

Agenda

Meeting:	Trustee Board
Date:	Friday, 17 September 2021
Time:	4pm – 7pm
Location:	Online

**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

TB1146 Statements from the Chair (HW: 5 minutes)

Confirmation of AH as chair

TB1147 Declarations of Interest *

To note: Any new items in the register and to view existing register.
(See pages 5-6)

TB1148 Minutes of previous meeting*

To note: The minutes of the meeting held on 16th June 2020(See pages 7-8)

TB1149 Verbal Update on Action Points and Matters Arising (HW: 5 mins)*

To note: No actions points. AOBs to given.

TB1150 Sub-Committee Minutes *

To note: [Finance](#), [AHRC](#), [ROC](#) and [Management](#)

PERFORMANCE

TB1151 Chief Executive Update (TCu: 25 mins)

To receive: The report for the last quarter from the Chief of Executive.

TB1152 Organisations Plan 20-21 Update (TCu)

To receive: A presentation on the organisational Plan

TB1153 CEO KPIs*

To receive: Will be finalised on HW return.

COMMERCIAL AND TRADING

TB1154 Social Enterprise Report (TCU) (TCu: 10 mins)

To note: The Social Enterprise Report will be included in the CEO Report and Organisational Plan Update.

HR & PEOPLE & CULTURE

TB1155 HR Report (CW: 20 mins)

To receive:

A presentation on the key areas of work from HR
A Headline Summary Document (See pages 17-19)

TB1156 Appointments and Departures (CW: 5 mins)

FINANCE AND LEGAL

TB1157 Finance Update (TCa: 10 mins)

To note: A headline summary of finance issues to date. (see pages 21-23)

TB1158 End of Year Accounts (TCa/LP: 15 mins)

To receive: A Headline Summary Document of the Management Accounts. (See pages 24-25).

TB1159 Budget to January 2022 (TCa/LP: 15 mins)

To receive: A Headline Summary Document.
(See pages 26-28).

Governance

TB1162 Schedule of delegation review (TCu)

To note: A Headline Summary Document (See pages 31-32)
For full Register: please follow [link](#)

TB1163 Board Self-Assessment report (Governance Review) (AH)

TB1164 Skills Audit*

TB1165 Code of Conduct Report*
To note: Receive conflict code of conduct report

TB1166 Nomination and Appointment of Supervising Trustee

TB1167 Conflict of Interest

To note: Receive conflict of interest policy from HW and vote.

Risk

TB1168 Risk Register Update (TCu: 10 mins)

To note: A Headline Summary Document

SUNDRIES

TB1169 **Elect deputy chair**

TB1170 **Nominations for subcommittees**

TB1171 **Any Other Business**

TB1172 **Time, Date and Place of the next meeting***
To note: December 17th 4pm-7pm

TB1173 **Cycle of Business***
To note: For revised cycle (See page 37)

AGENDA PAPERS

ADMINISTRATION

Union of University of East Anglia Students Board of Trustees Register of Interests

June 2021

FULL TIME OFFICER TRUSTEES	DECLARED INTEREST
Hamish Williams	Graduate of the University, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS subsidiary Companies and member of University Council.
Ayane Hida	Graduate of the university, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS subsidiary Companies, and member of University Senate
Ivo Garnham	
Elizabeth Payne	Graduate of the University, Member of UUEAS, salaried UUEAS Officer, Director of two UUEAS subsidiary Companies, member of University Council and University Finance Committee
Aaron Campbell	
Student TRUSTEES	
Adrian Ashby	Member of UUEAS, undergraduate student at the University, Mature Students' Part-time Officer, President of Mature Students' Peer Support Group.
Tyler Bell	Member of UUEAS, Undergraduate Student, former employed student staff member, former trade union rep and branch secretary for GMB.

Lucy Hawker	
POSTGRADUATE STUDENT TRUSTEE	
Abdul Shaikh	Member of UUEAS, Postgraduate student at the University.
PTO TRUSTEES	DECLARED INTEREST
Serene Shibli Sexton	
Patrycja Klusak	
EXTERNAL TRUSTEES	DECLARED INTEREST
Dev Aditya	Managing Director at Otermans Institute.
Martin Jopp	Full time employment with Kings College London, graduate of the University of East Anglia
Jeremy Clayton	Trustee of the Campaign for Science and Engineering. Independent member and deputy chair of UEA Council, chair of the UEA Senior Officers Remuneration Committee, member of the UEA Governance Committee, member of UEA Finance Committee and member of UEA Student Experience Committee

Minutes

Subject:	Trustee Board
Location:	Online
Time & Date:	17 th of June 4pm.
Status:	[Closed]
Author:	Joe Read

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

Chair: Callum Perry (FTO)

In attendance: T Cave (TCA) (Assistant Director of Finance), T Cunningham (TCU) (CEO), C Wilson (HR Director)

Apologies:

Kemi Watchorn (External).

TB 1120 Membership and Statements from the Chair

CP formally noted the support and efforts of all trustees over the last year. And hopes that those staying on enjoy their time going forward on what is an exciting board and organisation to be part of.

CP welcomed guests and noted the presence of Ivo Graham who will be the new undergraduate FTO

TB 1121 Declarations of Interest

None declared.

TB 1122 Minutes of previous meeting

Minutes were approved unanimously.

TB 1123 Action Points and Matters Arising

CP informed the board on the completion of action points.

TB 1124 Sub-Committee Minute

EA updated the board on the recent work of MC including:

- Student staffing matter
- Anti-racism products purchased
- Received operational updates

EA stated her personal pleasure at chairing MC this year.

TB 1125 CEO Report

TCu took the paper as read but stated the presentation does cover the majority if the paper with added details.

TCu reported on the critical factors and the we are currently in transition from the old to the new financial model. The TUPE transfer date was advised as the 1st of July and their meetings with staff to update them on changes to their terms and condition.

Continued use of the job retention scheme.

Reported on a number of mindfulness and wellbeing workshops for staff.

Work with the university on student wellbeing and behaviour.

TCu stated that TCa will present a budget. TCu updated on operating outside the bandwidth of the budget. These included updates on possible scenarios:

- Full reopen of commercial services
- Commercial servers are restricted by an extended lockdown
- Short term blip before reopening to full capacity.

TCu reported on possible resolutions including financial restructure and work with the university to cover costs.

Reported on the strategic priorities:

- Engagement: reported success of blogs, student's ability to raise concerns, no deterrent policy, improved online learning, inclusive education policy, developing online spaces for activities, growth of buddy scheme, lobbying on hardship funds, workshops for black-student experience
- Representation and support: reported success on team restructuring, faculty forums, module changes, trigger warnings, anti-racism and bystander training, improvement of assessment briefs and debriefs, placement reports.
- Transforming: reported success of discord peer support groups, online volunteer training, supported society online activities, increased membership of buddy scheme, uea your way, membership rebate, pg sport, increased funding
- Democracy: reported success of online democracy, improved online exposure, increased election engagement, increased diversity, increased training
- Inclusivity reported success of POC ambassador scheme, lobbied UEA to review freedom of speech policy, Islamic prayer facilities, antiracism statement, inclusive curriculum policy, BAME months
- Support: project 17, bystander training, improved support and series for those in quarantine, hardship fun, consent training, improved communication between UEA and NHS support services.
- Better union: new financial deal, TUPE transfer, covid safe environments, staff induction, ongoing risk assessments, refreshed the risk register, deep dive, CEO training, maintained retail and catering services, beer garden and LCR

TCu updated on a number of achievements that were not in the strategic plans but were beneficial to students none the less.

TCu presented reflections from SMT on the past year:

- The old financial model was vulnerable
- Staff, students and officers excel in crisis
- Staff working in isolation has created challenges for them and the organisation
- Mental health of staff and members will become a greater challenge post covid.
- opportunity to improve the workplace culture
- Collaborative working where appropriate is best for the union, UEA and members.

TCu updated how the union has been listening and engaging.

TCu presented the future scoping including freedom of speech, post covid learning, student fees and university finances, staffing changes and challenges, students return to campus, impact of national economy and strategy development. TCu extended on some of the emerging priorities, including: Student behaviour, student social transitions, blended learning, campus life, transforming students and student engagement.

TCu then presented internal issues:

- Staffing: safety in return to work, wellbeing, training and development and reward/recognition.
- Finances: Building reserves and mapping the new model.
- Developing long term strategy
- Project delivery and teamwork
- Digital transformation

JC asked about the purpose and need of NDAs during TUPE discussion. TCu responded that union staff will be transferring into university system that is restructuring and this risked 3 members of staffing being in a possible position of redundancy. The UEA wished to keep that information disclosed at that point in time. JC asked for further explain about effects on staff and how it impacted the confidence of staff. TCu reported the retail team have been given job security assurance.

TB asked "Has the university agreed formally to honour the new funding model? i.e. do we have something enforceable or is it still just hope it's made good?" TCu reported the union was waiting on a letter from the university finance team which TCu believed is currently in the process of writing.

CP wished to formally minute TCu and the whole organisation for a great list of achievements over a year that led to many benefits to members. TCu will pass this on to staff.

TB 1126 Organisational Plan Update

Any contact with the University should be reported here, including upcoming

TB 1127 Review of Governance

Officer's filled out governance self-review form.

TB 1128 Union Council Strategy Session Questions

CP reported students have taken an interest in strategy development. CP presented the paper with questions and comments from students.

TB 1129 Reflections and Guidance to Board

Taken as read.

TB 1129 Social Enterprise Report

Covered in the finance report due to lack of commercial trade.

TB 1131 Management Accounts and Finance Update

TCa reported that in May we are £50k ahead of where we had forecaster, this is due to increase use of the furlough scheme. Commercial trading has also exceeded forecasting. TCa believes the retail grant will be received regardless of the timing of the TUPE transfer. TCa also reported on the drawing of over loans and HMRC judicial review regarding VAT.

TCa updated on the new financial settlement. Included the block grant of £400k.

