

Agenda

Meeting:	Trustee Board
Date:	Tuesday 18 th September 2018
Time:	4.00pm- 7.00
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.

ADMINISTRATION

TB875 Membership and Development (JC: 15 mins)

To note: The resignation of Ian Gibson as External Trustee and as Supervising Trustee for the Code of Conduct and the resignation of Yayi Zheng as Student Trustee.

To receive: Any recommendations or updates on membership from the Appointments and HR Committee and a written report from the Chair of the Committee. (See page 6)

To sign: A special resolution specifying a previously agreed change to the Articles of Association to be sent to Companies House; the change increases the number of External Trustees from four to six and increases the quorum for meetings to two External Trustees. (A paper copy of the resolution will be presented to the meeting for Trustees to sign)

TB876 Declarations of Interest (AM)*

To note: Any new items of interest in the register and to view existing register. (See pages 7-8)

TB877 Minutes of previous meeting(AM)*

To note: The minutes of the meeting held on 19th June 2018. (See pages 9-26)

TB878 Action Points and Matters Arising (GB: 5 mins)

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

TB879 Trustee Employment (AM: 10 mins)

To receive: A paper commissioned by the Board at its June meeting with recommendations. (See pages 27-28)

TB880 Sub-Committee Minutes*

To note: The minutes of the Appointments and HR Committee are available at [this link](#); and those for Management Committee are available at [this link](#). The minutes for Finance Committee are included in the Finance Section.

PERFORMANCE**TB881 (i) Annual Code of Conduct Report (AM: 10 mins)**

To receive: The annual report on behalf of the Supervising Trustee as to the implementation of the Union's Code of Conduct. (See pages 30-34).

TB881 (ii) Chief Executive Report (TCU: 20 mins)

To receive: The report for the last quarter from the interim Chief of Executive. (See pages 35-39)
For KPIs on the Interim Operational Plan [follow link](#)
For report on the Staff Survey [follow link](#)
For report on Annual Student Survey (the Union's internal survey of its members) see pages 40-41.
For report on the NSS (the National Student Survey) [follow link](#)

COMMERCIAL AND TRADING**TB882 Development and Oversight Boards (TCU)***

To note: No meetings of the Boards have taken place over the summer.

TB883 Social Enterprise Report (TCU)*

To note: The Social Enterprises report for Q4 will be considered in the Finance Section.

FINANCE AND LEGAL**TB884 Budget Review (TCa: 15 mins)**

To receive: The Budget Review considered by the Finance Committee at its extraordinary meeting on 24 August: [follow link](#)

TB885 Year End Management Accounts (TCa/OG: 15 mins)

To receive: The minutes from Finance Committee's meeting of 24 August; an executive summary on the Year End Management Accounts and the Accounts: [follow link](#)

TB886 Five Year Plan (TCa/TCU)

To receive: The figures for the Plan: [follow link](#)

BREAK: 15 mins

STRATEGY

TB887 Strategy Development Weekend (AM: 5 mins)

To note: The last Board meeting agreed that too little time was available to consider strategy in adequate depth during the normal cycle of meetings. The Cycle of Business has been changed accordingly to include a Strategy Development residential weekend for the formulation of future strategy to be held around the Spring vacation 2019.

TB888 NUSSL Membership (TCU: 25 mins)

To receive: Report on the current and future relationship with NUS services for the purchase of goods for resale in catering and licensed trade. (See pages 44-46). For associated correspondence between the Union and NUSSL [follow link](#)

TB889 Living Wage Foundation: National Living Wage (TCU: 15 mins)

To receive: A report with recommendations. (See pages 47-49).

RISK

TB890 Risk Register (TCU: 5 mins)

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

TB891 GDPR Update (TCU: 5 mins)

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

SUNDRIES

TB892 Key Actions of Union Council *

To note: There have been no meetings of Union Council over the summer.

TB893 Any Other Business*

TB894 Revised Cycle of Business*

To note: For revised cycle, see page 51.

To note: The External Speakers' Annual Review and the Scheme of Delegation will be considered by Management Committee and reported to the December Board.

TB895 Time, Date and Place of the next meeting*

To note: 4 pm, Tuesday 18 December in Room 1, Union House

TB896 Meeting Self Evaluation (GB: 5 mins)

(A brief opportunity to evaluate the meeting)

CLOSED BUSINESS

TB897 Update from the Chair on CEO and SMT Recruitment (GB: 45 minutes)

To receive: To receive a verbal update from the Chair.

To receive: A draft CEO job description and person specification. (To be circulated separately)

AGENDA PAPERS

ADMINISTRATION

PAPER

Subject:	AHRC recommendations and discussion
Produced by:	Jenna Chapman
To:	Trustee Board
Date:	05/09/2018
Action:	To discuss and approve
Paper:	TB 875
Status:	Open
Purpose:	To discuss recommendations from AHRC about external trustee reappointment, roles and recruitment

Re-appointment of Ben Gibbins as External Trustee

The committee would like to recommend the reappointment of Ben Gibbins as external trustee of the board.

Deputy Chair appointment

AHRC recommends Martin Jopp be appointed as deputy chair of the board until the appointment of the new trustees.

External Trustee recruitment

After approval by University Council, we will have 3 spaces to fill for external trustees. We have discussed what expertise would be beneficial for the board to have. The committee would like to recommend the following expertise be sought:

- Local community relations
- Charity law and governance
- IT and GDPR

We will be looking to recruit a replacement for Ian’s role immediately and the other two from December.

To note: The University are still looking to submit a proposal to have a member of University Council on our Trustee Board, however they have yet to do so and so can be discussed at a later date.

Union of University of East Anglia Students

Board of Trustees

Register of Interests

September 2018

FULL TIME OFFICER TRUSTEES	DECLARED INTEREST
Sophie Atherton	Graduate of the University, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS subsidiary Companies and member of University Council
Martin Marko	Graduate of the University, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS subsidiary Companies, and member of University Senate
Jenna Chapman	Graduate of the University, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS

	subsidiary Companies, member of University Senate
Georgina Burchell	Graduate of the University, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS subsidiary Companies, and member of University Senate
Oli Gray	Graduate of the University, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS subsidiary Companies and member of University Council
PART TIME OFFICER TRUSTEES	
Mohaned Alhasan	Member of UUEAS
Liam Deary	Member of UUEAS
POSTGRADUATE TRUSTEE	
Ruth Flaherty	Member of UUEAS, part-time employment with the University.
STUDENT TRUSTEES	DECLARED INTEREST
Charlie Flanagan	Member of UUEAS
Stefano Asciana	Member of UUEAS
Ellie Johns	Member of UUEAS
EXTERNAL TRUSTEES	DECLARED INTEREST
Kemi Watchorn	Freelance HR consultant, Postgraduate Degree holder with the University
Ben Gibbins	Full time employment with Enotria Winecellars Ltd, Postgraduate Degree holder with the University
Martin Jopp	Full time employment with the University of London, graduate of the University of East Anglia

Minutes

Subject:	Minutes of the UEASU Trustee Board 19 June 18
Produced by:	Tony Moore
To:	Board
Action:	To approve
Paper:	TB 877
Purpose:	Record of Decision Making

Present: M Colledge (Full Time Officer Trustee) (MC), J Robinson (JR) (Full Time Officer Trustee), C Koosyial (CK) (Full Time Officer Trustee), M Leishman (ML) (Full Time Officer Trustee), C Ball (CB) (Part-time Officer Trustee), R Flaherty (PG Student Trustee) *via Skype*, I Gibson (IG) (External Trustee), K Watchorn (KW) (External Trustee) and M Kabore (Part-time Officer Trustee)

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

In attendance: A Moore (AM) (Secretary to the Board), T Cave (Head of Finance) (TCa), Lou Chiu (LC) (Assistant Director for Advocacy), and T Cunningham (TCu) (Interim Chief of Staff), E Johns (EJ) (Student Trustee elect), Y Yang (Student Trustee elect), C Flanagan (CF) (Student Trustee elect), M Marko (Full Time Officer Trustee elect), O Gray (Full Time Officer Trustee elect), G Burchell (Full Time Officer Trustee elect), J Chapman (Full Time Officer Trustee elect), M Alhasan (MA) (Part Time Officer Trustee), L Deary (Full Time Officer elect)

Apologies: R Chhay (Student Trustee), E Scott (Student Trustee), S Ascania (Student Trustee), B Gibbins (External Trustee)

Key Decisions/deliberations:

- *Appointed M Jopp as External Trustee*
- *Received Interim Organisational Plan for period before the recruitment of a new CEO*
- *Agreed to create an Interim Director of HR post*
- *Agreed to increase the number of External Trustee positions from four to six*
- *Agreed that guidelines on Trustees applying for employment with the Union and Officers applying to be Trustees should be drafted*

- *Postponed consideration of the University's request for a seat on the Board until a more detailed proposal is received*
- *Commissioned a long-term financial plan to be submitted to the September Board*
- *Expanded Finance Committee to meet to approve final Estimates*
- *Student Staff Pay – options to be examined: price rises, negotiated modification to Living Wage, last in first out cuts to services*
- *Good Governance: audit postponed for 18 months*
- *Agreed remuneration for acting CEO*

Action Points

- *Admin – documents to Trustees to be in PDF*
- *Monitoring of progress of dual Students with Disability Officer roles to be KPI in Department Action plan*
- *Appointment of Chair of Equality, Diversity and Accessibility Committee delegated to Management Committee*

ADMINISTRATION

TB850 Membership and Development

ML, as Chair of the Appointments and HR Committee (AHRC), noted the Committee's nomination of M Jopp as External Trustee. ML noted that originally the Committee were inclined to recruit for the vacant post together with the two new External Trustee posts, asked for by Union Council, over the summer. ML noted, however, that the Committee had felt that the unique situation created by the departure of the Chief Executive Officer (CEO) required more support for the Chair of Trustees and an immediate appointment would be desirable. ML noted that the Committee had considered M Jopp's application during the last recruitment but at the time the pressing need had been for HR expertise. ML noted M Jopp's experience as a former Full Time Officer, subsequent career in HE finance and the Committee's unanimous recommendation.

