000
Total	£226,337	£173,312	£200,977

This is essentially the SOC budget area that pays for the officers, officer conferences and training, and campaigns – the student staff costs here has been absorbed into E&E above. Invariably the campaigns budget is underspent, but it remains resourced the same year on year.

Opportunities and Activities

Societies and media	Estimate to council	Forecast	Estimate to board
Income		-£53,363	-£55,000
Career staff	£137,864	£164,457	£232,335
Student staff	£18,108	£15,049	£15,583
Societies Collective	£20,000	£11,150	£20,000
Nightline	£2,000	£3,128	£2,000
Peer Support Groups	£3,500	£3,784	£3,500
Buddy SU		£4,404	£3,500
Fairs and transport		£2,285	£2,300
Credit card charges		£7,547	£7,500
Give it a go > DSD	£8,000	£10,169	£10,000
Media Collective	£30,000	£30,039	£30,000
INT SU	£5,000	£5,055	£5,000
Academic Societies Collective	£1,000	£0	£1,000
Enterprise	£2,500	£3,050	£3,000
Departmental	£0	£1,656	£100
Total	£223,472	£247,945	£280,818

Opportunities have absorbed the Operations function to give some management and administrative support to the head of department. We have secured £30k of funding for Do Something Different for the second year.

Underpinning Infrastructure

people	Estimate to council	Forecast	Estimate to board
Career staff	£41,814	£55,715	£75,465

Student staff	0	£170	£3,300
HR Support	£24,650	£10790	£11,000
Staff training and development	£30,000	£37,346	£15,000
Resilience training	£7,500		0
People HR	£14,120	£20,582	£15,000
Group PHI and Life	£13,626	£12,987	£13,000
Staff residentials, events	£8,500	£11,600	£12,000
Rotacloud	£5,000	0	£5,000
Occupational Health	£2000	0	£1,000
Stu staff TU	£6,500	0	£6,500
Departmental	£0	0	
Total	£169,042	£150,312	£157,265

This reflects the current HR team structure including payroll which was in agency services last year. We have reduced the staff training budget as both our current ILM programmes and the resilience have a further 6 months to run and we don't anticipate any further programmes being commissioned this year.

Operations and UH

	Estimate to council	Forecast	Estimate to board
Career staff	£66,492	£65,924	£0
Student staff	£40,000	£29,814	£31,303
Utilities	£120,000	£126,211	£130,000
Printing	£30,258	£29,500	£30,000
Post and Franking	£4,200	£2,922	£2,500
Union House (PBN)	£7,500		£7,500
Stationary	£4,200	£3,901	£4,000
Staff welfare travel	£1,000	£1,200	£1200
Uniform	£1,050	£439	£500
Green Impact	£500	-£2,850	£2850
AIWIP Income	-£3,500	-£500	-£500
Confidential waste	£1,200	0	£1200
Maintenance	£2,500	£2,984	£3,000
Telephone	£4,200	£4455	£4,500
Equipment		£2000	£1000
Departmental	£2,000		0
Total	£281,600	£266,854	£284,977

The staffing from here have moved into Opportunities, this budget will now be controlled by the Head of Opportunities with the Support of the former Operations Manager.

Finance

	Estimate to council	Forecast	Estimate to board
Career staff	£124,064	£117,610	£124,063
Student staff	£18,108	£15,266	£20,000
Data Storage and software	£20,000	£21,850	£22,136
Bank Charges	£600	£904	£1000
Legal and Professional	£3,000	£4565	£1500
Insurance	£18,000	£19,366	£25,000
Assets		£15,000	£15,000
Audit	£8,500	£11,255	£11,255
Departmental	£1,000		£1000
Total	£193,272	£205,786	£220,954

We have agreed to review the Exchequer 365 proposal that did not feature in the estimates. Finance see's the return of Kim for Maternity leave and a subsequent saving in staff costs. There is an allowance for additional student staff support to run some summer projects to improve

efficiencies that negate the need to exchequer 365. There is an annual rise of 33% in our insurance costs

Strategic Development

	Estimate to council	Forecast	Estimate to board
Career staff	£309,447	£316,579	£300,866
Interim staff & Recruitment	£	£	£22,500
Admin	£6,000	£6,693	£7,000
Alcohol Impact project	£2,500	0	£2,500
Trustee expenses	£2,000	0	£0
PSA settlement	£500	0	£500
Legal and Professional	£5000	£10,854	£17,500
Departmental		£834	£1000
Total	£322,947	£335,908	£349,366

This is the senior management team costs, I have adjusted for the Governance and Democracy Coordinator to go part time, their replacement and reduced the senior post holder pay whilst the post remains unfilled. I have put in an amount to support the interim SMT and allowed for a recruitment consultant if the board wish to outsource the SPH recruitment.