- Rent reduction
- Retail and catering grant to cover losses
- Alcohol awareness 20k
- Interest free loan
- Offer to undertake finance and HR processing- currently undefined.

TCa presented an overview of the finances in July 2019 compared to a forecast of July 2022. TCa reported on the need to rebuild reserves and the effect that had on the forecast. TCa emphasised the increasing cost of pensions and the need to rebuild reserves of 100k. The grant supports the charity.

TCa stated the finances have become more sustainable by using grants as a greater proportion of income. The forecast stands on using July 2019 commercial operations. TCa updated that the original covid forecast predicted the union to run out of money in July 21 but the current balance is 1.6 million, but with some costs still to be paid the number is nearer 1.2 million.

TCa reported 2m of cash injects and the current standing is 1m. thus 1m has been lost of that over lockdown. TCa reported that the reduced hours scheme didn't come into effect and instead people were placed on furlough to reduce their hours at less cost to employees.

Selling advanced tickets more than forecasting is to account for higher cash position than expected.

TCa noted the short-term loan from the UEA in terms of rent relief was somewhat mislabelled because there is not an intention to repay the rent in the short term.

Of the cash position 160k can be called 'our own', once removing advanced tickets, society money and loans. TCa reported during the lockdowns we have added long term debt, but debts are easily repayable. Including bank loans paid over 6 years costing 65k a year to service the debt. There is no interest on the 10-year UEA loan.

TCa reported pension liability has increased 800k over 2 years.

TCa explained the reequipment to have reserves to underwrite the sustainability of the organisation and deal with short term blips. It was self-defined as 3-months of costs. TCa reported a 500k short fall against our own policy but stated the forecast for July 2021 was likely to be pessimistic.

TCa discussed the sustainability of the reserve policy. Stating this was one juristic event that we were not insured against. Due to support building a reserve for a covid like event is hard and redundant.

TCa stated as long as venues still run, advance tickets are a strong part of our finances and if we could not run venues then it would have such an impact on the finances we could not reserve against. TCa concluded that historic levels of reserves were still sufficient going forward.

TCa reported on upcoming priorities:

- Balanced budget and build reserves
- Investment decisions being held until money has been earned
- Sustainable borrowing to buy time until the 'new normal'.

MJ commented 'I still believe it is incredibly important for us to have reserves and a healthy balance sheet, for a number of reasons. a) unknown unknowns, b) to retain confidence of our stakeholders (including, crucially, ticket holders), c) to remain an attractive employer - no-one wants to work for an organisation that looks at risk of going under in hard times'.

CP highlighted the legal duty of reserves but also the need to be an attractive employer and provided good services.

TB asked We don't plan on paying the 3 rent for lockdown 1, is that right? What's the reasoning for that? What happens if the university suddenly demand that money? TCa reported the UEA is currently not perusing the rent. The outcome could be:

1. The UEA asked for the money would have an impact on cash position
2. Dealt with over a period of time like a loan
3. Write it off, which would be TCa preference in terms of cash but also clarification.

TCa believes it is unlikely that while TUPE is ongoing any other option is unlucky.

TB asked what the cash value of rent. TCa clarified 350k was an approximation and 390k was the likely figure. (TCa clarified in the chat 'To confirm, The Rent O/S is $6 \times £65.7k = £394.2k$ for the period to July 2020')

TCu stated that it was the union chasing the union regarding the rent payment and not vice versa. The UEA is also aware that that option 1 would be impossible for the union and given the strong support from UEA he believes it to be unlikely.

CP formally thanked TCa and team for the work over a hard year in finance. Also, for raising discussions and issues for the board to discuss in the future.

TB 1132 Detailed internal budgets

Taken as read, CP asked for any questions to be presented in chat. None were given.

TB 1133 Covid-19 impact and future finances

Covered in the finance update.

TB 1134 Summary of CEO performance and remuneration

Contained in confidential item 1141.

TB 1135 Staff pay

TCu reported the long-term Trajectory of the national living wage is 2.8% increase annually and career staff wages are rising at a slower rate. Over time student staff start earning closer to career staff and challenges the principle of fair pay for fair work. At the start of lockdown there was a pay freeze. Students on £9 per house and staff salaries froze. At that point we left the national living wage foundation.

Returning to the foundation would give student staff 2 pay rises in one year. TCu posed to board a discussion whether we want to be involved in the foundation and if so at what stage in our financial plan should that action be taken. TCu proposed career staff wages are unfrozen and get their incremental pay rise and 2% to meet inflation.

TCu stated if the union want to a living wage employer then a double pay rise for student staff was necessary which might aggravate career staff who would not need/get a double pay rise. TCu raised financial and reputational concerns regarding lobbying of UEA and wishes of council.

FF asked if career staff were above the living wage. TCu confirmed.

TCu clarified that board would be voting on whether career staff get a 2% pay rise + a spinal pay rise if they are entitled. And student staff get a pay rise to £9.20.

LP asked re UEA being a living wage employer and stated they did not do increment rises during lockdown. TCu stated UEA is planning to meet the national living wage next year and currently we are not.

MJ asked on the exact cost of cost of living award, TCu stated that it is currently unclear and sometimes it requires back payment. TCu stated we follow the UEA model regarding pay. MJ felt that tagging student staff and career staff was the safest more despite unions likely asking for more in pay bargaining.

TCu asked:

1. Unfreeze career staff, provide 2% pay rise and allow spinal pay increase for those who are entitled to it. (Unanimously approved)
2. Do we give student staff a 2.2% pay rise to make them only 1 year behind the living wage foundation? And reassess in the future if we can catch back up with the living wage. (Unanimously approved)

MJ stated 'I would recommend linking student staff with career staff, and not return to LWF living wage for student staff without significant board-level discussion and a separate paper in future' this was agreed by FF, JC and TB. TCu clarified that at next council meeting officers would need to explain the current status and discuss the possibility of meeting the living wage. **AP**

TB asked if we want to formally note as an action to bring more information on this this discussion. TCu recommended reassessing this again this time next year when they have a clearer understanding of the finances. MJ commented 'It might make sense to do it after national pay bargaining has been resolved for this year'. CP stated it was an action for next Junes Board. **AP**

TB 1136 Recommendation of student insight

TCu stated the benefits of using student insight surveys, further stating the two companies contacted and some feedback from other unions. TCu explained what both companies offer. TCu explained staff and officer preferences. Reported Ruskin, Surrey and Essex use Alterline and Bucks use redbrick. The UEA are also using Alternline. Staff recommendation was Alterline, but TCu asked for officer opinions and other trustee opinions.

LP felt despite being dull in presentation the regular feedback provided by Alterline made it the preferable option.

Alterline was approved by 15 – 1

Approved: EA, HW, LP, AH, AA, SW, SA, AS, BD, UJ, MJ, JC, FF, CP, DA.

Rejected: TB

TB 1137 Conflict of Interest Policy

Moved to September's board and strategy day.

TB 1138 Risk Register Summary

Covered in item 1135.

TB 1139 Risk and Oversight Committee Deep Dive

Taken as read.

TB 1140 HR Update

CW reported challenges regarding stress and burn out in the staff due to reduction in hours and furlough. CW reported on ongoing recruitment for HR assistant and HR advisor.

CW reported on level of staff and student staff and HR support compared to other Sus concluding that our HR department was far to small in comparisons to others.

Reported lower NUS survey turn out and colleagues, due to people work remotely and thus reduced visibility. CW reported on themes that were mentioned:

- Commutation: from management and interdepartmental
- Reward and recognition: review around pay
- Personal development:
- Employee wellbeing

When asked why it was a good place, responses included: Colleagues, management and peoples job role. Next steps for HR include settle in new recruits, continue review survey data and bring an action plan to board and update people plan. The vision for HR includes develop finical and non-financial methods of reward as well as support and

development for staff in leadership. Also increase support around health and wellbeing in staff.

CP formally thanks to CW and her team their work this year and their clear outlining of problems they have faced over the course of the year. CP wished for thanks to be extended to the rest of the team.

TB asked what we are doing to encourage people to stay at UEASU in light of high staff turnover. CW reported that many organisations are seeing similar instances. CW reported that 2 people have left and reported that they were changing their work life balance and not as a direct reflection of the organisation. Others who have left HR continue to look into reasons.

TB asked if it was possible to have a yearlong review of turn over. CW reported that over lockdown there was little turn over and now at the end of lockdown we are seeing 2 years' worth of turn over. CP stated that this could be a deep dive at AHRC. TCu reported that across the sector there has been a lot of variation in organisation of their levels of staff turnover. TCu suggested time at home that sitting at home has given people time to reflect on life choices and this is reflected in staff's reasons for leaving, including wanting to go back into education and/or not working evenings.

CP thanks CW and her team again.

TB 1141 Summary of CEO performance and remuneration

This Item was discussed confidentially.

TB 1142 Confidential Staffing Matter

This item was discussed confidentially.

TB 1143 AOB

CP thanked all trustees are leaving gave formal thanks to all their support. With emphasis to KW who has been on the board for a number of years.

TCu thanked for their support also in a period of time where the organisation has been navigating away from crisis. EA thanks CP personally for leadership and stability as chair of the board.

TB 1144 next meeting

17th of September 2021

TB 1145 Review Cycle of Business

Taken as read.

AGENDA PAPERS

PERFORMANCE

(Including commercial and trading)

Paper –CEO Report

Subject:	CEO update
Produced by:	Toby Cunningham CEO
To:	Trustee Board
Date:	18 th June 2021
Action:	To consider
Paper:	TB XXXX
Purpose:	To be noted and comments/feedback invited

Finance

Budgets

We have developed a full year budget, which we will review in February 2022. We remain of the view that as a baseline we can effectively deliver a breakeven budget with £100k flexibility subject to the risks to trading identified in the finance and ROC papers

Staffing

TUPE

The TUPE transfer was completed on the 31st July.