There were no comments.

The Board appointed M Jopp as External Trustee.

M Jopp joined the meeting.

STRATEGY (1)

TB849 Interim Organisation Plan

TCu highlighted the top line items in the business continuity plan formulated by themselves and the Director of Advocacy immediately after the abrupt departure of the CEO. TCu advised that the plan would take the organisation to September and beyond and would be continually updated.

TCu advised that some minor staffing changes had been made: T Cave had joined SMT. TCu noted a management team consisting of T Cave and the Heads of Departments had formed to implement the plan over the interim period. TCu noted that Management Committee would be updated on a fortnightly basis on progress against the plan. TCu noted that the plan was iterative not definitive. TCu thought the key items for the summer would be: the incoming Officers' training and induction, budget setting, and formulation of the Departmental Action Plans.

MC thanked TCu for their work on the plan. MC noted that the relevant Officers needed to be allocated staff leads and wondered when this would be done. MC noted concerns that, during the interim period, Officers were kept in the loop as to what staff were doing: particularly when staff attended meetings that were political in nature. MC thought it important that the Union's cultural values of Officers leading on political matters should be maintained during what would be a difficult period for the organisation.

TCu advised the plan would be to fill in the Officer allocation at the next Management Committee meeting. TCu thought that outgoing Officers could brief incoming Officers on the University meetings that each Officer would be attending as part of their Officer role.

CK noted that 'Additional Coordinators for Education and Engagement' had been RAG rated red and asked for more detail.

TCu noted that the proposed positions were joint-funded with the University and that, due to the Union's financial position and consequent inability to provide additional funding, the situation with regard to all joint-funded proposals would have to be re-examined.

LC reported that conversations with the University were still happening but that the Union was unable to make any commitments without further clarification of the financial situation. LC noted that the red RAG rating did not mean that the process had been ended.

KC was unsure but thought that the Officers had not been told what was happening and had been unaware of the proposals over joint-funded positions and the increase in the number of these types of role.

MC noted they had become aware, through sitting in a University meeting, of the HUM Coordinator proposal but had not previously heard of the MED proposal or the rationale behind it. MC agreed with KC's concerns and noted worries about the way decisions were being made.

TCu believed the matter had been discussed at Management Committee before themselves and the Chair of Trustees had discussed the matter with the University. TCu noted that the putative roles were not included in the Financial Estimates.

MC thought that staff were coming from a financial angle and Officers from an educational/campaigning perspective but that misperceptions could be corrected by staff talking to Officers at an early stage in any initiative.

JR wondered which specific policies had been asked, by the Joint Negotiation and Consultation Committee (JCNC), to be rewritten.

TCu advised that these were a group of policies that had originally been drafted in 2016 but, because of problems with the JCNC membership, had not been considered by the Committee; in the interim that the policies had become outdated and would need to be redrafted.

ADMINISTRATION

TB850 Membership and Development (continued)

ML, as Chair of the Appointments and HR Committee (AHRC), reported that Union Council had agreed to amend the Articles of Association to increase the number of External Trustee positions from the present four to six. ML believed that the change would widen the expertise available to the Board, reduce the workload of current ETs and provide cover when ETs were sick or otherwise unavailable. ML noted the change had been approved by the University.

The Board agreed to the proposal to increase the number of External Trustee positions from four to six.

TM, as Clerk to the Board advised that an issue had come up over governance which the written paper addressed. TM advised that good governance codes required that charities should have rules governing serving trustees applying for paid employment with the charity they served. TM advised there had been an issue, the previous year, when the former CEO encouraged a serving External Trustee to apply for an interim paid post with the Union; the post had been an HR project and the ex-Trustee had later authored a paper on the CEO's remuneration. TM advised that in reputational terms this was less than satisfactory. TM noted that the proposal would put in place a blanket prohibition on Trustees applying for employment with the Union and, in addition, impose a prohibition for a number of years on Officers once they finished their term of office from applying for an External Trustee position. TM advised that if approved the measure could be taken to Union Council for consideration in October.

KW noted that this issue had been brought up in Trustee training; KW would be wary of a blanket ban as in some situations it might be appropriate for the Board to utilise the talents of a Trustee but that there should be clear guidelines in place as the Trustee would need to recuse themselves from business to do with any paid employment they might have. KW noted that the key point was that Trustees should not obtain any personal benefit from their position as trustee.

IG thought guidance could be sought from the Charity Commission.

MC thought the matter was a training issue as the Board had had a Trustee apply for employment and had not reported the matter to the Charity Commission. MC noted total support for some guidelines to be put in place.

The Board agreed that guidelines on Trustees applying for employment with the Union and Officers applying to be Trustees should be drafted.

The Board asked K Watchorn, G Burchell, the incoming Chair, and the Clerk to the Board to draft proposed guidelines to bring to the September Board.

ML, as Chair of the Appointments and HR Committee (AHRC), reported on the University's request to have a University appointee on the UEASU Trustee Board. ML noted that the Union had asked the University to come back with a more detailed proposal but they had yet to do so.

KW wondered if the University had given a rationale for their request.

Chair noted that this had not come with the initial request.

MC noted that the University had recently given places to Union Officers on their senior decision making bodies and they would like a reciprocal place on their partner organisation's Board.

KW thought that it would be appropriate for the University to have representation on the Board's committees but wondered as to the wisdom having this on the main Board.

ML noted that the Union had representation on both University Council and Senate but echoed KW's concerns: ML noted that the Union reps on University Council were there to hold the University to account whereas a University rep on the Board would have input into the Union's strategy to hold the University to account.

The Board postponed further consideration of the University's request for representation on the Trustee Board until a detailed proposal was received.

TB851 Appointments and HR Committee Minutes

The Board noted receipt of the minutes without comment.

TB852 Declarations of Interest

The Board noted receipt of M Jopp's declaration.

TB853 Minutes of the Meetings of 19 December 2018

The minutes were agreed.

TB854 Action Log and Matters Arising

Chair noted the action points.

PERFORMANCE

TB855 Chief of Staff Report

The Board noted receipt of the former CEO's Report.

TCu advised the inclusion of the historic KPIs relevant to the Report; TCu noted that most of the targets had been reached.

TCu noted the inclusion of their supplementary report which highlighted their work as Interim CEO.

TCu advised that the former CEO had been de facto Head of IT and, as Union IT was supported by the University, staff had been working to re-align IT

support with the University. TCu advised that a lot of IT hardware was out of date and would need replacing: this would lead to significant expenditure over the coming year.

TCu reported, as to GDPR, that the authorities had given a universal year's grace on compliance so long as organisations had a demonstrable plan in place. TCu advised that the Union was well on course for compliance with the public requirements up on the website, with the staff requirements imminent and the student requirements to follow shortly. TCu noted that with some minor tweaks the University's GDPR training would be rolled out for student staff.

TCu advised that, inevitably, a sudden departure of a CEO would produce certain risks and the Board should consider whether these had been adequately dealt with.

TCu advised that there were indications, on the forthcoming HE Review, that the government would be looking at reducing interest rates on student loans and greater access to loans and grants rather than reducing tuition fees.

TCu reported that, over the last three years, there had been a significant increase in student numbers at UEA but there had been no significant corresponding increase in funding for the Union for provision of services. TCu noted that, in national terms, HE was moving into a phase where there would be a dearth of young people in the main age group for UG applications and the University, in the current year, had seen a significant drop in applications; TCu cautioned that this might lead to the University wanting to cut the Union's funding.

TCu reported that the University had a new senior management structure with the former Registrar role having been divided into two new posts; TCu advised that the new team might have a different attitude to the Union's funding and the Board should be aware of this possibility.

TCu advised, on capital expenditure (capex), that, historically, this had been around £150K annually but that a backlog had built up of items that needed to be replaced; to such an extent that, in the near future, this might compromise safety. TCu advised that at some point the University would need to provide support for the Union's capex programme. TCu noted they were working with the Head of Finance on producing a five year capex plan which would inform future funding negotiations with the University and the aspiration would be to move to a longer term funding cycle rather than ad hoc annual negotiations.