M&BD/Comms

	Estimate to council		Estimate to board
Career staff	-£97,965	-£76,286	-£35,000
Student staff	-£35,000	-£39,369	-£20,000
Income	£247,500	£186,501	0
Costs of sales	-£47,248	-£27,387	0
GP	80.1%	87.7%	
Admin	-£25,700	-£23,533	-£25,700
Equipment	-£250	0	-£2,000
Marketing Freshers	-£14,730	-£14,473	-£15,000
Total	£30,705	£7,729	-£97,700

The Comms function has one career member of staff, they rely of student staff for design, social media, Video and photography. We feel this team is under resourced and requires and administrator/Coordinator to support the Communication Manager

Totals	Estimate	Forecast	variance	Re-estimate	Variance
Dept					
Advice	£155,982	£145,126	-£10,856	£154,546	-£1,436
E&E	£192,408	£155,691	-£36,717	£218,837	£26,429
SLU	£226,337	£173,312	-£53,025	£200,977	-£25,360
Opportunities	£223,472	£247,945	£24,473	£280,818	£57,346
People	£169,042	£150,312	-£18,730	£157,265	-£11,777
Operations	£281,600	£266,854	-£14,746	£284,977	£3,377
Finance	£193,272	£205,786	£12,514	£220,954	£27,682
Strat Dev	£322,947	£335,908	£12,961	£349,366	£26,419
Comms				£97,700	£97,700
Total	£1,765,060		-£84,126	£1,965,440	£200,380

This table shows the variance between the estimates to council and the forecast then the variance of forecast to the actual commitments we have already made for the year ahead. Excluding the moving of Comm and payroll staff there is a net additional spend of approx. £80k

Social Enterprise

Retail	Estimate to council	Forecast	Estimate to board
Career staff	-£286,500	-£287,376	-£309,497
Student staff	-£336,384	-£378,926	-£392,378
Income	£3,450,091	£3,355,303	£3,523,068
Costs of sales	-£2,405,323	-£2,249,707	£2,430,916
GP	30.3%	30%	31%
Premises	-£23,550	-£7,341	£10,000
Admin	-£2,145	-£1,934	£2,000
Equipment	-£25,285	-£19,679	£15,000
Advertising	-£1,155	-£194	£0
L&P	-£10,178	-£350	£0
Total	£358,907	£309,795	£363,277

This considers a 5% increase in turnover for the SPAR effect along with a reduction in income for closing the shop for three weeks. We have also increased the GP to 31%. However this does not include the additional stock control requested by the Shop Manager.

Admin	Estimate to council	Forecast	Estimate to board
Career staff	-£48,180	-£43,137	-£50,000
Student staff	0	0	
Income	£1,619	£624	£1,000
Costs of sales	0	0	
GP	0	0	
Premises	-£75	0	
Admin	-£1,977	0	-£2,000
Equipment	0	0	
Advertising	0	0	
Bank charges	-£5,964	-£2,439	-£3,000
L&P	-£31,638	-£44,356	-£30,000
Total	-£86,215	-£91,367	-£86,000

Administration covers central commercial costs including the Assistant Director of Venues Salary

Unio & Vending	Estimate to council		Estimate to board
Career staff	-£66,311	-£55,300	-£79,086 (CH cover)
Student staff	-£145,979	-£159,572	-£165,236
Income	£608,246	£592,404	£600,000
Costs of sales	-£214,567	-£211,615	-£210,000
GP	64.7%	64.3%	65%
Premises	-£5,100	-£6,124	-£6,000
Admin	-£10,000	-£10,051	-£11,000
Equipment	-£13,007	-£8075	-£5,000
Stock taker	-£1200	-£1605	-£1,600
Departmental			
Total	£152,082	£139,921	£122,078

We are expecting an improvement in Unio performance based on the purchase of new equipment. The Union Supervisor is due to take maternity leave and will require replacement for the period. This is included.