Staff concerns and wellbeing

There has been a very high turnover of staff over the summer, this is being reflected across the Union movement. Many Union's are struggling to recruit however we hope we have been quite successful in filling roles with new, talented staff. We should recognise the consequence of this is the loss of internal memory, knowledge and experience. We have written to key University personal to advise them of our situation. AHRC will receive details of the exit interviews of staff but a brief summary is that four staff have relocated, four staff have left to work for the university, four have left to work for the Theatre Royal and one for another Union. Alongside external recruitment six staff have been promoted internally.

We hosted a staff bar-b-q at the waterfront and invited all colleagues that had left this year and where involved in the transfer as a way of saying goodbye to former colleagues and spending some social time together.

Southern SU's

UEASU alongside Hertfordshire and Reading SU's organised a Southern SU's conference and training events hosted by Reading SU. Our staff helped devise the programme and deliver sessions and workshops for Officers. I organised the CEO and staff strand of the event including sessions on 'How to become an anti-racist organisation' 'What keeps your VC awake at night' 'student officer expectations' as well as workshops on problem solving current issues and sharing best practice across the region.

As a result of the event Bournemouth SU are leading a joint piece of work on government thinking on student finance.

Horizon Scanning

The **Freedom of Speech** (Higher Education) Bill has moved into its committee stage, NUS continue to lobby for amendments and clarity of the proposed legislation

Student Finance

In February 2018 Theresa May (then PM) instructed Phillip Auger to do a thorough review of post 18 education. He reported in 2019. The report has sat on the ministers shelf for some time but now we believe the Dept of Education is gearing up to create policy based on the Auger Report.

There is a lot in the report that remains on the back burner but it appears that the pandemic has created an urgent need to rethink student finance. Wonkhe report that ministers and civil servants are actively monitoring the financial implications of a new fee regime and perhaps more worrying for students a restructuring of student loan repayments which could see an extension of the payment period from 30 years to 40, a reduction in the age/and or earnings to kick start repayments.

Industrial Action

The Employers of the SUS pension scheme (the University pension scheme not to be confused with SUSS the NUS pension scheme) have made recommendation for the resolution of the pension dispute which includes a reduced increase in contributions from both the employer and employer alongside a reduced pay out at the time of retirement.

UCU have rejected the proposal and are seeking to ballot members on industrial action. Due to the ongoing pay dispute and the issues around many campus regarding the staff returning to face to face teaching (in some cases against their will) teaching, industrial relations on campus are low and therefore a successful strike ballot is quite likely.

Student Numbers

The sharp rise in grade inflation for A-level results has caused a major disturbance in the University recruitment cycle. Russell group institutions with higher entry requirements have over offered to prospective students and have increased their intakes by up to 25%, this has meant a sharp decline in students requiring second choice institutions like UEA. I have not had confirmation but looks like UEA about 14% down on home students and therefore approx. combined with low International numbers they are facing an income deficit of about £20-25mn.

COVID

Tim has covered in his paper the risks associated with the venue in terms of COVID implications. There is a risk of greater COVID restrictions being imposed across campus from greater emphasis on mask wearing to a return to temporary on-line teaching. This will of course impact on the student experience as well as Union Finances and will no doubt create further tension between students and the University.

Welcome

Due to the staff shortages and to mitigate risks we are offering a slightly parred down programme this year – although we are offering a 're-fresher' programme for returning students that missed out on last year. We are emphasising themes of 'fun' 'making friends' 'transition' and 'challenging unacceptable behaviours' and working on the safety from harm from harassment this year, working alongside UEA's 'respect' campaign. Sales for events are slow and this is common across the sector. We wil be working hard to push sales for events as student arrive.

Paper: departmental update

Name:	Toby Cunningham		
Dept Leads:	Caroline Wilson, Tim Cave, Claire Boothby-Barnbrook, Richard Hunter	Year	2021-22

Strategic Outcome	Objective – longer term projects linked to departmental plan	Activity/task (Lead/s)	Quarterly update	Success Criteria Measurable/KPIs/Milestones	Target dates for review and completion
1. Engagement: Building trust with the membership					
Our Insight, Marketing and Communications department works seamlessly with officers to proactively support the delivery of our objectives and respond quickly to student needs	We will take a project based approach to our work, collaborating across departments and avoiding duplication.	Three stage project approval and prioritisation process implemented		25 projects submitted to project approval panel Project approval panel and monthly Project Prioritisation meetings established	June 2022 October 2021
Students know who the officers are and what they do	Officer content online is accessible and there is a regular and on-going stream of content produced to support the officers	Officers are bought into and supported in the generation of content to populate their channels, collateral could include – blogs/vlogs/Live streams and videos		Number of visits to the Officer pages increase MoM / YoY	Jan 2022 measure around Elections and end of year measure June 2022
All students feel represented in our communications	Our communication and marketing need to be more diverse in both imagery and tone to better reflect the membership.	Identify a suitable forum for consulting with diverse student groups and learning from their experience of our comms. Celebrate the cultural diversity of campus and the achievements of students o colour Utilise the Welfare, Community and Diversity Officer's Changing the Culture checklist to review both projects and their associated comms against specific inclusivity criteria.		Comms staff meet with students at identified forum at least once per semester Comms staff are familiar with and use the Changing the Culture Checklist	June 2022 June 2022
We have a better understanding of what students want	Introduction of pulse survey	Work with Alterline on the introduction and framework of the survey		Students engage with the pulse survey and we achieve the engagement targets agreed with Alterline	June 2022

and what issues they have	Regular M.I. to include; social stats, web usage, and officer messages	Devise an M.I. template that the team can then use to provide data and insight regularly for SMT.		MI form regularly used for management committee/SMT/board insight	June 2022
Re-start our work on making our venue free from harassment and discrimination	Restart Never OK, eradicate hate, safer taxi, and good night out for our venues	Train all staff, improve the recording of information and report regularly to MC		Improved recording of incident types Monthly report to MC	Commence Sept 21
Making our venues and bars COVID secure	Ensuring we are following guidance and regulations to make our operations safe for staff, students and customers	Risk Assessments Attending UEA operations meetings Training staff Appropriate PPE Keeping up to date with GT regulation and guidance		Monitoring of case transmission through staff absence and TT & T	August 21 and ongoing
2. Representation & Support: Building Academic Communities					
Students have a clear understanding of the routes available to raise issues with the delivery of their education	Our course representation and academic advice processes are clear and streamlined	Create a flowchart explaining the routes to raise issues with the delivery of education Train course reps Staff attend SSLC's		Flowchart created No of hits on page indicating that students are aware of the flowchart 80% of reps trained 80% of meetings attended	End Sept 2021 And ongoing
We successfully communicate the impact academic representatives have and the value we bring	Work with Insight and Marketing to create comms strategy for academic representation work	Introduce Faculty / School-level communication of outcomes of academic representation work (e.g. Course Reps lobbying, SSLCs)		At least bi-monthly comms produced at faculty level (e.g. Faculty/School newsletter update)	June 2022
3. Democracy: Transparency in Decision Making					
We engage more students in our decision making, from policies to events	Increased engagement in officer and convenor elections	Use of engagement index in elections. Engagement targets created for next 3 years Blended in person and online approach to election in 2022		Increase in Engagement index score across all elections from 7 - 7.5 Increase percentage of student body voting in elections from 13% - 15% 20% increase in individual voters	Feb 2022 Feb 2022
Students feel empowered to make change	A broad range of students engage with us to create change on a variety of issues and using a variety of different approaches	Democracy review is refined and aligned with student insight New grassroots decision making structures and project proposal pathways introduced		New democratic structures fully in place No of new project proposals or ideas put forward by a diverse range of members	March 2023 March 2023
4. Inclusivity: A Union of All					

We create a sense of belonging and safety for all on our campus	Need to be more clear about zero tolerance in the SU for any inappropriate behaviour and how to report concerns The SU needs to be and feel like a safe space for all students that embodies our values	Specific role holder identified for each department to ensure that there is antiracism compliance/incorporation. Work with other SUs and the Anti-racism working group to write and introduce Zero Tolerance for Racism policy Work with the university to improve reporting procedures including exploring alternatives to Report and Support Update Never OK and Eradicate Hate campaigns and create comms plan for promotion of key campaign messages, with particular focus on Union House and Venues activities		Named person for each team/dept sits on the anti-racism working group Policy written Policy implemented Increase in reports of racism and sexual harassment to Report and Support indicating better engagement with students Increased student satisfaction with reporting processes and outcomes Student recognition of key campaigns in pulse surveys Improved metrics on campaign webpages	Nov 2021	
We work with students and the university to create a decolonised and inclusive curriculum and learning and teaching environment	Elevate the profile of Students of Colour Ambassadors and their work	Create comms plan for promoting the scheme to students Introduce development and leadership training for Students of Colour ambassadors (Link to training for Black student leaders in 4.2) Increase staff resource for Students of Colour Ambassadors		Comms plan created Deliver at least 3 leadership and empowerment training sessions to the students of colour ambassadors Additional staff recruited	Nov 2021 June 2022 Nov 2021	
Re-start our work on making our venue free from harassment and discrimination	Restart Never OK, eradicate hate, safer taxi, and good night out for our venues	Train all staff, improve the recording of information and report regularly to MC		Improved recording of incident types Monthly report to MC	Commence Sept 21	
Students feel that discrimination and harassment are taken seriously and responded to appropriately	Processes are clear and robust and students are kept informed at each step of the process See also 4.1	Review of complaints data and feedback Review of Red Card system alongside Zero Tolerance for Racism Policy Review how we share information about cases of discrimination and harassment between services Explicit rules on acceptable behaviour on our social media platforms		UEA pulse survey feedback SU pulse survey feedback	June 2022	
5. Transforming: enabling our members to fulfil their ambitions						
a range of events that are fun and safe and give students the opportunities to meet new people and try new things.	A range of activities and opportunities are available to students to help them overcome loneliness and isolation by making friends and	Welcome programme successfully delivered and evaluated		No of attendees at welcome events Positive event feedback 10 rise in society sign ups	October 2021	