TCu highlighted the spiralling costs of the legacy pension scheme with the Union's annual contributions dramatically rising; in the current year, this had been £130K and, for the coming year, would be £160K.

TCu characterised the Union's situation as having a lot to do just to stand still.

IG wondered whether there was a set formula for negotiations with the University and whether the negotiations were open and fair.

TCu advised that, with the University agreeing to give a place on their Finance Committee to a Student Officer, the Union would have a far better take on the

University's finances. TCu confirmed that there was no explicit formula for the negotiations which took place over three meetings a year; if the Union identified a future hole in its finances then it asked the University to fill it. TCu characterised the approach as 'holding out a begging bowl'. TCu noted, as mentioned earlier, the Union would be trying to align its long term financial planning with that of the University and this would then produce a formula that both parties might work to. TCu advised that the former CEO had unsuccessfully tried to get the University to take a strategic long-term approach to funding but that with a new University management team in place TCu hoped this might be put in place.

MJ welcomed the longer-term approach to funding and the idea of integration of Union funding into the University's strategic planning; MJ noted that this could remedy the situation where, because students' unions were a small part of the pie, their needs tended to be overlooked by universities' finance departments.

TCu clarified to MJ that the legacy pension scheme, SUSS, was completely closed and not just closed to new members.

There were no further comments.

COMMERCIAL AND TRADING

TB856 Development and Oversight Boards

The Board noted receipt of the minutes of the DOBs without comment.

TB857 Social Enterprise Report

TCu drew attention to the written report.

TCu highlighted the fact that, at the current stage in the third quarter, the Union was behind budget and roughly on forecast; the aspiration was to be on forecast at end of year. TCu drew attention to the variance on previous year which stood at £297K which in overall terms was not very large. TCu summarised the situation as Social Enterprise had performed roughly as well as the previous year but not quite as well as had been hoped for.

CF wondered what the reasons were for Union being behind budget.

TCu advised that Union had experienced problems with machinery and this meant that the gross profit (GP) was less than it should be. TCu noted there had been too much wastage along with carrying too much stock. TCu noted that the student staff ration had been exceeded but this had been brought into line.

TCu noted the coffee machines had been breaking down this had led to poor product, wastage and longer queues and a resulting lowering of GP.

There were no further comments.

FINANCE & LEGAL

TB858 Finance Committee

The Board noted receipt of the minutes.

CK, as Chair of the Committee, reported the Committee had discussed whether the Union should have a contingency plan for an eventuality where the commercial arm could not produce enough revenues for the Charity to fulfil its obligations.

CK noted that the Committee had looked at who the Union should bank with and had concluded, after taking advice, that this was currently not a pressing issue but that if an opportunity arose to change banks then they should assess the merits of a range of service providers.

CK reported the Committee had had preliminary discussions about an investment plan for utilising cash reserves; this would be an ongoing project to take forward.

There were no comments.

TB859 Management Accounts

TCa advised that management produce a six monthly forecast and Board had been alerted at the December meeting as to the likely shortfall. TCa reported that there had been a significant drop against budget over the third quarter of around £200K but this was roughly in line with forecast.

TCa confirmed that the cash position remained solid with reserves at the correct level of around £500K.

TCa noted the Finance Committee's discussion on the merits of a contingency plan if trading fell away. TCa advised it would be hard to formulate a plan as 80% of the Union's funding came from trading and if trading did not produce adequate funding there were not many levers for management to pull to remedy the situation. TCa noted that the current year was a good example as the shortfall in revenue from trading would impact on the Charity budget setting for the coming year.

MJ welcomed the move to longer term financial planning. MJ believed it important on trading to discover whether the fall was a one-off or part of a trend and, if it were a trend, to make plans on how to address it. MJ believed if this were the case, the plans would need to be presented to the University. MJ hoped that, in the short term, in Social Enterprises there would be conversations happening as to how to make the offer more appealing and improve margins.

CK wondered, in view of the fact that the Union would be asking the University for, in both the long and short term, extra funding, whether the Board felt comfortable with becoming increasingly reliant on the University given that the Union was the body responsible for holding the University to account.

TCu advised that the Union had become less reliant on the University as the ratio between block grant and trading income had moved from 40/60 to 20/80. TCu noted that the pressing problem was that a continual 10% decline in trading income would mean that the reserves would be wiped out very quickly.

TCu advised that a major worry when going to the University would be that they would ask the Union to cut services to members and that, in funding services, the University might prioritise those that benefit it rather than those that challenge it and hold it to account.

CK agreed with the latter point and noted that the Union had recently only been taking on staff for roles which were funded by the University so the University was, in effect, already shaping the Union's services.

ML noted that it was the Union's job to challenge and hold the Union to account and an increasing dependence on University funding could make this task harder. ML wondered whether it might be useful for the Board to set a ratio between block grant and trading income that it would be happy with.

MC thought it would be reasonably easy to work out a figure for what the Union would make from trading in a given year and then map out a base line of the number of staff that could be supported by this amount of money. MC believed that the Union had taken on increasing numbers of Charity staff without working out whether the posts would be fundable if the trading income were to fall. MC noted that the Union had moved from having around thirty Charity staff to what appeared to be about ninety and wondered if management had asked whether this level would be sustainable over time.

TCu advised that, in a sense, this was what the budget process sort to achieve but that, until the Union had a long term financial model which factored in rising staff costs, pensions and capex together with trading forecasts, it would be impossible to give a figure for a sustainable staff level. As to M Colledge's direct question, TC advised the answer would be: no, the question had never been asked.

JR agreed with M Colledge and believed fixing the level of staff numbers thought to be sustainable should be part of the Union's strategic planning and would form part of the conversation to be had between the Board and the incoming CEO. JR noted concern that there was a limit to how much revenue might be raised from trading as there were constraints on how many customers might be squeezed into the Shop or the LCR and this should be recognised in any future strategy. JR thought that the fact that the Union would need to raise an extra £30K to service the pension deficit when taken together with the constraints on increasing trading revenue should be taken into account when building a strategy. JR welcomed Dr Gibson's suggestion as to establishing a formula based on student numbers for funding negotiations with the University. CK believed a long term strategy would be welcome but would take the better part of a year to formulate; CK believed there was an urgent need for a plan be in place to address the immediate problems.

MC thought it unwise to rely on the University's willingness to have discussions on funding around a formula; MC believed that the new faces in University senior management might entertain the prospect but there was an absolute need for the Union to have contingency plans in place. MC believed there should be a pause on staff recruitment over the coming two years whilst the Union consolidated its finances.

LC noted the comments on staff recruitment and reassured the Board that new posts had not been created blindly but within the context of University funding. LC advised that the Buddy SU post had been driven by demand from students for support and was something the University had been prepared to fund. LC noted another example was the Do Something Different post and that both positions were year-long, Coordinator level, fixed contracts. LC advised that SMT were looking at different funding routes along with University funding but

emphasised this was not a case of creating new positions without thought for the Union's financial situation.

CK acknowledged that the individual projects had worked well but argued that reliance on the University to always act intelligently when it came to Union funding would be unwise and the Union should not make staff members' jobs dependent on the University's judgement.

IG agreed with CK and believed that uncertainty over funding was the very nature of capitalism.

JR thought it useful to look at each post on its own merits: JR believed the Buddy SU post had met a pressing need but a recent proposal on Widening Participation had been more about meeting the University's objectives than those of the Union. JR argued that so long as each role was scrutinised thoroughly by Management Committee there should be no real problem.

LC advised that the Widening Participation post had been rejected by Management Committee precisely because it did not meet the Union's need and provided an excellent example of the Committee's abilities to scrutinise and manage risk.

CK asked for a fixed timescale for production of a long-term strategic financial plan to include an element on University funding.

TC advised that SMT could produce a five-year strategic plan with trading forecasts, capex and reserves for the September Board to consider.

There were no further comments.

The Board asked for a long-term financial plan to be submitted for consideration at the next meeting.

TB860 Finance Improvement Plan

The Board noted the update on the plan without comment.

The Board approved the Financial Improvement Plan updates without comment.

TB861 Estimates 2018-19

TCu advised that the paper was the advanced version and had some changes from the preliminary version considered and approved by Union Council. TCu noted the changes were due to the new University funded posts and some changes as to the departmental structure.

TCu advised, as to the overall picture, the Union would be £112K below the line but there were ongoing negotiations with the University for funding to help with the rising pension contributions and recompense for the loss of 'Drum and Bass' events and these might take the figure closer to zero.

TCu cautioned that the figure did not include any of the attendant costs that might arise from any senior management restructure. TCu advised that there might be a need to take some money from the Reserves but that, as the previous year, the Union had been ahead of its target increase, this should not affect the long-term Reserves strategy.

TCu advised that the Detailed Internal Budget would be based on the Estimates and would be for the Board to consider for approval; TCu advised that the Board

might consider delegation of approval to a meeting of Finance Committee augmented by interested Trustees.