Bars	Estimate to council		Estimate to board
Career staff	-£178,500	-£191,250	-£213,282
Student staff	-£346,954	-£377,612	-£396,450
Income	£2,269,121	£2,133,172	£2,239,831

Costs of sales	-£725,204	-£636,536	-£671,949
GP	68%	70.2%	70%
Premises	-£27,696	-£9,079	-£10,000
Admin	-£3,360	-£1,254	-£1500
Equipment	-£35,574	-£35,137	-£25,000
L&P	-£8,084	-£3,092	-£3000
Departmental	-£74	-£200	-£200
Total	£913,862	£909,668	£918,450

The bars team have several plans to increase the pub, trade and the expansion of commercial marketing staff we are anticipating an increase in turnover In bot the pub and the LCR

Bars Catering	Estimate to council		Estimate to board
Career staff	-£19,425	-£34,833	£45,903
Student staff	-£65,480	-£76,713	£70,000
Income	£278,000	£316,255	£350,000
Costs of sales	-£149,463	-£136,694	£157,500
GP	53.7%	43.2%	54%
Premises	-£960	-£3,679	£4,000
Admin	-£600	-£119	0
Equipment	-£28,945	-£30,311	£30,000
L&P	-£1,100	0	
Total	£10,918	£30,212	£42,597

Additional staffing resources means an increase in the Fries Van operation as well am improved service in the Pizza operation.

Ents Events (live)	Estimate to council		Estimate to board
Career staff	-£35,918	-£40,788	£43,213
Student staff	-£276,460	-£209,702	£270,233
Income	£1,464,275	£1,192,397	£1,281,826
Costs of sales	-£575,879	-£597,303	
GP	60.7%	49.9%	
Advertising	-£12,175	-£38,705	
Equipment	0	£3750	
L&P	-£142,170	-£124,728	
Total	£395,143	£211,451	£220,000

We are anticipating a similar level of events in the LCR to deliver an equivalent contribution next year. We are working with VMS for a detailed prediction of events based on show types that we will work into a detailed budget

Ents OH	Estimate to council		Estimate to board
Career staff	-£318,885	-£242,203	-£269,085
Student staff	-£18,000	-£30,669	-£32,110
Income	£152,405	£87,549	£320,000
Costs of sales	-£21,495	-£25,203	-£50,000
GP	85.9%	71.2%	£83.4%
Premises	-£4,200	-£160	
Admin	-£1,510	-£665	-£26,000
Equipment	-£55,246	-£18,174	-£20,000
L&P	-£30,000	-£24,000	-£24,000
Advertising	-£2,400	-£17,116	£15,000
Total	-£299,451	-£271,688	-£84,085

Ents Overheads will benefit from commercial sales revenue and the transition of the box office from ABC to MSL. This budget has also absorbed commercial sales and marketing staff costs

Housing	Estimate to council		Estimate to board
Career staff	-£98,830	-£73,000	-£54,812
Student staff	0	-£1584	-£2,500

Income	£102,000	£68,978	£70,000
Costs of sales	-£22,000	-£891	-£1000
GP	78.4%	98.7%	
Admin	-£6,250	-£4,980	-£6000
L&P	-£866	-£630	-1500
Total	-£29,856	-£17,815	£4188

Agency Services has been renamed back in to housing to reflect the actual operation, Payroll has been removed.

Waterfront	Estimate to council		Estimate to board
Bar Income	£1,073,864	£1,168,571	£1,170,000
Bar Costs of sales	-£358,618	-£408,934	-£400,000
GP	66.6%	65%	66%
Ents Income	£669,065	£611,065	£610,000
Ents cost of sales	-£445,066	-£364,586	-£365,000
GP	33.5%	40.3%	40%
Career staff	-£152,290	-£162,225	-£167,984
Casual staff	-£272,367	-£321,585	-£332,078
Premises	-£143,060	-£133,757	-£130,000
Admin	-£1024	-£353	-£400
Equipment	-£13,000	-£13,147	-£13,000
L&P	-£61,000	-£77,465	-£75,000
Departmental			
Total	£259,000	£301,000	£300,000

We anticipate a similar performance from the waterfront this year to last. Again, we are working with VMS for detailed event prediction, but current bookings look to match the current year.