	finding their communities, these will be fun and safe					
We recognise that sustainability is a priority for our students	Explore the possibility of the university funding a new Sustainability Coordinator post	Create job description for a new Sustainability Coordinator role Submit proposal for funding		JD created Proposal submitted	Nov 2021 Nov 2021	
6. Support: A campus that cares						
Students know how to take care of themselves and their mates	Clear information available for students to understand what is appropriate behaviour, the consequences of poor behaviour and where to get support.	Advice webpages updated to reflect what students are looking for, rather than assuming they know what their problem is. Work with Student support to review the Harassment Policy Work with Student Support to create a Healthy Relationships Policy Update Good Night Out training to include updates in harassment and reporting processes		Webpages updated Policy update approved New policy written Policy approved Training updated	Oct 2021 April 2022 Dec 2021 April 2022 Dec 2022	
Increased awareness of and help to mitigate the impact of drugs and alcohol on student experience	We will work in partnership with the university to achieve or be working towards the Drug and Alcohol Impact Accreditation	Key criteria: Work with Student Support to create a Drugs policy Promote drug and alcohol survey so we can understand the data around substance use at UEA Collaboratively deliver education and awareness activities during Alcohol Awareness week Deliver drug awareness training for staff including Alcohol Impact Crew Update Good Night Out training to include updates in Drug and Alcohol impact		Policy written Policy approved Survey promoted with good engagement Good online and in-person engagement with activities and campaign Matthew Project training day held Accreditation achieved	Nov 2021 April 2022 Nov 2021 Nov 2021 Nov 2021 Nov 2022	
We are connected to the wider Norwich community and use these networks to enhance student experience, particularly in housing and accommodation.	To establish uea(su) as a driver for improved quality of accommodation and student rental experience in Norwich. Creation of new uea(su) housing accreditation re-establishing advice(su) as a key support service for student's at UEA	Over the 2021/2022 we will work with key stakeholders to inform the creation of a new landlord/agent accreditation scheme that aims to improve the fairness of renting in Norwich for tenants, hold landlords/agents to greater account of their actions and improve the student renting experience. We will run focus groups and consultation sessions with key stakeholders to first inform the creation and content of the accreditation scheme and secondly to review and feedback on the draft scheme before launch.		Accreditation written and ready for launch in spring 2022. As part of the new accreditation scheme we will establish a benchmark criteria for which future measures of the accreditation scheme will be assessed by. We will use 2018/2019 and 2019/2020 as comparable years to 2021/22.	Spring 2022 Comparable measures will be taken termly - December, March & July.	

7. Building a better Union						
Social Enterprise Finance KPIs	Delivering an effective business to support the Union	Measuring sales, costs and contribution		Campus Venues GP 69% Ss ratio 18% A list Avge Att 1600 SPH £6.88 DG avge Att 1000 SPH £6 Waterfront GP 70% Ratio 11% Meltdown 500 SPH £14 Propaganda 700 SPH £14		
Risk Management	To continue our work on developing robust risk management process	Working with the Risk and Oversight Committee		Have the revised Risk Management Policy approved by Board Have SMT review RR Conduct 4 Deep Dives and report to Board		
Health and Safety	To maintain our emphasis in developing Robust Health and Safety processes	Conduct review of new H&S and risk systems in venues Conduct external review of organisational H&S		Review implementation of pre-COVID venue changes Conduct general H&S review	March 2022	
Building sustainable finance	Prepare Finance for potential transfer to UEA	Review Job Descriptions Complete process manual		JD reviewed Manual Completed	June 2022	
Developing the strategy	Work with Alterline to understand the needs of members in a post COVID era	Student Survey Focus Groups Develop long term pulse survey Align strategy, digital transformation, democracy review		2,000 survey responses New strategy presented to Board	June 2022	
Training and development	Develop a comprehensive training and development policy	Qualifies training programmes for staff at different levels i.e. ILM 3& V and SMT development programme		No of people attending formal training 10% rise in pulse survey on T&D	Feb 2022	
Reward and recognition	Comprehensive review of reward and recognition	Benchmarking against other SUs Review of student and career staff pay structure Review of grading system		New process in place	July 2022	ospe

Name:	Claire Boothby-Barnbrook		
Dept Leads:	Digby Gordon-George, Olivia Adekunle, Adam Roche, Mike Hill	Year	2021-22

Planned outcome

Where do you want to achieve by the end of this period?

Strategic Outcome	Objective – longer term projects linked to departmental plan	Activity/task (Lead/s)	Quarterly update	Success Criteria Measurable/KPIs/Milestones	Target dates for review and completion
1. Engagement: Building trust with the membership					
1.1 Our Insight, Marketing and Communications works seamlessly in collaboration with other departments to proactively support the	We will take a project based approach to our work, collaborating across departments and avoiding duplication.	Project management training delivered to all managers and coordinators.		10 staff trained in project management	June 2022
	Project planning is closely aligned to strategic department plans and officer priorities	Roll out more consistent use of Microsoft Planner and To Do Working in the office, regular, short Project Management meetings and use of planner should		15 staff regularly using Planner to plan and communicate on project activity Number and length of meetings decreases	June 2022

<p>delivery of our objectives and respond quickly to student needs</p>	<p>There is a clear communications and marketing planning process in place for approved projects.</p> <p>Our decision making and prioritisation processes are clear and transparent, so stakeholders understand why we say no to some projects.</p>	<p>reduce need for so many longer meeting.</p> <p>Three stage project approval and prioritisation process implemented</p> <p>Strategic project approval process established</p> <p>Comms planning process established</p> <p>Monthly Project Prioritisation meeting established</p>	<p>25 projects submitted to project approval panel</p> <p>Project approval panel and monthly Project Prioritisation meetings established</p> <p>Increased staff satisfaction with workload in staff surveys</p> <p>Perception of how senior managers actively manage workload improves in staff surveys</p>	<p>June 2022</p> <p>June 2022</p> <p>October 2021</p> <p>June 2022</p> <p>June 2022</p>
<p>1.2 Our communication to students is clear and joined up so they know more about the great things we do</p>	<p>Charity and venue teams collaborate and plan ahead</p> <p>Priorities are clearly articulated so that the Comms team are able plan and prioritise and understand their capacity to respond to new requests</p>	<p>Charity and venue calendar created to identified all the planned activities for the year. Charity and venue teams meet monthly to agree priorities based on the calendar and any new project approved.</p> <p>Weekly comms meeting with the officers to confirm their priorities and respond to issues arising from students, the university or externally.</p>	<p>Charity and venue calendar established</p> <p>Monthly prioritisation meeting taking place</p>	<p>Aug 2021</p> <p>Oct 2021</p>
<p>1.3 Students know who the officers are and what they do</p>	<p>Students need to understand who their representatives are, what their roles are and how they can contacted.</p> <p>Officer content online is accessible and there is a regular and on-going stream of content produced to support the officers</p>	<p>Plan of proposed officer comms linked to the organisations priorities and calendar of events.</p> <p>Officers are bought into and supported in the generation of content to populate their channels, collateral could include – blogs/vlogs/Live streams and videos</p>	<p>Number of visits to the Officer pages increase MoM / YoY</p> <p>Increased engagement with the officers message/inbox</p> <p>Target identified for views and ongoing video productions meet those targets</p>	<p>Jan 2022 measure around Elections and end of year measure</p> <p>June 2022</p>
<p>1.4 Students know how and why we make our decisions</p>	<p>We need to be more transparent, so students understand how the SU works, particularly with regard raising concerns and formal complaints.</p>	<p>Taking an iterative approach ensure current information about our decision making on the website is clear and easily accessible.</p> <p>Refer to 'democracy' as 'student voice' throughout our comms to make it clearer to students</p> <p>Utilise opportunities where the officers are directly engaged with students to explain our structures and decision making processes</p> <p>Create a flowchart detailing our complaints processes and publish on our website.</p>	<p>Increase in use of and time spent on the democracy sections of the website</p> <p>Update the website and comms to refer to 'democracy' as 'Student Voice'</p> <p>Hold a student voice themed talk in Welcome Week</p> <p>Create flowchart</p> <p>Publish it on the website</p>	<p>June 2022</p> <p>Dec 2021</p> <p>Sept 2021</p> <p>Dec 2021</p> <p>Dec 2021</p>