There were no comments.

The Board delegated approval of the Detailed Internal Budget to an augmented meeting of Management Committee to be held in late July or early August.

ML noted they would message Student and Part Time Officer Trustees to ask them if they would like to serve on any of the Board Sub-Committees. **AP**

TB862 Review of Organisational Staffing Structure 2018

TCu advised that the Chair, throughout the year, and K Watchorn, since appointment to the Board, had identified a gap in staff resources for HR. TCu noted that, during the expansion of permanent and student staff positions, there had not been a commensurate expansion in central services provision and over the past year, due to staff maternity leave, provision for HR had actually declined.

TCu noted that the Board had commissioned an external report into HR provision in the summer of 2017 and the agenda paper included a summary of the report's recommendations. TCu advised it would be fair to say that some of the recommendations had not been followed through. TCu noted that, as a response to the failure, the Chair had asked S Buck, the external consultant who regularly acted for the Union, to produce a set of fresh recommendations; Chair and K Watchorn had then asked S Buck and TCu to come up with a solution of how strategic HR should sit in the senior management structure as, at present there was no HR provision, and there was clearly a significant resource gap. TCu noted that they and S Buck had co-authored the proposal contained in the agenda paper.

Staff, with the exception of the Clerk to the Board, were asked to leave the meeting for this item.

Redacted

The Board concluded that prior to the appointment of a new CEO the SMT structure would stay the same as, at present, except for the appointment at, the earliest opportunity, of an Interim Director of HR.

The Board appointed K Watchorn to lead on the recruitment of an interim HR Director in consultation with the incoming Chair, G Burchell, and the Appointments and HR Committee.

EJ asked that any future papers on SMT structure include details of the current structure as incoming Trustees were not necessarily aware of what this looked like. **AP**

There were no further comments.

TB863 Staff Pay

TCu advised that the Union was an associate of the National Living Wage Foundation (NLWF), an organisation that sets, on an annual basis, what it concludes to be a fair wage for workers. TCu reported that, over the past two years, the NLW rate had risen at twice the rate of that for permanent staff which was based on nationally negotiated agreements; consequently student staff wages had risen at twice the rate of permanent staff wages and had begun to encroach upon the Union's single spine pay structure.

TCu reported that, because student staff had their holiday pay rolled into their wages, there was a misperception amongst permanent staff at Grade 2 level that student staff hourly rates were higher than their own even though they were responsible for supervision of student staff. TCu noted that Grade 2 were currently moving up in wages in relation to Grade 3 whilst their responsibilities remained the same and this was problematic.

TCu advised that the paper proposed to initially address the problem by tweaking the bottom three permanent staff grades by moving all Grade 1s to Grade 2, moving Grade 2s up slightly and squeeze the Grade 3 thus raising the salaries of the Union's lower paid workers at a higher ratio than the current incremental scale at a cost of c. £25K. TCu noted the sum had not been included in the Estimates.

TCu advised that the proposal would solve the immediate problem but that, if, as was likely, the NLWF rate continued to increase at a similar rate then the problem would not go away.

TCu advised the options for a solution available to the Board were:

- stop the student staff wage rise happening
- increase permanent staff wages at the NLWF rate
- raise more income
- cut spending

CF wondered whether there were any non-monetary benefits that might be provided to permanent staff.

TCu thought remuneration was the key driver for permanent staff as this was what dictated their standard of living. TCu noted the likelihood of growing permanent staff dissatisfaction and disengagement if the problem were not addressed.

EJ enquired whether student staff supervisors were paid more than ordinary student staff.

TCu confirmed that they did not. TCu thought it worthwhile to clarify that the NLWF had not been designed for student wage rates but for rates which related to principal source of income; it did not take into account non-liability for Council Tax and absence of other living costs that students had.

MC disagreed with TCu's analysis arguing that with the ending of maintenance grants loans did not cover the cost of living for students. MC noted that the Union had a strong political stance on student poverty. MC noted that increasing numbers of students were coming to depend on working to pay their rent and food. MC agreed that it was probable that the NLWF would continue to rise and that the gap between student and permanent staff would continue to narrow but that the real concern should be the low wages being paid to all

Union staff at the bottom of the wage structure. MC believed the money to fund fair staff wages would have to be found.

TCu advised that the current pay spine for permanent staff was based on that annually negotiated by university employers and the recognised trade unions and MC's proposal would break this link. TCu further advised that, as rates crept up, at the bottom the pay differentials based on responsibilities would shrink. TCu noted the other question to be asked of MC's suggested course would be where to find the money to pay for it.

JR noted the Union recognised the GMB as the trade union for student staff and subsidised student staff union dues. JR wondered whether it would be possible to use trade union representation to negotiate a local agreement outside of the NLWF.

TCu advised that this could be one possible approach for the Board to take.

CF endorsed the approach noting that Norwich had its own particular living costs and an agreement based on local factors would, CF believed, be welcomed by both student and permanent staff.

MJ wondered whether the University was a Living Wage employer.

TCu confirmed that it was not.

MJ thought it worthwhile to address the misperception by permanent staff of the seemingly higher student staff rate. MJ believed that the concerns raised in the staff survey linked to the misperception should be dealt with by effective communication and explanation that the two rates were not equivalent.

TCu advised that management had made repeated efforts to explain the non-equivalence but that, for staff concerned, it was a matter of feelings and perception rather than the hard facts.

JR asked whether the Living Wage policy was still current.

TM confirmed that Union Council had voted in the Spring Semester to retain the policy.

MC noted that the Board might overrule policy on financial grounds but thought another solution might be found. MC recalled a similar debate several years previously at a Development and Oversight Board where the proposed solution had been to raise bar prices. MC noted that the rationale to this course would be that it would spread the cost across the membership and that alcohol was not a necessity. MC thought it would be useful to have some sort of modelling as to how much different levels of price rise might raise.

TCu advised that there were figures in the paper. TCu noted that, in order to pay the NLWF increases per year, prices across trading would have to rise by around 13%, if the rise was restricted to bar prices these would have to be raised by a significantly higher proportion. TCu cautioned that if the latter course were to be taken then the Union's commercial model would be at risk as bar prices would be higher than competitors with consequent reduction in demand and eventual loss of income.

JR thought there was a balance of judgement between ensuring the best working conditions for a smaller group of students, the student staff, and the impact on all students' cost of living of any price rises. JR believed it important to re-examine the model of how student staff were paid and to look at some form of local negotiations.

CK wondered whether the number of student staff might be looked at or the number of hours worked.

TCu advised that, if the student staff numbers or hours were cut, the Union would have to cut some of the services it provided and this would be a judgement for the Board to make.

MC believed that, if the Union had policy on an issue, it was incumbent on the Board to respect the policy unless following the policy involved significant financial risk. MC argued that there were options available that would allow the policy to be adhered to and that the Board might be criticised for preferring to break policy rather than having to because it had no other option.

TCu advised that management could model a range of course of actions for the Board to consider and one of these might include a proposal to negotiate around the NLWF at a local level and this might be taken to Union Council for the democratic arm to consider as well as price rises for different areas or cuts to services.

JR agreed with MC as to the situation not being one of significant financial risk but noted concerns that if no decision were to be taken over time costs would escalate and the Board would eventually be faced with significant risk.

MA wondered whether there was any data on students' perceptions about prices.

TCu advised that the Annual Student Survey results had indicated that students thought the Shop's prices to be high. TCu noted that two year's previously the Board had taking action on student concerns over the cost of living on campus and had asked management to introduce value ranges. TCu noted that the result had been that the Shop was selling more items but making less profit.

Chair asked for Trustees to summarise their thoughts.

MJ thought that as the Union was committed to the NLWF this should be kept until a September review; MJ argued that no immediate change should be made to the permanent staff lower grades as this would have long term cost implications and should not be agreed upon based on the limited information in the paper.

CK believed the Board should formulate a plan in the near future rather than let the matter drift.

JR thought that it would be better to have detailed costings with alternative courses of action brought to the September Board even though the Board would have to entertain an attendant risk for three months.

TCu clarified to JR that the costings for the NLWF rise were included in the Estimates for the following year but that the putative cost of £25,000 for raising the rates for lower grade permanent staff had not.

IG believed the question revolved around paying staff a decent wage for their labour.

MC thought that the Union could not pull out of paying the NLWF rate unless it had been proven that paying it represented a huge financial risk and that all other options had been examined and found to be impracticable. MC believed that at present this was not the case.

CB believed there was not enough detail in the present paper for the Board to make an informed decision.

There were no further comments.

The Board asked management to prepare a paper for the September Board with options to include:

- *a pricing model based on raising prices in core areas taking into account student opinion on prices as expressed in the Annual Student Survey*
- *costing based on a re-negotiation of the NLFW rate taking local conditions into account*
- *cuts to services based on a 'last in...first out' formula*

STRATEGY

TB864 Enabling Strategy (Approval): Corporate Governance

AM noted that at the December meeting, the Board had agreed to take part in the NUS Good Governance audit during 2018.