Summary Table

Details	Net
Charity	
Advice and Student Rights Unit	-£154,456
Education and Engagement Unit* liv income	-£218,837
Student Leadership Unit	-£200,977
Student Opportunities Unit	-£280,818
Infrastructure	
Strategic Development Unit	-£349,366
People	-£157,265
Operations	-£284,977
Comms	-£97,700
Finance Unit	-£220,954
CHARITY SUBTOTAL	-£1,965,350
Unrestricted Income	Estimate
Basic Block Grant	£1,174,640

Rent	-£742,000
Net Core Grant	£432,640
Easton College Associate Mship	£5,000
INTO Grant	£23,000
	£460,640
Trading Income	
Social Enterprises	
Retail	£363,277
Unio	£122,078
Bars Catering	£42,591
Campus Bars	£918,450
Live!	£128,915
Social Enterprise Admin	-£86,000
Agency Services	£4,188
Waterfront	£300,000
INCOME SUBTOTAL	£1,793,499
Non-Cash Items	
Rebuild reserves	-£50,000
Waterfront Capital	-£50,000
General Capital	-£140,000
Pension deficit contribution	-£161,678
NON CASH TOTAL	-£391,678
GRAND TOTAL	-£112,889

paper

Subject:	Review of Organisational Structure
Produced by:	Toby Cunningham, DCoS & Sue Buck, External HR Consultant
To:	TB862 Trustee Board
Status:	Confidential
Date:	11 th June 2018
Action:	For consideration/approval

Paper

Subject:	Staff Pay
Produced by:	Toby Cunningham, DCOS
To:	TB863 Trustee Board
Status:	Open
Date:	19 th June 2018
Action:	For consideration/approval

Background

In 2007 the university introduced the HERA role evaluation framework under a single pay spine. As the Union Constitution states that, where possible, the union should replicate UEA terms and conditions we adopted the framework too.

All career staff are evaluated by our own scheme onto the single spine grading system. This system allows staff between 4-5 automatic annual incremental rises within a grade boundary.

The single spine is also subject to an annual cost of living rise negotiated nationally by Universities UK and the trade unions.

In 2014 uea(su) introduced the National Living Wage Foundation Living Wage (NLWFLW) for staff, eradicating the lowest 2 levels of grade one. Since that time the NLWFLW has risen by an average of 2.93% whereas the single spine scale points have risen by just 1.5%. the 2018 rises are 3.6% and 2*% respectively. (*the latest offer by UCEA not yet accepted the tu's)

The consequences of two parallel but different rate of pay increases

This year the NLWFLW is £8.75 per hour and has exceeded the base point on grade 2 which is £8.67.

We also add 12.07% (£1.05) holiday pay to student and they are paid this at the end of each term for every hour they work, whilst this is holiday pay and pays them the same hourly rate for holiday hours, because they get paid this as an extra, it feels like they get paid £9.80 per hour against a staff member on the base point of grade £8.67. So effectively the NLWFLW has now knocked out the lowest point of grade 2 on the scale.

The highest point of the grade 2 scale is £9.69 per hour. We have seven members of staff employed as supervisors on grade 2 who feel they are getting paid less than the student staff they supervise.

When recruiting new grade 2 staff they will have to start at a higher point on the grade scale, reducing the gap between grade 2 and 3. This reduction in wage differentiation begins to undermine the role evaluation where grade 3

supervisors who have greater responsibility than grade to see the differential reduce but the responsibility differential remain.

Options

There are four principle levers to pull

- 1) Increase the rate of pay for career staff to maintain wage differentials
- 2) Reduce the rate of the salary pressure at the bottom by leaving the NLWF
- 3) Increase profit from SE through price rises, making the cost of living on campus more expensive
- 4) Reduce the charitable activity

Ignoring incremental rises the current forecast career annual wage bill is £2,307,872 which is due to rise by 1.7% on the first of August by £39,233.

The current forecast for student annual wage bill is £1,693,007 which is due to rise by 3.6% or £60,984

Making a total wage rise of £100,182 – add in the incremental rises of £56,690 and we are looking at an additional wage bill of £156,872 from 2017/18 to £2018/19.

If we were to match the student staff rise to career staff the annual bill would rise by a further £60k

Lever 1

Option 1 All staff get 3.6% pay rise

If we were to raise all salaries by 3.6% the annual bill for salaries would rise by £61k to make the annual rise approximately £210,000. This option maintains the grade boundary differential and will prevent casual staff from encroaching onto the pay structure.