<p>1.5 All students feel represented in our communications</p>	<p>Our communication and marketing need to be more diverse in both imagery and tone to better reflect the membership. The comms team don't feel skilled or experienced in this area, so we will identify training for them and support them to engage with stakeholders to encourage more consultation and co-production with students from diverse backgrounds.</p> <p>We need to talk more about the work we are doing around diversity and in particular anti-racism.</p> <p>We need to continue to have conversations rather than separate and disparate campaigns.</p>	<p>Identify and deliver a marketing and comms themed training opportunity.</p> <p>Marketing and comms staff to also take part in anti-racism and allyship training.</p> <p>Identify a suitable forum for consulting with diverse student groups and learning from their experience of our comms.</p> <p>Utilise the Welfare, Community and Diversity Officer's Changing the Culture checklist to review both projects and their associated comms against specific inclusivity criteria.</p> <p>Update our website to reflect the work we are doing and embed this across the website, not just on liberation-themed pages.</p> <p>Create and share our anti-racism action plan with our stakeholders and give them ways to give us feedback and hear updates on how we are doing.</p> <p>Use more sophisticated and joined up planning of our comms and projects to sustain a conversation with our members about our work about anti-racism and inclusion and how it all links together.</p> <p>Collaborate with UEA on the Respect campaign for Welcome.</p> <p>Align relevant campaign comms with the Respect Campaign, e.g. eradicate hate, never OK, etc</p>	<p>Diversity in marketing and communications training identified and delivered.</p> <p>Anti-racism and allyship training delivered.</p> <p>Comms staff meet with students at identified forum at least once per semester</p> <p>Comms staff are familiar with and use the Changing the Culture Checklist</p> <p>Website updated</p> <p>External version of anti-racism action plan created</p> <p>Published on website</p> <p>Promoted on social media</p> <p>Updated on at Union Council</p> <p>Respect Campaign rolled out for Welcome</p> <p>Updated Eradicate Hate and Never OK comms campaigns align with Respect Campaign</p> <p>Black History Month is referenced in Welcome Week comms</p> <p>Elections are referenced in Black History Month</p> <p>Never OK campaign/ Changing the Culture is referenced in Alcohol Awareness Week and Black History Month</p>	<p>Dec 2021</p> <p>Oct 2021</p> <p>June 2022</p> <p>June 2022</p> <p>Jan 2022</p> <p>End of October 2021</p> <p>End of October 2021</p> <p>End of October 2021</p> <p>June 2022</p> <p>Sept 2021</p> <p>Oct 2021</p> <p>Sept 2021</p> <p>Oct 2021</p>
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					Oct/Nov 2021
1.6 We have a better understanding of what students want and what issues they have	<p>Introduction of pulse survey</p> <p>Regular M.I. to include; social stats, web usage, and officer messages</p> <p>Work closely with the advice team to draw up/examine trends between online and officer engagement (student queries/questions) to understand the key issues students are bringing to the SU</p>	<p>Work with Alterline on the introduction and framework of the survey</p> <p>Devise an M.I. template that the team can then use to provide data and insight regularly for SMT.</p> <p>Engage the advice team and work on timetable and build of combined student insight M.I.</p>		<p>Students engage with the pulse survey and we achieve the engagement targets agreed with Alterline</p> <p>MI form regularly used for management committee/SMT/board insight</p>	<p>June 2022</p> <p>June 2022</p>
1.7 We have and use clear mechanisms for turning insight into joined up action	We ensure we are collecting the right data to give us insight and then analysing it in a timely manner so that it informs practice and our evidence base.	<p>Embed data collection and gathering insight in web developer and social media roles</p> <p>All departments gather data to establish baselines and align with the pulse survey, before setting targets for 2022-23.</p> <p>All departments establish format for MI report, feeding back on key metrics identified in this plan.</p> <p>See also 1.6</p>		Regular management information reports from all charity departments feed into overall charity management information report for management committee and board of trustees	June 2022
2. Representation & Support: Building Academic Communities					
2.1 Supporting course representation is prioritised and sufficiently resourced	<p>Recruitment and development of new team</p> <p>Relationships with key academic stakeholders are maintained</p>	Head of Department and 3 new Student Voice and Communities Coordinators are recruited, inducted and trained		<p>4 staff recruited</p> <p>Induction and training completed</p>	<p>Oct 2021</p> <p>Dec 2021</p>
2.2 We are relevant and have an impact on the experience of our students at the course level	Our support to course reps and our relationships with key academics in each school result in transformational not transactional spaces in school and faculty meetings	<p>Regular attendance at FLTQCs, SSLCs and Faculty Forums</p> <p>Opportunities to co-produce improvements are identified and acted upon</p>		<p>Pulse survey feedback</p> <p>8 case studies from across faculties demonstrating impact</p> <p>Course rep feedback</p>	<p>Dec 2021</p> <p>June 2022</p>
2.3 Students have a clear understanding of the routes available to raise issues with the delivery of their education	Our course representation and academic advice processes are clear and streamlined	Create a flowchart explaining the routes to raise issues with the delivery of education (MH/OA)		<p>Flowchart created</p> <p>Flowchart shared with course reps and advice staff</p> <p>Flowchart published on website</p> <p>No of hits on page indicating that students are aware of the flowchart</p>	<p>End Sept 2021</p> <p>Oct 2021</p> <p>Nov 2021</p> <p>Dec 2021</p>
2.4 We understand what is good and bad in every school and on every	Course reps, officers and coordinators receive regular feedback from students and this is brought to SSLCs, FLTQCs, Faculty	With a largely new Academic Engagement team, we will prioritise building relationships with faculty and school colleagues.		<p>Pulse survey feedback on satisfaction with SU and how it represents student's academic interests</p> <p>Course rep feedback</p>	June 2022

module and we work with UEA to make these things better	Forums and other university meetings	Deliver course rep training emphasising the different routes to raise concerns with academic experience.		Minutes from university meetings	
2.5 We successfully communicate the impact academic representatives have and the value we bring	Work with Insight and Marketing to create comms strategy for academic representation work	Introduce Faculty / School-level communication of outcomes of academic representation work (e.g. Course Reps lobbying, SSLCs)		At least bi-monthly comms produced at faculty level (e.g. Faculty/School newsletter update) At least termly updates to the Education Hub At least termly blogs from the Education Officers	June 2022 June 2022 June 2022
2.7 Integrated services (course reps, advice and academic societies) are all focused at the school level	Joint working between Advice, Opportunities and Student Voice departments results in better integration of services	Regular working group between Opps, Advice and Student Voice focused on: <ul style="list-style-type: none"> • Volunteering & personal development • Training • Support to societies • Understanding pathways for improving academic experience 		Working group established Creation of flowchart/s to support students and faculty staff to understand our processes	Nov 2021 Feb 2022
3. Democracy: Transparency in Decision Making					
3.1 Our democratic processes are clear and understandable	Democracy review implemented in phased manner from Semester 1 onwards	Union Council is delivered both online and in person New democratic structure taken to Union Council for councillors to vote on Iterative overhaul and update of democracy sections of website to ensure information is clear and accessible. We clearly communicate the changes to our democratic structures to our members Review of officer roles and remits New officer roles in place for election 2023		At least 3 Union Council meetings held in person New democratic structure agreed by union council and timescale for implementation agreed. Increased no of visitors to democracy sections of website and improved metrics for use of those pages Comms plan created for telling students about our new democratic processes Changes to officer structure agreed and taken to Union Council Improved election engagement index score Improved member feedback in pulse survey about accessibility of our democratic structures	June 2022 Dec 2021 Dec 2021 Nov 2021 April 2022 Jan 2023

					June 2022
3.2 We engage more students in our decision making, from policies to events	Increased engagement in officer and convenor elections Increased engagement in club and society elections and decision making Increased engagement in course rep system	Use of engagement index in elections. Engagement targets created for next 3 years Blended in person and online approach to election in 2022 Establish a baseline of engagement in club and society elections and decision making and targets for future engagement Establish a baseline of engagement in course rep system and targets for future engagement Maintain high level of attendance at union council as we transition back to some in person activity		Increase in Engagement index score across all elections from 7 – 7.5 Increase percentage of student body voting in elections from 13% - 15% 20% increase in individual voters 70% union councillors attending union council 70% attendance at club and soc exec meetings	Feb 2022 Feb 2022 Feb 2022 June 2022 June 2022
3.3 We engage a broader range of students in our decision making, so all students feel represented	Increased engagement of students of colour and other diverse student groups in our decision making	Establish data collection for decision making activities to understand levels of engagement among students of colour and other diverse groups. Establish baseline data and targets for next 3 years		Captured baseline data for 2021-22	June 2022
3.4 Students feel their votes have meaning and impact;	Students can see a correlation between elections and action that benefits them Students feel that manifesto priorities represent their needs and interests	Regular officer communication Data collection through pulse survey and social media		Pulse survey feedback Increased engagement index score	June 2022 Feb 2022
3.5 Our officers and volunteers make real change for their communities	We are able to demonstrate how officers have made an impact because we record their successes and feed them back to students	Regular officer communication Case studies are shared on our website and via our social media		Pulse survey feedback 10 case studies that evidence impact	June 2022 June 2022
3.6 Students feel empowered to make change	A broad range of students engage with us to create change on a variety of issues and using a variety of different approaches	Democracy review is implemented New grassroots decision making structures and project proposal pathways introduced These are well used by a broad range of students		New democratic structures fully in place No of new project proposals or ideas put forward by members, particularly members not already engaged in the SU and members from diverse groups.	March 2023 March 2023
4. Inclusivity: A Union of All					
4.1 We create a sense of belonging and safety for all on our campus	Need to be more clear about zero tolerance in the SU for any inappropriate behaviour and how to report concerns	Specific role holder identified for each department to ensure that there is antiracism compliance/incorporation. Work with other SUs and the Anti-racism working group to write and introduce Zero Tolerance for Racism policy		Named person for each team/dept sits on the anti-racism working group Policy written Policy implemented	Nov 2021 March 2022

		<p>Work with the university to improve reporting procedures including exploring alternatives to Report and Support</p> <p>The SU needs to be and feel like a safe space for all students that embodies our values</p> <p>Update Never OK and Eradicate Hate campaigns and create comms plan for promotion of key campaign messages, with particular focus on Union House and Venues activities</p>	<p>Increase in reports of racism and sexual harassment to Report and Support indicating better engagement with students</p> <p>Increased student satisfaction with reporting processes and outcomes</p> <p>Student recognition of key campaigns in pulse surveys</p> <p>Improved metrics on campaign webpages</p>	<p>May 2022</p> <p>June 2022</p> <p>June 2023</p> <p>June 2022</p> <p>June 2022</p>
4.2 Increased representation of Black students and students of colour across the SU and university, particularly in leadership roles	<p>Use our knowledge to remove barriers for Black students and students of colour standing in elections</p> <p>Showcase the work of our existing Black student leaders, course reps and volunteers</p>	<p>Work with students to critically review our elections process as part of the democracy review to identify and remove or mitigate against barriers, for example offering a mentor who from a racialised minority.</p> <p>External organisations (e.g. Black Impact) to work with Black students on Black empowerment and leadership</p> <p>Offer a session on student voice and democracy during Black History Month</p> <p>'Black is...' campaign during Black History Month and throughout the year</p>	<p>More students from racialised minorities standing for election and fewer of them dropping out.</p> <p>Deliver leadership and empowerment training to 24 students of colour</p> <p>15 students attend session</p> <p>Increased engagement with our Black History Month content compared to 2019 and 2020</p>	<p>Dec 2021</p> <p>June 2022</p> <p>Oct 2021</p> <p>Nov 2021</p>
4.3 We work with students and the university to create a decolonised and inclusive curriculum and learning and teaching environment	<p>Elevate the profile of Students of Colour Ambassadors and their work</p>	<p>Create comms plan for promoting the scheme to students</p> <p>Introduce development and leadership training for Students of Colour ambassadors (Link to training for Black student leaders in 4.2)</p> <p>Increase staff resource for Students of Colour Ambassadors</p> <p>Utilise data sharing agreement to understand data on demographics of schools and reps in order to ensure reps reflect their schools better.</p>	<p>Comms plan created</p> <p>Deliver at least 3 leadership and empowerment training sessions to the students of colour ambassadors</p> <p>Additional staff recruited</p> <p>Baseline data established</p> <p>Staff attend network at least once per semester</p>	<p>Nov 2021</p> <p>June 2022</p> <p>Nov 2021</p> <p>June 2022</p>