AM advised that, given the recent departure of the Chief Executive, it would be unwise for the Board to still go for an early audit.

AM noted that the paper contained two proposals: to postpone taking part in the NUS audit for eighteen months whilst Trustees examined the Board's effectiveness and to hold a Board Strategy and Development event around Easter 2019.

There were no comments.

The Board approved the Corporate Governance Enabling Strategy.

TB865 Enabling Strategy (Steering): People

TCu noted that there had been a change in survey provider and the new survey results were far more complex and detailed than past results.

TCu advised that an in-depth strategy based on the results would be presented at September Board.

TCu highlighted an initial finding on staff engagement: that wellbeing was not the key factor that management had previously thought it to be. TCu advised that management would be re-thinking the approach to wellbeing.

The Board noted receipt of the strategy without comment.

TB866 Enabling Strategy (Steering): Membership Engagement

LC advised that the main source for gauging member's opinions was the Union's Annual Student Survey. LC noted that, in previous years, the Survey had run from December to January but due to staffing issues and avoidance of clashing with the University's own surveys the Survey had run from 1 to 31 May.

LC advised that preliminary analysis of the results had revealed no major deviation from those from previous years despite the change in timing.

LC highlighted the inclusion of questions on friends, loneliness, mental health and wellbeing.

LC noted that a detailed breakdown would go to Departments for discussion at staff residential and a holistic breakdown would come to the September Board.

CF wondered, as to students' coursework, why formative assessments were not graded and given back to students.

LC advised that the Union was continuing to have discussions with the University over this issue and that comments from the Survey informed the Union's lobbying.

IG wondered whether management trusted the data in the Survey.

LC advised that a small incentive had been given to fill in the Survey and the team would be looking for any obvious groups of students who were not responding with the aim of having a more targeted approach in future.

IG wondered whether completion of the Survey could be made compulsory.

LC advised that this would be dependent on the nature of the relationship with the University: LC noted that for the current year the University had been helpful in promotion and publicity for the Survey.

CK asked, as to actions stemming from the Survey results, for reassurance that a plan based on analysis of the Survey would be taken to the Student Officer Committee (SOC).

LC advised that the incoming Full Time Officers had been briefed on the preliminary results but that a detailed analysis would be presented to the full SOC at some point over the summer and this would be delivered with staff support.

MA wondered whether Officers and committee members could be told it was expected of them as part of their responsibilities to complete the Survey.

LC advised that they would be willing to discuss outside of the meeting ideas for increasing participation.

The Board noted receipt of the steering strategy without further comment.

RISK

TB867 Risk Register

TCu reminded the Board of changes that had been highlighted earlier in the meeting.

There were no comments.

TB868 GDPR

TCu noted that this item had been covered in an earlier Report.

There were no comments.

SUNDRIES

TB869 Key Decisions of Union Council

TM advised that one of the policies passed, to split the Students with Officer role into two with a subsequent review to consider the possibility of the creation

of a full time disabilities officer post, was problematic in that it mandated the Trustee Board to take certain actions. TM noted that Council could not mandate a higher body. TM advised that the possible creation of a disabilities officer post could add another Trustee to the Board and that the Board would need to be happy that the post qualified as a Major Officer Holder under the 1994. TM advised that the Board's consideration of the policy might take into account the fact that a new sub-committee of the Board, the Equality, Diversity and Accessibility Committee (EDAC) had been created and since its creation had yet to meet.

JR believed that the mandate could simply be interpreted as a request to review and this could be undertaken by Management Committee; JR noted the briefing paper suggested a role for EDAC but as this had yet to meet JR had concerns that implementation of the policy might be delayed.

The Board agreed that implementation of the policy would be integrated as a KPI into the Departmental Action Plan and any progress reported to the September Board.

ML noted that there had been a preliminary meeting as to EDAC looking at its remit of monitoring staff equality and diversity but suggested this would be an item for the Board to look at in the coming year.

LC noted that staff support for the Committee had been lacking due to the maternity leave of the Head of Operations who had had it under their HR remit.

MJ wondered whether there was any risk stemming from the Committee not meeting that should be recorded in the Risk Register.

TCu advised that there was not as the data on EDA was reported to the Board as a matter of course. TCu noted that for the coming year management would be restructuring staff support for the Board; as part of the restructure, staff support would be in place for EDAC.

*The Board mandated Management Committee to appoint a Chair for EDAC; Student and Part-Time Officer Trustees as to whether they want to be part of the Committee. **AP***

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

TB870 Any Other Business

There was none.

TB871 Time, date and place of next meeting

18 September 2018, venue and time to be confirmed.

TB 872 Ongoing Cycle of Business

Noted without comment.

TB 873 Meeting Self Evaluation

Noted during closed session.

CLOSED

TB874 Aftermath and Chair Accountability

Staff, with the exception of the Clerk to the Board, were asked to leave the meeting for this item.

Redacted

The Board agreed to the recommendation that the Interim CEO be paid an acting-up supplement of £3.5K p.a.

Trustee Employment

Subject:	Procedures when employing a Trustee
Produced by:	Tony Moore
To:	Board
Action:	For Information and consideration of recommendations
Paper:	TB 879
Status:	Open
Purpose:	Report requested by the Board

Context

September Board considered the position with regard to employment of existing or former Trustees.

The paper submitted to Board recommended a blanket prohibition of External Trustees applying for employment with UEASU and a period of time before former Full-Time Officer Trustees could apply for employment or appointment as External Trustee.

The Board expressed doubts about the advisability of an absolute prohibition as there might be occasions when the experience or special skills of an External Trustee might be appropriately employed. The Board requested that advice from the Charity Commission be sought.

Charity Commission guidance

The Commission states that: "the concept of unpaid trusteeship has been one of the defining characteristics of the charitable sector, contributing greatly to public confidence in charities."

However, the Commission acknowledges that there are certain circumstances where employment may be appropriate if it would provide clear and significant benefit to a charity. Any application for employment of a Trustee must be approved in writing by the Charity Commission if there is no express power to do so within the Charity's constitution.

Discussion

There is no express power to do so within UEASU's articles. In fact, there is a prohibition (6.3) on any Trustee being employed other than the Full-Time Officer Trustees. There is, however, provision (6.3.8) for a Trustee to receive any payments authorised by the Commission; this leaves open the possibility of the

Board remunerating a Trustee for a specific task but this would have to be authorised in advance by the Commission.

The issue that is harder to resolve is that of existing Trustees applying for employment with UEASU even though they resign prior to their application for a post. The Commission advises that the Charity ensure against the Trustee being on the 'inside-track' as to any recruitment process and be able to demonstrate that appropriate safeguards were in place. As our Trustees consider and approve our staffing structure and Operational Plan, the Board might find difficult to make the case to our members and the Commission that a Trustee had not benefited from being on the 'inside track'.

In light of the above, the Board may wish to consider inclusion, in the documentation given to External Trustees on appointment, of a proscription on Trustees applying for employment with UEASU within a certain time span of their leaving the Board.

AGENDA PAPERS

PERFORMANCE

UUEAS Code of Conduct: Annual Report 2018

Subject:	Code of Conduct Annual Report
Produced by:	Toby Cunningham on behalf of the Supervising Trustee
To:	Trustee Board
Date:	6 September 2018
Action:	To note and consider recommendations
Status	Open
Paper:	TB881
Purpose:	Information and requirement of the Bye-Laws

Introduction

This is the fifth annual report on the implementation of the Code of Conduct since its introduction. At the June 2017 Board, Laura Hagen was appointed as Supervising Trustee. Laura subsequently resigned as a Trustee at the September Board to apply for an HR post with the Union. Caroline Tutty agreed to act as Supervisory Trustee in the interim. Caroline resigned as a Trustee in February 2018 and Ian Gibson took over Supervising Trustee duties. The Board will need to consider Supervising Trustee arrangements for 2018-19. Staff would like to thank Ian for his work on the Code and his help, stepping in as acting Supervising Trustee.

Implementation of Earlier Recommendations

Events team now have a range of sophisticated personal video cameras for door staff. However, due to GDPR concerns, these are not turned on all the time but only when staff believe an incident to be developing so they would not be able to catch the 'out of the blue' assaults on staff that have occurred in the past.

With the adoption of a zero tolerance of sexual harassment and hate crime on campus by the University and the number of complaints regarding misconduct on social media, the Union forecasts that the number of misconduct cases will not fall in the coming year. UEASU hopes that it will be possible in future to have an integrated University-wide approach to investigation and management of student non-academic misconduct. Exploratory discussions have been held with University and any outcomes from these will be reported to Board.