Option 2 Adjust lower grade structure

Adjust the grade margins between grades 1-4 only, whilst this would squeeze the pay gap between grades it would give grades 1-3 a boost at the bottom end and raise the grade boundary ceilings for grade 1-3. This would bring all staff in line with the NLWFLW and cost approx. £27k taking the wage bill rise to £183,872. This option is effectively papering over the cracks, if the annual rises this year were repeated for the next three years then the problem would arise again with NLWFLW encroaching onto the revised grade 2. However, this only goes a little way to ameliorate the perceived pay differential between grade 2 supervisors and the student staff they supervise.

Lever 2

End being a NLWFLW employer, students do not face similar financial burdens to the working population, they do not pay council tax, only a small percentage of students are parents. The current data is showing a decline in university application by mature students across the sector down 3.5% in three years, this is partly because of fees and partly because the increase over the years of

school leaving undergraduates mean there is simply less mature people without a degree.

We know at UEA our age stats are warped by the numbers of mature students in health sciences courses (especially nursing) who are often unable to take up employment due to course commitment and PG students, some of whom have access to employment through teaching or research at the university. The reality is that only very small proportion of our employed students are likely to be parents.

It could be argued therefore that the NLWFLW is not appropriate for students and a wage benchmarked between the NLWFLW and the age appropriate Living Wage be used.

This could be offset by other work enhancements e.g a discount card for student staff.

Lever 3

Social Enterprise Conversion rates

Social enterprises convert turnover to contribution (profit) at a combined rate of £18%. That means for every pound we take we will make a profit of £18p. (The Shop converts at a rate of 10% and bars 40%. We can make quicker profits from bar price rises than from shop price rises). In general terms in order to account for an additional £156,872 wage bill we would need to generate £871,511 extra turnover a rise of 8.6%. These elements of our income where rises of 8.6% would impact on our external relations and are not therefore feasible (e.g Box Office, venue hire costs, ticket prices when set externally) so the reality would be that every product we sell in bars, catering shops and student events would have to rise by an average of 11%. This would be just to cover the current wage needs for next year and needs to be covered each year. An annual increased wage bill of circa £180k or £200k requiring an across the board annual price hike of 12% or 13.5% respectively.

The board would need to take a view on the impact of price rises on students.

Lever 4

At this point without a new strategy I would hesitate to recommend reductions in charity expenditure, but the board may well have consider such matter this year.

Conclusions

We need a steer from the board as to action to take this pay round in terms of Lever 1 - I would recommend option 2. I believe that we can make ends meet this year but in the medium to long term I will need a steer from the board as to whether we should continue with the NLWFLW and fund this by price rises or come up with an alternative student wage proposal that offers a better wage than that proposed by government and is affordable for a future board to consider. It would be useful to know what factors the board would want us to consider in any review/proposal.

AGENDA PAPERS

STRATEGY 2

Subject:	Corporate Governance Strategy
Produced by:	Tony Moore, Governance Coordinator
To:	Board
Date:	30 May 2018
Status:	Open
Action:	To inform decision making
Paper:	TB864

Where we are:

The Board received a paper in September on the new Charity Governance Code endorsed by the Charity Commission.*

Jim Dickinson subsequently updated the Board on the work the NUS have been doing to produce a bespoke benchmarking tool for students' unions to measure their compliance with the Code. *

The CoS reported that the NUS Task and Finish Group (TAFG) were proposing that a group of SUs would audit each other's compliance. The CoS was confident the Union had made significant progress in governance and recommended that we be in the first tranche of SUs to be audited in 2018. The Board did not discuss the matter, no formal vote was taken and staff assumed the go ahead for a 2018 audit had been given *nem con*.

The new Code focuses on the behaviour/performance of Trustees, rather than structures or policies.

Issues to consider:

- Given the concerns raised, as to Trustee training, by the AHRC and the historical failure to complete the annual Trustee Board Effectiveness Survey; do the Board feel that they are ready for a 2018 audit?
- With the departure of Jim Dickinson, it will take time to re-establish contacts in the TAFG; there will also be, before the appointment of a new CoS, a reduction in staff resources available for benchmarking against the Code – this will impact on our taking part in the 2018 audit.
- Do the Board want to participate in the NUS audit or to look for other options I to NUS which would involve working with an external consultancy?