	<p>Promote training and support for Student Voice and Community Coordinators to help them support reps.</p> <p>Expand the Students of Colour Ambassador scheme into a total 14 schools</p>	<p>Create or join a staff network for Student Voice Coordinators</p> <p>Identify relevant sector training</p> <p>Identify additional schools to begin working with in 2022-23</p>	<p>Feedback from staff development 121s</p> <p>3 additional schools identified</p>	<p>June 2022</p> <p>June 2022</p> <p>June 2022</p>
4.4 We challenge and support the university to remove the degree awarding gap	<p>Work with the university on the Tackling Racism Taskforce</p> <p>Work with the university on the Access and Participation Plan commitments</p> <p>Align our widening participation and outreach work with our anti-racism work</p>	<p>We have representation on the taskforce and relevant subgroups</p> <p>Join up with work of the Buddy Coordinator, the WP & Outreach Coordinator and the Liberations, Equality and Diversity Coordinator.</p> <p>WP and Outreach Coordinator and Liberations, Equality and Diversity Coordinator to both sit on the anti-racism working group</p>	<p>2 case studies of how we have influenced the work or outcomes of the taskforce</p> <p>4 case studies evidencing joint working</p> <p>2 case studies</p>	<p>June 2022</p> <p>June 2022</p> <p>June 2022</p>
4.5 Students feel that discrimination and harassment are taken seriously and responded to appropriately	<p>Processes are clear and robust and students are kept informed at each step of the process</p> <p>See also 4.1</p>	<p>Review of complaints data and feedback</p> <p>Review of Red Card system alongside Zero Tolerance for Racism Policy</p> <p>Review how we share information about cases of discrimination and harassment between services</p> <p>Explicit rules on acceptable behaviour on our social media platforms</p>	<p>UEA pulse survey feedback</p> <p>SU pulse survey feedback</p>	<p>June 2022</p>
4.6 We co-produce our services and activities with students so that we can support the unique needs of different student groups	<p>We consider the needs of all students in planning our own events and activities and we improve our engagement with and promotion of diverse student-led activities.</p>	<p>We use the Changing the Culture Checklist alongside the Project Approval Process and Creative Brief to ensure that we consider inclusivity criteria at the planning stage of all projects.</p> <p>Explore and promote the process for notifying comms about cultural events.</p> <p>Engage societies more in our comms.</p> <p>See also 1.5 Identify a suitable forum for consulting with diverse student groups and learning from their experience of our comms.</p>	<p>Use of Changing the Culture Checklist implemented</p>	<p>Oct 2021</p>
4.7 All student groups are trained anti-racism and understand the	<p>All students should have a basic understanding of their rights and responsibilities around reporting and</p>	<p>Train the trainer training delivered to relevant managers and coordinators</p>	<p>Training delivered</p> <p>Training delivered</p>	<p>Jan 2022</p> <p>Jan 2022</p>

principles of allyship	challenging racism and our Zero Tolerance on Racism policy	Anti-racism and allyship training given to all staff Key staff members trained up to deliver anti-racism and allyship training Phased approach to rolling out anti-racism training and allyship training to all student groups		Training delivered Phase 1 Phase 2 Phase 3	Jan 2022 Feb 2022 June 2022 Sept 2022
5. Transforming: enabling our members to fulfil their ambitions					
5.1 A range of activities and opportunities are available to students to help them overcome loneliness and isolation by making friends and finding their communities		Welcome programme successfully delivered and evaluated Chatty Bus held on campus in partnership with Konect Buses and Norwich Together			
5.2 Students have opportunities to try new experiences that support their personal development and enhance their skills and employability		More interaction with clubs & socs on student staff recruitment			
5.3 All activities and groups are underpinned by a student-led safety culture		All safety training, including mental health and harassment reviewed and refreshed.			
5.4 Our activities, opportunities and groups are inclusive, value-adding and accessible for all	Encourage societies and clubs to realise how important diversity is to their teams through regular committee training. Ensure clubs and societies have the tools to support them to be inclusive and accessible, e.g. anti-racism materials accessible outside of training. Encourage and support collaboration between/diverse societies and clubs. Explore opportunities to regular promote the role and work of cultural societies.	Increase roll-out of anti-racism training for student groups – see actions and KPIs for 4.7 Review and update materials available on committees hub, consider including Changing the Culture Checklist. Update code of conduct to reflect the Zero Tolerance of Racism policy and committees collaborating to see how they can tackle racism together. Offer in-person training where possible to enable networking and relationship building across clubs and societies. Create comms plan aligning to Black History Month and other key points throughout the year where we can showcase the important role they play.		Anti-racism training delivered to 50% of club and soc committees Committee hub updated Code of conduct updated 5 case studies of collaboration between clubs and societies Increased membership of cultural societies Baseline data gathered	June 2022 Oct 2021 June 2022 June 2022 June 2022

	Joining clubs and socs can be intimidating - we need to ensure that we use insight and student feedback to actively identify barrier to joining the SU events/clubs socs/venues etc	Identify key questions for the pulse survey to understand barriers to engagement with clubs and socs and so that we can monitor the impact of action taken to remove them.			June 2022
5.5 We have a robust and joined up approach to volunteering that supports community-building, developing student leadership and employability	We work collaboratively to ensure greater consistency and an improved personal development offer for student volunteers.	Key staff who work with volunteers are trained up to use the MSL volunteering module. Departments work together to create a joint volunteer induction programme that sits alongside the role specific training they already receive. Work with the University's Outreach team and Careers team to start developing a personal development pathway for volunteers.		Launch MSL volunteering module Creation of joint charity volunteer induction programme Creation of personal development pathway for volunteers	Jan 2022 Aug 2022 Aug 2022
5.6 We recognise that sustainability is a priority for our students and are working towards embedding a more sustainable culture across the organisation	Explore the possibility of the university funding a new Sustainability Coordinator post	Create job description for a new Sustainability Coordinator role Submit proposal for funding		JD created Proposal submitted	Nov 2021 Nov 2021
6. Support: A campus that cares					
6.1 Overcoming loneliness and isolation	The key focus for Welcome will be finding your community and making friends – charity and venue department activity will be focused towards this. Work collaboratively with Student Support Services, signposting to them where they offer more appropriate services. Loneliness and isolation are key themes of the Mental Health and Wellbeing Project group for 2021-22	Raise awareness of the Advice Service with students across the welcome period and throughout the academic year. Targeted sessions offered for widening participation and liberation groups during Welcome week. Use of the Changing the Culture checklist to ensure an inclusive and accessible welcome programme. Regular joint meetings and joint training days We will work closely with the university on developing the ongoing mental health and wellbeing strategy and governance, including contributing to university pulse survey We are working with the university to develop the 'Respect' Campaign		No of visits to the advice website welcome content Attendance and engagement at sessions Checklist completed Training day in semester 2 Attendance at project group and sub groups Evidence of campaign engagement via pulse survey	Nov 2021 Oct 2021 Sept 2021 Jan 2022 June 2022

		and subsequent mental health awareness campaign for 2021-22.			June 2022
6.2 Students know how to take care of themselves and their mates	Clear information available for students to understand what is appropriate behaviour, the consequences of poor behaviour and where to get support.	<p>Advice webpages updated to reflect what students are looking for, rather than assuming they know what their problem is.</p> <p>Work with Student support to review the Harassment Policy</p> <p>Work with Student Support to create a Healthy Relationships Policy</p> <p>Update Good Night Out training to include updates in harassment and reporting processes</p>	<p>Webpages updated</p> <p>Policy update approved</p> <p>New policy written</p> <p>Policy approved</p> <p>Training updated</p>	<p>Oct 2021</p> <p>April 2022</p> <p>Dec 2021</p> <p>April 2022</p> <p>Dec 2022</p>	
6.3 Fair and accessible processes for reporting and challenging all forms of harassment that meet the needs of students	The university's processes are clear and fair, and well communicated, so students understand how to report concerns, particularly harassment, and are happy with the service and outcome they receive.	<p>We will lobby the university to review their processes with regards to reporters being given more information about the outcome of their report.</p> <p>We will work with the university on campaigns to improve students' understanding of how to report issues and the investigatory process</p> <p>We will work with the university to explore alternatives to Report and Support, such as the Safe zone app</p> <p>We will update and relaunch the Never OK and Eradicate Hate campaigns so that students understand acceptable behaviour, how to call out unacceptable behaviour and how to report concerns.</p> <p>See also 6.7 Drug and alcohol impact</p>	<p>Change of policy and/or process</p> <p>Campaign launched</p> <p>Engagement with campaign through pulse survey data; hits on report and support pages; no of reports</p> <p>Stats on usage of and engagement with safe zone app vs report and support</p> <p>Campaign launch</p> <p>Engagement with campaign through pulse survey data; hits on report and support pages; no of reports</p>	<p>June 2022</p> <p>Dec 2021</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>Oct 2020</p> <p>June 2022</p>	
6.4 Our volunteers, officers and staff understand their contribution to student and staff wellbeing	Mental health awareness is embedded throughout our services and our work, particularly within training.	<p>Update Good Night Out training to include positive mental health culture</p> <p>All staff offered mental health awareness training.</p> <p>Elements of the mental health awareness training are embedded into volunteer training.</p>	<p>Training updated</p> <p>Training delivered</p> <p>Training for volunteers updated</p>	<p>June 2022</p> <p>June 2022</p> <p>Oct 2022</p>	
6.5 An inclusive organisational culture that challenges the stigma around mental health	This is more of an organisational/HR commitment, than strictly a charity one				