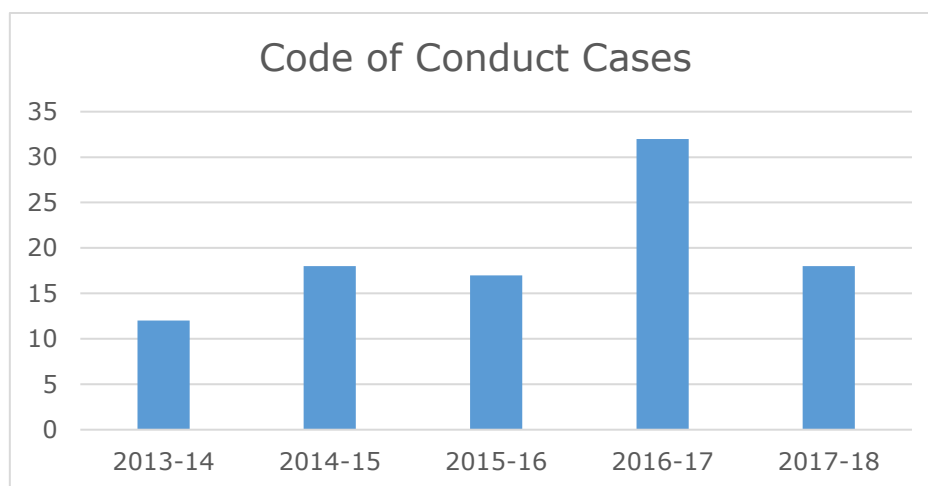
Training as to the ban on initiation rituals was integrated into Club Committee training and bespoke training was delivered prior to Clubs' Easter tours abroad. However, despite Officers' and staff's work, a Club breached this part of the Code during their Easter tour.

A contested, complex case from 2016-17 led to a series of recommendations on changes in the wording of the Code. The changes were brought to the first meeting of Union Council of 2017-18, were approved and are now part of the Bye Laws.

A 'how to' users' guide to the Code has been written and published on the website and is sent as a matter of course to any student involved in a Code case. Feedback from users has been extremely positive.

2017-18 Statistics

18 cases were reported. This is in line with most previous years and, therefore, the spike in cases for 16-17 appears to be an anomaly.



The primary cause for the fall back to the mean can be identified: there have been no referrals under the Code for theft from the Shop in the current year.

The numbers for referral routes were:

Complaints by SU members	10
Referrals by the University	5
Reports from SU staff	1
Complaint by guest at Society event	1
Complaint by alumnus	1

Case outcomes breakdown:

Complaint received: no formal action taken	7
Resolved by informal mediation	3
Investigation but no disciplinary sanction imposed	3
Investigation – disciplinary sanction imposed	3

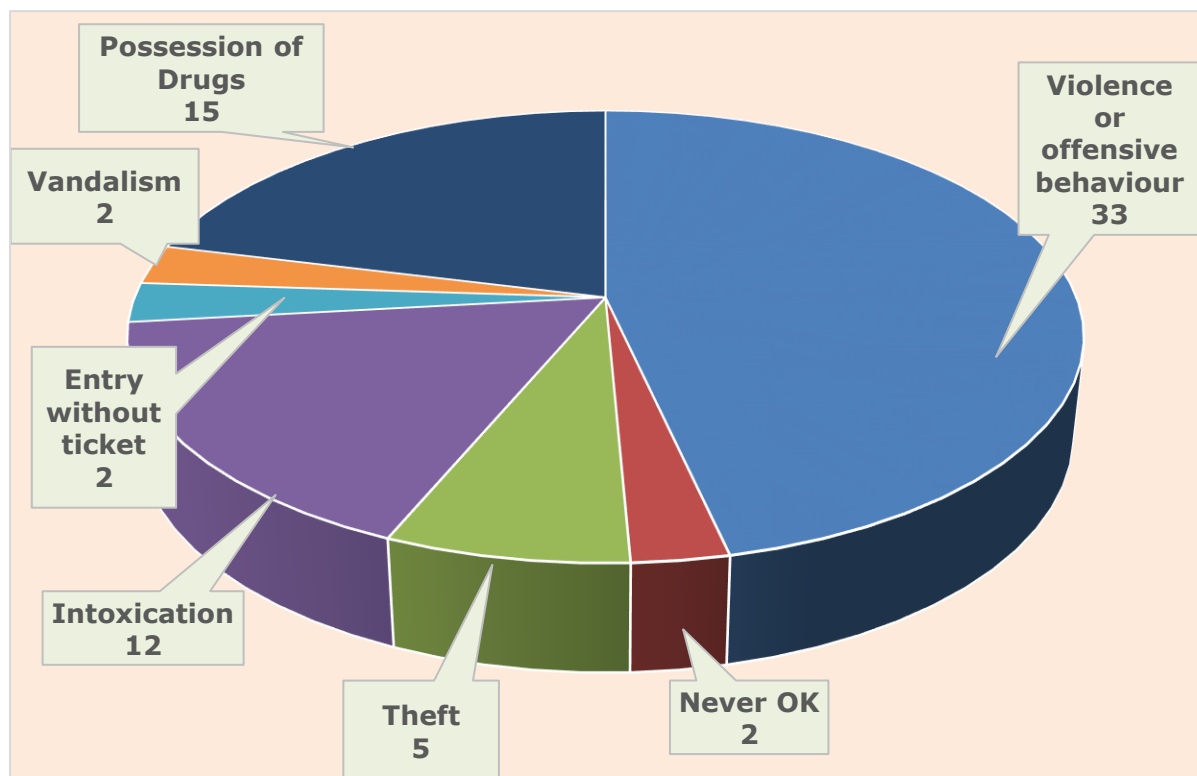
Included in the changes approved by Union Council in autumn 2017, were the extension of the power to issue Red Cards (immediate short term bans) to the Shop and to University Sport.

The Shop have not issued any Red Cards in the current year.

University Sport have not, as yet, issued any Red Cards. Staff have reported some problems arising out of Clubs ordering kit from non-preferred suppliers and from not following procedures with facility bookings but that these have been dealt with informally.

The Events Team issued 71 cards over the current year in comparison to 70 the previous year.

The breakdown for the reasons for Events issuing Red Cards is as follows:



The breakdown is similar to those in previous year except for a slight increase in the possession of drugs category.

Commentary

A female complainant felt unable to attend a Panel Hearing because they were uncomfortable about being in the physical presence of the male respondent. The Code gives respondents the opportunity to personally question witnesses and the complainant did not want to put themselves through what they felt would be an ordeal. We have to find the correct balance between the rights of the complainant and the rights of the respondent and, in this particular instance, Panel members

asked that it be noted they thought the balance weighed too far against the complainant.

Recommendations

Despite the extensive efforts of Officers, Opportunities and University Sport in warning Clubs of the dangers of initiation ceremonies, the case against a Club this year revealed that there is still work to be done at the grassroots on changing the culture. Training in this area needs to continue.

Dependent on the outcome of the present discussions with the University, an integrated approach to the problem of student misconduct with timely communication between the Union and University Departments would be a welcome development.

An aspiration for the future would be an increase in staff resources to ensure that investigations can be conducted within the timeline set out in the Code.

Code cases tend to come in batches at key points in the student social lifecycle and can involve a huge challenge in provision of staff support. Frequently, members of SMT have had to conduct investigations and this is undesirable for two reasons. SMT members have high profiles as Union staff and can be seen by respondents as not being impartial investigators. Taking SMT away from their executive duties to conduct complex investigations at the busiest times of the year, inevitably impacts on the running of the Union. Further thought will need to be given to the recruitment and training of investigators.

Several staff and student panel members commented how ill-prepared they felt for the disciplinary hearings they took part in. A review of training for panel members would be welcome along with the introduction of separate training for panel Chairs with a view to ensuring a standard level of expertise across all Code hearings.

Consideration will need to be given as to the recruitment of 'ordinary members' for panels. This year, panel members were recruited from serving members of Union committees; for the future, the Union might look at reaching out to students who are not Union activists and to establishing some type of pool of volunteer panellists at the start of the academic year.

The number of Red Cards in Events represent far and away the highest number of actions under the Code. Care should be taken that the issuing of Red Cars is based on clear criteria which are applied consistently. To this end, it would useful if SMT were to conduct a periodic review of Red Card cases to monitor equity and consistency.

Issues to Note

A complaint was made to the University about the Union's handing of a case against members of a Club in the summer of 2017; in particular, the manner in which the investigation was conducted.

The University, as part of its findings under the Code of Practice Relating to Students' Unions, ordered the Union to pay £250 compensation to each of the two complainants. The order was issued in October 2017 and has not, as yet, been formally reported to Board. The fact of the finding and the payment should be noted.

Report

Subject:	Interim CEO Report
Produced by:	Toby Cunningham ICEO
To:	Trustee Board
Date:	6 September 2018
Action:	To discuss
Paper:	TB881 (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

1. Report Against Plan

Attached as a separate paper is the interim plan updated since the last board. There are additional papers on key areas

NSS
Staff Survey
Student Survey
NUSSL

2. Other Actions for ACEO

Recruitment of Director of HR; Following Kemi's initial lead on this we put together a key team to take this forward including myself, Sue Buck external HR consultant, Chloe Alexander Head of HR and Georgina. We met and instructed two agencies Pure and Holdich. We set a deadline for 5pm 10th September for minimum of three candidates. To date we have received 9 CV's. we have written and shared a Job Description with the agencies and developed a person specification using a Belbin methodology. We have set out a time line for shortlisting and a selection event and are currently working on the timetable for the selection event and the make-up of the panel.