Recommendations

- That, if the Board agrees to the NUS audit, participation is delayed until 2019
- That the Board consider, over the next business cycle, the development of Trustee behaviours and performance
- That the Board holds a two-day Strategy Event outside of its cycle of meetings to assess its effectiveness and compliance with the Code and to develop a strategic understanding of the issues that the Union will be facing – suggested date would be sometime in the Easter vacation 2019

* For the full version of the Charity Governance Code follow this [link](#)

*For the NUS benchmarking grid follow this [link](#)

AGENDA PAPERS

SUNDRIES

Subject:	Key Decisions of Union Council: 19 April and 10 March
Produced by:	Tony Moore
To:	Board
Action:	To review
Status	Open
Paper:	TB869
Purpose:	Oversight

Executive Summary

Affiliations

Approved continuing affiliation to the following organisations:

Advice UK (£1,000)

The National Union of Students (£19,000)

The Citizens Advice Bureau (£1,000)

Students for Cooperation (£75)

Action for Trans Health – no fee

Norfolk People’s Assembly – no fee

Finance

Approved the Financial Estimates without amendment or comment

Policy decisions to note:

Amended the Articles of Association to increase the **number of External Trustee positions on the Board from four to six** with an associated increase to the number of External Trustees present, for a meeting to reach quorum, from one to two.

Approved a policy, **Amendment to the Bye-Laws: Support and representation for disabled students**, which will be of particular interest to the Board due to two of its provisions.

1. Due to staff leave, the following error in the resolves was not caught: *"To mandate the Trustee Board to introduce a section of it's monitoring around the support being offered for part-time officers, specifically the Disabled Students Officer, and to review this at each non-emergency meeting."* Policy passed by Union Council cannot mandate the Trustees: I would advise that this be reworded at a future Council and, in the interim, the Board asks the embryonic Equality, Diversity and Access Committee, when it meets, to consider.
2. The final resolves reads: *"That the success of these policies be reviewed in the Autumn term of 2018/19 by the Student Officer Committee, Liberation, Equality*

and Diversity Subcommittee and Management Committee, and that following the reflections, if sufficient improvements have not started to emerge, as judged by the Student Officer Committee, then the union is therefore mandated to develop the creation of a Full-Time Disabled Students Officer, in consolation with disabled students on campus.” This raises a distinct possibility that there will be a recommendation to create an additional FTO post in December 2018. The Board will need to consider the change to the balance of Board membership as well as the legal requirement under the 94 Education Act that the post qualifies as a ‘Major Office Holder’.

Summary of other Policy passed

- Introduced the **Ask Angela** scheme to the Union’s events and bars
- Amended the Bye-Laws to make Council representation more accessible for **nursing students**
- To lobby the University to create an easy to use contact point for reporting **accessibility** issues
- To stop the growth of an **endorsement culture** in Union elections
- To encourage **responsible alcohol consumption**
- Better awareness of support for students with **invisible disabilities**
- Lobbying for better **financial support for disabled students**
- Opposing **Voter ID** pilots in local and national elections
- Recognising **Holocaust Day** and supporting **Jewish** students
- Lobbying for better student access to **car parking**
- Promotion of and breaking down the barriers to **inclusivity in University sport**
- To ask the Union and the University to take meaningful action to close the Black, Asian and minority ethnic (**BAME**) **attainment gap**
- To put in place better training, communications with constituents and publicity for **Councillors who represent students in their Schools**
- **To restrict access to the Postgraduate Centre** to postgraduates and mature students – mature students are all students over 21 – measures to be taken to maintain disability access through the space for UG students
- To carry out thorough survey of **PGR students engagement** with the Union
- To hold a default position of supporting **UCU industrial and strike action**
- To introduce a **Code of Conduct for course reps**
- A jocular journey into the world of science fantasia and **End the Trade Federation Blockade of Naboo**

For the full text of all the policies: please follow this [link](#)

Trustee Board Calendar 18-19

September 18

December 18

April 2*

June 18

*Due to Easter falling late in 2019, the first week of the Easter break falls outside of March
Depending on decision made at June Board, Trustee Evaluation and Development Event to be held
in Easter vacation

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
Standard items				
Board, MC and SOC minutes				
Risk Register Summary				
Management accounts & finance update				
KPI Update				
Annual Detailed Risk Review				
Annual External Speakers Review				
Governance				
Appointments				
Code of Conduct Annual Report				
Election Results				
SUS & WF Annual Report				
Scheme of delegation review				
Finance				
Detailed Internal Budgets				
Update on year end				
Receive and approve audited accounts				
Approve estimates to Union Council				
Strategy				
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		

Sustainability
 HR
 Legal compliance
 senior post holder appraisal