<p>6.6 A university that understands students and offers them trained support in collaboration with local and regional services</p>	<p>Our departments work collaboratively with the university to ensure student Mental Health and wellbeing remains a priority</p>	<p>Key stakeholder engagement including, but not limited to continued close working with Student Service and the Learning and Teaching Service, in particular establish relationship with the new Student Information Zone</p> <p>The Advice dept will work with other SU departments and tailor our advice and messaging to incorporate key themes such as liberation campaigns.</p> <p>Collaboration with Norwich Together partners and Student Support Services to bring the Chatty Bus programme to campus to help tackle loneliness, isolation and poor mental health.</p> <p>Collaboration with Student Support Services and external partners for Alcohol Awareness Week, e.g. SOS Bus</p>	<p>???</p> <p>Pulse survey feedback shows students are clear about our advice and campaigns</p> <p>Chatty Bus event</p> <p>SOS bus event</p>	<p>Dec 2021</p> <p>June 2022</p> <p>Jan 2022</p> <p>Nov 2021</p>
<p>6.7 Increased awareness of and help to mitigate the impact of drugs and alcohol on student experience</p>	<p>We will work in partnership with the university to achieve or be working towards the Drug and Alcohol Impact Accreditation</p>	<p>Key criteria:</p> <p>Work with Student Support to create a Drugs policy</p> <p>Promote drug and alcohol survey so we can understand the data around substance use at UEA</p> <p>Collaboratively deliver education and awareness activities during Alcohol Awareness week</p> <p>Deliver drug awareness training for staff including Alcohol Impact Crew</p> <p>Update Good Night Out training to include updates in Drug and Alcohol impact</p>	<p>Policy written</p> <p>Policy approved</p> <p>Survey promoted with good engagement</p> <p>Good online and in-person engagement with activities and campaign</p> <p>Matthew Project training day held</p> <p>Accreditation achieved</p>	<p>Nov 2021</p> <p>April 2022</p> <p>Nov 2021</p> <p>Nov 2021</p> <p>Nov 2021</p> <p>Nov 2022</p>
<p>6.8 We are connected to the wider Norwich community and use these networks to enhance student experience, particularly in housing and accommodation.</p>	<p>To establish uea(su) as a driver for improved quality of accommodation and student rental experience in Norwich.</p> <p>Creation of new uea(su) housing accreditation re-establishing advice(su) as a key support service for student's at UEA</p>	<p>Over the 2021/2022 we will work with key stakeholders to inform the creation of a new landlord/agent accreditation scheme that aims to improve the fairness of renting in Norwich for tenants, hold landlords/agents to greater account of their actions and improve the student renting experience.</p> <p>We will run focus groups and consultation sessions with key stakeholders to first inform the creation and content of the accreditation scheme and secondly to review and feedback on the draft scheme before launch.</p>	<p>Accreditation written and ready for launch in spring 2022.</p> <p>As part of the new accreditation scheme we will establish a benchmark criteria for which future measures of the accreditation scheme will be assessed by.</p> <p>We will use 2018/2019 and 2019/2020 as comparable years to 2021/22.</p>	<p>Spring 2022</p> <p>Comparable measures will be taken termly - December, March & July.</p>

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AGENDA PAPERS

HR, PEOPLE AND

CULTURE

Paper- HR Update



HR update

Subject:	HR Update- August 2021
Produced by:	Caroline Wilson
To:	Trustee Board
Date:	01.09.2021
Action:	To note
Paper:	CW 01.09.2021
Purpose:	For information / No direct actions for board

HR update

Furlough scheme

2020	Career Staff - Furlough Claim Total £	Student Staff - Furlough Claim received Total £	Total Furlough Claim received	Total Payroll £ cost each month
March*		149709.86	149709.86	378608.81
April	57923.39		57923.39	266872.00
May	77503.61	137427.66	214931.06	306966.77
June	81668.28	116761.48	198429.76	285319.78
July	60667.55	35965.49	94114.73	274057.90
August	44043.67	37843.16	81886.83	198006.43
September	14976.60	22115.34	37091.94	188106.50
October	19956.84	20567.04	40523.88	251167.15
November	30582.60	70292.92	100875.52	281334.34
December	60427.71	64510.12	124937.83	295,880.42
January	49681.93	64224.68	113906.61	236,582.19
February	48024.24	86417.82	134442.06	222,302.43
March	30869.62	74075.96	104945.58	252907.48
April	37293.55	58816.47	96110.02	254889.00
May	28288.76	44586.10	72874.75	238677.70

June	19047.80	39341.99	58389.79	283359.77
July	9160.11	£18,736.14	27,896.25	258169.51

Furlough scheme to be extended until September with an employer contribution expected of 10% in July and 20% in August expected.

Colleague Development

We are currently arranging a series of refresher training for Managers in key areas such as Recruitment, Payroll and Performance Management. The induction process is also being reviewed

ACAS training was completed by 10 Managers and some officers in August 2021 for Disciplinary and Investigations

Operational HR overview heat map.

Headcount figures

Career staff

Turnover (August 2021)

Starters	3
Leavers	5
Turnover	7.58%

Student and Casual staff

Other casual workers (by department)

Starters	8
Leavers	36
Turnover	12.16%

Traffic light RAG rating				
Red – High Risk		Amber – Medium Risk		Green – Low Risk
Operational HR	Number in August 2021	RAG Rating Risk	Notes	Financial impact
Grievances cases	1	Amber	Amber due to the reputational impact of the incident. A student has made a complaint in relation to an incident at an England game. The internal investigation is ongoing.	Relatively low risk as any actions arising from the investigation will be taken as appropriate.
Disciplinary Cases	1	Amber	Currently on hold, a decision on next steps is due shortly.	Medium. Due to the pending case.
EAP scheme Counselling contact cases	Quarterly Data	Green	This has resulted in short term absence reduction.	
Compliance				
GDPR number of requests in the period	1	Amber	1 Subject access request, in progress with CW	

Contract Review for Student and Casual Staff			New contracts drafted and under review	
Systems Changes				
Review of Payroll Processes for Student and Casual Staff			A trial of an early pay date is being implemented in September to reduce the time students and Casual colleagues/workers have to wait for payment from 4 weeks to 2.	
One off Projects				
Furlough Scheme			Furlough scheme is now winding down	

Appendices

Absence – August 2021

Department	Number of employees absent	Days lost
Academic Engagement, Student Voice & Equality	0	0
Activities, Opportunities & Development	0	0
Advice, Community and Welfare	0	0
Finance	0	0
Insight, Marketing & Communications	0	0
Operations		
People	1	4
Senior Management Team and Student Officers	1	5
Venues	0	0
Waterfront	0	0
TOTAL	2	9

Work related stress absence

	Number of employees absent	Days lost
August	0	0

COVID-19 (suspected)

	Number of employees absent	Days lost
August	1	4

COVID-19 (confirmed)

	Number of employees absent	Days lost
August	0	0

Grievances / Disciplinary August 2021

Grievances	Outcome
Student complaint in relation to an incident at the England Game in June 2021	The investigation is ongoing and is anticipated for completion approx. in September 2021.

Disciplinary / investigation	Outcome
Career staff – Performance related	Investigation on hold; next steps to be determined shortly with the way forward.

Capability

Extension to probationary period	0
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Staff recruitment

We are currently recruiting the following roles:

Advice and Community Support Assistant – interviews are pending

Graduate Centre Bar Staff – interviews are pending

Head of Events – interviews have been held

Marketing, Communications and Sales Manager – applications are open

Interim Duty Manager (Venues) - applications are open

External Trustee – Interviews rearranged

Recruitment has now concluded for:

Box Office Supervisor

Marketing and Communications Assistant

Welcome Desk Administration Assistant

Legal compliance

GDPR to be reviewed.

Annual refresher certificates to be reviewed.

Gender Pay Gap reported finalised to go to AHRC/

Project delivery

Implementation of alternative payroll practises for Student and Casual Staff to reduce the wait time for payment (currently 4 weeks in arrears)- discussions ongoing for implementation/ a pilot of the new practises.

EDI (Equality Diversity and Inclusion data produced for AHRC

Annual Colleague Survey Data reviewed by SMT and teams and action plans are being agreed.

AGENDA PAPERS

FINANCE AND LEGAL

Please note: there are no legal papers



Subject:	Finance Committee June 2021
Produced by:	Tim Cave – Assistant Director, Finance.
To:	Trustee Board ; Finance Committee
Date:	03 September 2021
Action:	For discussion, information and approval
Paper:	FC XX
Purpose:	To provide a single reference point to update a range of issues

Strategic aims of the Union

This paper informs the Board on its financial position, a key component of a sustainable Union. The Budget is a key tool in the financial management of the Union.

Equality and Diversity Impact

Projects relating to E&D activities have been allocated funding within relevant departments

Risk Assessment

The budget updates on the financial position of the Union and discusses the funding model and risks associated with it.

The papers and associated supporting reports will be reviewed by the Finance Committee on 13 September.

Financial Implications

The report discusses actual performance and the budget for the coming year

General Comments

This paper provides a single reference point to update the Finance Committee and Board on a range of issues as listed below. Whilst self-standing, additional supporting documents are provided to review detail behind the issues identified.

Board Executive Summary

The issues discussed at Finance Committee are detailed below, alongside a presentation on the proposed budget, which requires approval.