General Staffing Issues; At the June staffing residential we presented the financial forecast as was, key elements of the plan to staff and gained their feedback. We presented feedback by department from the student survey, ran resilience training feedback workshops and each team had the opportunity to work on department plans and some time to socialise. Following this event, it became apparent that there were some issues with some staff teams. Following a staff wellbeing champions meeting and a charities staff meeting the SMT met with some staff representatives to discuss some issues. Their concerns were in three key areas;

- The focus on budgets and not the vision
- Leadership within the charity
- Distrust in the motives of SMT

We agreed that I would do a presentation to MML on why we had focused on the budget at residential and we the interim plan in detail. Lou would meet staff from relevant teams to discuss leadership style. Anecdotal reports are that this went down well, and staff seem to have settled down.

Budget, Capex and 5-year plan; Tim and I have spent a long time working on these. The capex plan was undertaken at residential consulting key staff in all departments for long term requirements

Assistant Director of Venues; we have recruited and are inducing Andy Watts as the new Assistant Director. he stated on the 28th August.

Conferences; I attended with officers and senior staff the SU2018 event in Birmingham. there were some good networking opportunities and Georgina and I attended a meeting with Directors from NUSSL on the purchasing consortium.

Social Enterprises; Using TLT solicitors I have been negotiating the SPAR contract and supporting the venues team in freshers evening programming and budgeting

ACAS Training; All heads of department and key Managers have attended two days of ACAS training focused on investigations and chairing disciplinary panels

IT; Josh Clare has completed an audit and needs analysis for UEA IT. we are now trying to resolve the purchasing arrangements.

3. Update on national student movement developments of interest to trustees

The Chief executive has left NUS and Peter Robinson, Director of NUSSL is acting as an interim Chief Executive.

NUS have Launched TOTUM, a new upgrade discount card and smart phone App for NUS extra. there is general concern within the movement that the product has launched too soon, cannot tackle 'unidays' in its current form and failure to grow the NUS brand puts at risk £3mn NUS income

4. **GDPR** – We have now published and shared with staff all our HR related GDPR policies and plans. We are still working on the student polices to publish before Arrivals weekend
5. **Risk Update;** Current position with student/casual worker/employee status unclear. new HRD to review contracts and seek advice as necessary

6. Update on issues with UEA of direct interest to Board

University Student Numbers

The university was very successful in its recruitment through clearing in terms of entry numbers 2018/19. We will need to do some work to understand the impact of recruitment through clearing. there is concern in the sector regarding retention of these students especially if entry tariffs are dropped dramatically, some student may struggle with the rigours of the course

Degree Apprenticeships

UEA currently run the following: Executive MBA Senior Leader Master's Degree Apprenticeship and the Adult Nursing Degree Apprenticeship. The Senior Leaders programme begins in September and is a range of professionals from across all sectors, including clinicians. In October this year, the next cohort of Adult Nursing Apprentices will begin. This Autumn will also see the induction of the first cohort of the MSc Degree Apprenticeship Advanced Clinical Practitioner (referred to as ACP) and the Level FdSc Health Studies for Nursing Associate Apprentices (referred to as Nursing Associates).

The latter has been co-created and will be co-delivered with City College Norwich (CCN), one of the Academic Partnerships that UEA manages, and approved by LTC in June 2018. I've met with Sharon Davies, UEA Degree Apprenticeship Manager (RIN), to discuss the implications of the new Nursing Associates programme.

These students will exclusively be based at CCN or in their placement, except for six hours a year at UEA, a minimum requirement set by the Nursing and Midwifery Council. The course itself is a two-year programme. Due to the successful recruitment and the limited resources available on CCN's Norfolk House Campus, there will be three cohorts of 20 split over three days. Prospective students come from care homes, as well as hospitals and trusts.

Due to the nature of the course and the way that's being delivered, there is minimal opportunities for engagement with this programme. The nature of this course means that it's less likely that these students will identify themselves as students. The risk here is ensuring that we communicate with them in an effective and timely manner to ensure that they know how to access our services,

particularly advocacy, if they want to. These students are classified as UEA students, therefore adhere to UEA regulations, not CCN. If they want to, they act are full members of uea(su).

To support them effectively, we are in the process of making contact with CCN and CCN Students' Union to ensure they are correctly signposting to our services for these students; working towards an agreement to include SU services in any planned communications from the School and will meet with the Ms Davies and the new Course Director each term to check in. Our Student Engagement Coordinator (HSC) and the UG Education Officer has already attended the first cohort's induction day at CCN.

Discipline

UEA has been developing their areas around non-academic discipline, following some gaps that were identified by the previous CoS. The table below summarises and updates on this work:

Action	Update
A paper to be submitted to ET+ requesting for 2 FTE at Grade 6 indefinitely to support investigative work for UEA and uea(su).	<p>It was identified that if both posts were successfully recruited, this would also benefit UEA Sport, for those relevant cases. This fed into wider discussions about how we share this data (see further below).</p> <p>The paper was put on hold following advice to wait for the final admissions numbers, as other projects were on hold until this was published. An initial job description has been drafted and requires follow up.</p>
A Deputy Disciplinary Officer to be appointed to support the UEA Disciplinary Officer's work and to provide a contingency in case of absence of conflict of interest.	<p>This internal vacancy has been successfully recruited.</p>
Additional training to be provided to Sports Clubs, building on the work promoted by the University of Chester.	<p>This was delegated to the Director of Sport (now Director of Sport and Commercial Services). Our Head of Student Opportunities has been developing this and requires further work. This is in addition to the Bystander Initiative training developed under NeverOK last academic year.</p>
A data sharing agreement to be drawn up and agreed to allow information to be shared between UEA and uea(su), including referrals, investigative outcomes and emerging concerns.	<p>It was concluded that the existing data sharing agreement that we have with UEA, combined with the new UEA Safeguarding Policy, allows for this to happen.</p> <p>When discussing rules of engagement, it has been agreed that UEA will share information with us, with no expectation for us to reciprocate, unless it includes a significant breach of UEA's Regulation 10.</p> <p>Further work is required internally to agree the protocol in which we may share information with UEA. Further details below.</p>
A discussion to place to agree aligned definitions and terms in relation to breaches of discipline, their classification by type and by potential severity.	<p>We attended the meeting and an in-depth discussion took place, with an initial framework in mind. Draft needs to be circulated by UEA (Student Support Services)</p>
A half day meeting to take place to agree and draw up process flows that map how overlapping cases will be handled, points of communication, investigation precedence, communications with students and between departments – resulting in agreed process flows, decision tree diagrams and associated guidance	<p>The meeting took place on 16 July. A consolidation of the previous meetings set a starting point for these discussions. Discussions included the interrelationship between criminal investigations and our own proceedings.</p> <p>The Disciplinary Officer hosts a weekly "open door" where any staff can get further advice on potential investigations or reports, as a means to manage and field communications. Further work needs to develop to reach the intended end goal.</p>

<p>A meeting with UEA HR to discuss how any interactions will be handled, how to determine which procedure takes precedence and management of interdepartmental communications.</p>	<p>The meeting with UEA HR has been postponed over the summer due to annual leave, sickness and emergency call outs over the summer. The meeting is due to take place on Wednesday 19 September.</p>
<p>After the meetings above have taken place, a paper to SEC, LTC and Senate that details how the agreed processes will work, incorporating any regulatory changes this may require.</p>	<p>As mentioned above, the meeting with UEA HR has been postponed. Further follow ups are required before the paper can be circulated to SEC in the first instance.</p>
<p>In addition to this original remit, we have since developed and agreed changes to how student panel members are recruited, trained and supported for Senate Student Discipline Committee hearings. These are now recruited and paid positions, which we manage and supported the UEA Learning and Teaching Services team (including full financial support).</p>	

In addition to influencing UEA’s work and disciplinary processes, we are currently completing a full review of our own processes. We have a drafted our own flow process for all student leaders, including student staff, student groups and individual members. Following on from recent ACAS training for all managers, some of this will need to be reviewed and will require Board-level approval for recommended changes to the current process. A paper will be presented at the next Board.

Inclusive Learning and Teaching (400 words)

Following a series of working groups that took place in from November 2017 to March 2018, Helena Gillespie, UEA Academic Director for Widening Participation, has been leading on policy development in three areas:

1. Inclusive Curriculum Policy
2. Inclusive Assessment Policy
3. Inclusive Pedagogy

The immediate focus is on the Inclusive Curriculum Policy – the least contentious area during those initial discussions. A second draft of the policy is currently with Helena, following on from a meeting between Helena; Helen Murdoch, UEA Head of Equality and Diversity; Jenna Chapman, uea(su) UG Education Officer; and Lou Chiu, uea(su) Director. A second version is due to be circulated and discussed at FLTQCs, before it goes to LTC of the year, on 17 October. In addition, there will be an accompanying guidance document to share best practice. Members of the Education and Engagement Team have been briefed on the policy and the aim of getting this approved at the different stages before it gets to LTC.

Following on from this, the group will continue working on the Inclusive Assessment Policy, which will look at: reasonable adjustments, particularly its inconsistency with course tests; the use of yellow stickers (indicating as learning disability); exploring alternative assessment methods; consistent/mandatory compliance for assessors to undergoing unconscious bias training, particularly regarding assessment that requires observations (as required by Professional Regulatory Bodies).

Inclusive Pedagogy will encompass: embedding accessible process and support, such as recorded lectures, hearing loops and early access to slides; further awareness raising and development for teaching staff regarding the experiences and needs of students (and staff) from liberation groups; and reasonable adjustments, such as green card system and using available technology so that students can easily adapt formats to meet their requirements.

Across all three policies, we would want to have appropriate reporting systems identified when best practices are not being followed. Each one will include in the introduction that this is in addition to individuals’ duties under the Equality Act 2010 and UEA’s own institutional polices, including the Dignity and Respect Policy.

This will feed into and inform the work around Officers' priorities to address the attainment gap and accessible education. In preparation for the working group, there have been a series of primary research conducted with different liberation groups and taking on comments from the SU Survey and NSS results. To note, UEA will be launching the communications campaign in October, as part of Black History Month, that they have signed up to the Race Equality Charter.

Report

Subject:	Student Survey Actions
Produced by:	Lou Chiu, Director
To:	Trustee Board
Date:	18 th September 2018
Action:	To note
Paper:	TB881 (iii)
Status:	Open
Purpose:	This report covers the actions agreed at last board following presentation of the headline results of the student survey

We reported at last board some of the headlines from the Annual Student SU Survey.

Students identified some key issues:

- 43% - Managing a work/life balance
→ increases to 58% for MED & HSC
- 40% - Mental Health
→ increases to 67% for LGBT+ students
- 40% - Having enough money to get by
→ increases to 45% for 3rd year UGs
- 38% - Keeping up with the workload
→ increases to 52% for MED & HSC
- 35% - Having the confidence to do the things they want to do

Students identified some key Academic Issues we could help:

- Improving the diversity of education at UEA
- Ensuring assessments are fair
- Improving academic feedback
- Ensuring academic support is consistent (particularly personal advisers)
- Monitoring support for students on placement
- Lobbying for increased resources and more study space on campus

Key actions Undertaken

In the ACEO report and KPI's documents elsewhere in these papers you will see our actions on tackling these prime academic issues. We have broken down the academic feedback into schools and are using this alongside school NSS data to develop school action plans to support Officers and reps.

The survey also incorporated detailed feedback on all union services and at our staff residential each team. A se received a presentation on their feedback from the survey. Departments then added responses to their actions plans and these are detailed in a separate paper.

We have also incorporated a presentation and discussion of the survey results into the SOC residential to allow part time officers to consider and input into solutions. We are developing a report for non-student stakeholders and we will share this. We are also producing a comms plan for the new semester to demonstrate to students how we are responding to their feedback.

Whilst overall satisfaction has increased year on year, there are a number of negative comments that align with the feedback in NSS. We are wary of having a kneejerk reaction to this. There remains a reputational issue that we will explore further in the year with a view to working through this with the board to develop a strategic response at the Easter residential.

The next survey is due to take place in November and December 2018

For: departmental responses: please follow [this link](#)

AGENDA PAPERS

FINANCE AND LEGAL

Please note: there are no legal papers,
finance papers are in a pack (links provided
on the main agenda pages)

AGENDA PAPERS

STRATEGY

Report

Subject:	NUSSL Membership
Produced by:	Toby Cunningham ACEO
To:	Trustee Board
Date:	18 th September 2018
Action:	To discuss and decide
Paper:	TBXXX
Status:	Confidential
Purpose:	This report covers the current and future relationship with NUS services for the purchase of goods for resale in catering and licensed trade

Redacted

Redacted

Redacted

Subject:	Living Wage Foundation National Living Wage
Produced by:	Josh Clare, Head of Campaigns and Policy
To:	Trustee Board
Date:	7th September 2018
Action:	To consider
Paper:	TB889
Status:	Open
Purpose:	To inform the Board of the calculations which create the National Living Wage Foundation Living Wage and suggest a course of action to explore in response to this

Background

In 2014 Union Council an amendment to policy 1304, Fair Pay Campus which called for “the Board of Trustees to outline a timeline for the gradual introduction of the Living Wage for the Union of UEA Students’ employees”¹ Following this mandate uea(su) aligned it’s student staff payments to the Living Wage Foundation National Living Wage (from here referred to as the Living Wage).

The Living Wage is calculated annually using a range of information with the basis being the Minimum Income Standard (MIS) produced by the Joseph Roundtree Foundation² in collaboration with Loughborough University Centre for Research in Social Policy³. The Living Wage Foundation set up the Living Wage Commission to oversee the calculation of the Living Wage rates made up of employers, trade unions and independent experts.

Considerations

The Living Wage Foundation National Living Wage is calculated to meet the needs of those who rely on work as their sole source of income and use working to support their lifestyle, this is vastly different to the way in which many students access work.

In 2017 NUS released the first phase of findings from its Poverty Commission that began the calculation of the average shortfall between income and expenditure for students studying in the UK. In this report there was discussion of paid employment but there appeared to have been limited exploration into what would be considered a fair student wage to pay students based on their circumstances, instead calling for an alignment with the National Living Wage Foundation.⁴

The MIS data is based on a basket of goods that it is reasonable to assume a person would require in order to meet a minimum standard of being able to be a part of society. This is made up of items such as food, rent and fuel (all items can be seen in appendices a). There are, however, a number of categories included in the calculation which would be unlikely to apply to a large number of our student staff members for example council tax (from which almost all students are except) child care costs, the replacement of

¹ uea(su) Policy on Fair Pay Campus <http://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/7520/a4d1bfe11a86f5b287b65c6c0b177c26/1515%20%20Amendment%20to%201304%20Fair%20Pay%20Campus.pdf>

² MIS information, Joseph Roundtree Foundation <https://www.jrf.org.uk/income-benefits/minimum-income-standards>

³ Loughborough University Centre for Research in Social Policy <http://www.lboro.ac.uk/research/crsp/mis/>

⁴ Class Dismissed, NUS Poverty Commission report https://nusdigital.s3-eu-west-1.amazonaws.com/document/documents/41974/41c584695ad9bf7e6cb83a39c93aae3c/NUS_Poverty_Commission_Report_23_04_18.pdf?AWSAccessKeyId=AKIAJKEA56ZWKFU6MHNQ&Expires=1536322987&Signature=0%2FkX4kmKTgHhkmcjExw7AhQXSo%3D

kitchen appliances and home maintenance. We could also consider that others areas such a technology spend may be higher for students due to a number of students requiring a personal good quality laptop for their studies.

The data sets are based on weighted averages on national statistics data, by doing this they incorporate extremes (e.g. families with higher than average children).

In their most recent documents the Centre for Research in Social Policy suggested that later in 2018 they would explore the development of a new measure in their calculation to look at the case of young adults living with their parents. Whilst this is not likely to be useful in defining what should be included in a student basket of goods it does give an indication that the CRSP recognises the variety of living arrangements has a large effect on the cost of living.

As a charitable organisation we have to carefully balance our resource to ensure that we meet the needs of our wider memberships as well as properly reward those who work for us. We make payments to approximately 1,000 student staff across the course of the year with incoming being generated through product sales to a much larger number of our members. As such the Board may wish to consider the balance between the need to year-on-year improve the income sourced from the broad membership through commercial revenue and the payments made to a smaller number of our membership.

At the time of the introduction the Living Wage stood at £7.65 per hour outside of London and now stands at £8.75, a raise of 14.4% over the period of 4 years. During the same period non-student staff salaries have risen at a much slower rate leading to the “erosion” of lower salary scale points.

Recommendations

The Board should consider the benefits of further exploration into the development of a Student Living Wage which could involve working in partnership with the Living Wage Foundation, the National Union of Students, other students’ unions, UEA and other HE institutions.

This would be a significant undertaking and would be led by the Campaigns and Democracy Officer and Welfare, Community and Diversity Officer working in conjunction with the Campaigns and Policy team, to explore the possibility of developing a formal Student Living Wage.

Appendices

- a) The makeup of the costs in the basket of goods for a single working age male with no children, 2018 (this is the highest costing single person as defined by MIS information)

	Single Male adult, working age 2018
Food	53.02
Alcohol	6.02
Tobacco	0
Clothing	8.06
Water Rates	6
Council Tax	16.5
Household Insurance	1.62

Fuel	12.81
Other Housing Costs	1.44
Household goods	9.68
Household services	6.84
Childcare	0
Personal goods and services	14.02
Motoring	0
Other travel costs	37.08
Social and cultural participation	41.83
Rent	91.12
Total	306.04

AGENDA PAPERS

SUNDRIES

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, SMT 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				Discuss
<i>ES3: Senior post holder remuneration</i>				Approve
Formulation of Strategy: Strategy Weekend				