The detail provided below this summary is for information and interest only – key points are summarised here:-

1. Management Accounts for quarter to July 2021

- Final quarter confirms Net Income (via reduced expenditure) better than H2 budget
- Cash position stronger than anticipated, reflecting long term loans and Net Income.
- Reserves position better than advised at June Board due to Net Income performance and confirmation of long-term loan status of rent invoices (which now sit outside reserves calculation). Modified Reserve calculation to be approved.
- Agreed position with UEA over funding, transfer of R&C and loans - all reflected in draft July Balance sheet.

2. Update on other issues

- Issues over funding, transfer of R&C and loans resolved.
- Likelihood of VAT challenge on catering exemption receding.

3. Summary of Proposed Budget

- Minor updates from proposal reviewed at June Board.
- Budget detail prepared in consultation with relevant managers.
- Emphasis on reserves position and risk to budget from trading.
- Risks to Net Income quantified but sustainable with reserves position.
- Future funding model will require review for 2022/23 once outcome of Trading

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Finance Committee paper

1. Management Accounts for quarter to July 2021

See summary file Exec Summary July 21 for additional reference.

P&L

Results continued to be better than budget for the fourth quarter, including the delayed settlement of transfer of R&C business and new deal.

Expenditure is lower than allowed across the Board as activity never returned to a normalised level and furlough continued to operate, and we were also able to trade to some degree in all venues.

Management Accounts July 2021				
Exec Summary				All £'000
P&L Performance		Act	Bud (ii)	Var
Total Per Summary		334	(403)	738
Grant		1,549	1,404	145
UEA Funded Posts (Finance / HR)				0
Excluding Grant		(1,214)	(1,807)	593
Charity				225
Infrastructure				178
SUS (Bars, Ents, Marcomms)				170
WF				19
				593
SUS	Bars			56
	Marcomms			48
	Venue			30
	Other			36
				170
Total cash		1,335	636	
C&S		363	322	
Advanced Tickets		704	355	
balance		269	(41)	

Resolution of position with UEA

TAC met with JB (UEA FD) to resolve and reconcile issues around the funding agreement and R&C transfer.

All issues were satisfactorily resolved, the only deduction being to adjust Costa Contributions from the original 3 year totals. We have therefore agreed :-

- o Stock values to be paid
- o R&C losses for the year to be compensated
- o The level of R&C grant to applied for the 2020/21 year.
- o Rent for the year to July 2020 (£394k) will be converted to a long-term loan to be repayed only when the SU reserves allow (wording for this yet to be proposed).

A Statement has been agreed and will be issued by UEA to support YE accounting entries.

Cash and reserves position

YE Cash was £1.3m, £0.7m better than the budget set in January. This is with loan of £265k (received early August) and settlement of other balances of a further £269k to come.

NB Budget (ii) builds on actual performance to January with updated budget Feb - July

		H2 Budget	Actual	Var
Planned Cash movements Jan - July	Jan cash	1,095	1,095	0
UEA Settlements				
Sale of Stock	90			
Settle Trade Creditors	(83)			
Settle YTD losses	89			
Settle UEA Sports	(108)			
Loan	265	253		(253)
Femiola		(75)	(75)	0
P&L		(613)	31	644
less accruals / prepayments		132	316	184
WF grant		29		(29)
Advanced tickets			407	407
C&S		(90)	(49)	41
Bank Loans			(246)	(246)
Pensions		(95)	(95)	0
Capex			(48)	(48)
July Cash		636	1,335	699

This shows the extent to which long term debt has become a feature of the SU balance sheet over the Covid-19 period.

Cash at 31 July	1,335	
Clubs & socs	(363)	
Unrestricted Cash	973	
Funds due from UEA	265	Loan
	269	Settlement
Cash potential	1,507	
Advanced tickets	(762)	? 50% in 1 year?
Bank Debt	(346)	6 year
UEA Debt	(659)	When we can / 10 year
	(259)	

The improved cash position is driven essentially by the P&L outcome (see above) alongside an increase in advanced ticket sales of £400k, which we must assume will unfold during the forthcoming season.

The key take from this is that the reserves position is currently significantly better than predicted at the last June Board, with the UEA and Bank loans sitting outside of our reserves calculation. A discussion of the implication of this will be picked up in the budget sign-off.

Modified Reserves Calculation.

We have clarified with the Auditors that (new) long-term liabilities sit outside our reserves calculation. This is in accordance with the Bank Loans and UEA loans being provided specifically to provide financial stability and solvency support.

The draft reserves position at July 2021 shows an actual value of £460k, which is around the policy requirement. Crucially this includes adding back the advanced tickets at a normalised rate (we have added back a larger value of Commercial liabilities previously) recognising that these are also effectively longer-term liabilities that are renewed as they unwind.

	Jul-17	Jul-18	Jul-19	Jul-20	Jul-21
Reserves (Revised calculation)	0	£'000	0	0	
Net Current Assets	670	564	311	(144)	424
Less Clubs & Socs	(229)	(254)	(231)	(310)	(363)
Advanced tickets (Normalised 2021)		461	417	292	400
	441	771	496	(162)	462
Requirement (3 Months Salary)	468	501	584	545	480
Previously used trading liabilities of subsidiaries	-	713	777	458	

See appendix for 2020 Reserves section of Annual Report

I am proposing that this calculation be adopted going forward after discussion by the Committee.

2. Updates on other Finance Issues.

	Comment	Indicator
Performance against Budget	Trading performance – outcome significantly better than H2 budget	
	University Funding – Grant payments now agreed at anticipated level	
	Cash Position – outcome significantly better than H2 budget	
Cash / Solvency Forecast	Receding prospect of solvency concerns underwritten by long-term loans. Subject only to permanent shortfall in trading model.	
Retail and Catering transfer	The transfer completed at 30 June and subsequent settlements have been agreed.	
Arts Council	An additional round of funding was announced for organisations facing solvency issues by January 2022. The SU does not meet this criteria and after consideration by Man Comm was not pursued.	
New Job support measures	The Furlough scheme is drawing to a close and is now being used only where staff are unable to return for Covid related issues.	
Insurance	All Insurances have now been collected	

CBIL Loans	Loans of £350k have been drawn and repayments factored into the budget. No interest is payable in year 1.	
VAT	There has still been no contact from HMRC on the Catering exemption issue. The latest update from the NUS defence team is good news, indicating that retrospective charges have been overturned on appeal where Unions had a 'legitimate expectation' that the exemption applied.	

Year End process

The process of producing year end accounts has commenced with a target of achieving sign-off at the December Board.

At this stage we have a management account result which is stated before depreciation, additional adjustments from balance sheet reconciliations and review of post year end transactions and intercompany allocations.

Depreciation charges are expected to be around

Union unrestricted £ 32k }

SUS Ltd £157k } Combined £223k

Waterfront Ltd £ 34k }

Unrestricted funds £330k

Next steps are to complete any adjustments, put into Annual Report format and produce audit deliverables including transaction samples issued at end of August by the commencement of the Audit at the end of October.

Page Break

3. Proposed BUDGET for year to July 22

Ref Summary file 'Estimates for YE July 22'.

Key Points – Updates on June

The broad shape of the budget is similar to that presented at June Board, with some updating of Salaries and department spend after review by Managers

Crucially the Social Enterprise contribution **remains essentially at 2018/19 levels** of activity with updated staff costs. It has NOT been subject to a bottom-up detailed process as it is deemed that there is still insufficient certainty to make this a valuable exercise. Where an obvious difference or update exists (including Salaries and staff structure) this has been amended. We have applied an inflationary increase to the SUS business as otherwise there are 'unanswered' costs of staff inflation but this has not been done for the Waterfront where there may be more pressure on attendances.

Unusually, the key issue for the budget is therefore what risks there are to it rather than what assumptions or spending plans are included. This is consistent with the view that we remain **within** the Covid impact period and that the reserves position that forms a basis for setting planned expenditure has **not yet been finally established**.

Key Assumptions

- Grant as previously indicated, uplifted by 2% for inflation
- Charity Cost base assumes current salaries / staff structure with all vacancies filled
- Allowance for 2% cost of living increase
- Discretionary spends guided by previous actual costs, known initiatives or expectations of activity. A subsequent budget setting exercise may refine these but aiming at cost neutral impact (re-prioritisation)
- Some reductions in SOC controlled budgets (to align with historic spend levels.
- Social Enterprise at 2018/19 activity levels with updated career staff costs.
- No specific allowance for Living Wage
- Capital Expenditure capped at £100k – this would probably restrict spend to essential replacement only (the Current year forecast assumes £42k re Waterfront roof, toilets, wifi)
- Scheduled Pension and Loan service costs.

The resulting Budget generates sufficient income to cover Pensions, Capex (at an essential replacement level) and scheduled debt repayments, with a balance of £100k surplus.

Total Consolidated Net Income	463,154
SUSS pensions YE Sep 22	(198,756)
UEASSS Pension	(10,200)
Cash Generation	254,198
Capex	(100,000)
Debt service	(54,198)
Reserves rebuild	100,000

At the June Board it was anticipated that this surplus would be required to rebuild reserves impacted by the pandemic. However, our anticipated reserves position has been improved by lower than budgeted expenditure in the half-year to July 21 and the re-classification of the unpaid rent to long-term debt (see above).

The £100k is therefore better seen as a contingency for underperformance in the Venues or, if generated, an advance fund for future investment in services once the true level of post-covid income generation has been established.

RISKS to Income generation.

As highlighted, the basic assumption that venues will return to 2018/19 levels of trading reflects some basic uncertainties about the base levels of trading after some 18 months disruption, and in addition the degree to which that base will be reached from the beginning of term.

We have identified the following risks, relating to the pandemic, that would undermine income generation. Please note that these are formulated in a way consistent with the risk register but are intended to give a broad indication of overall risk and not the maximum impact.

	Likelihood	Impact	Weighted Value	Amount in plan		note	
				LCR	WF		
Costs of Security staff	3	4	20	82,376	183,000	146,504	50% uplift
Availability of staff	2	3	12	21,336	54,658	30,687	5% of Contribution
Venues staff structure	4	1	6	8,000	10,000		additional staff costs
Covid mini lockdown - Authorities	2	5	20	73,845	214,607	80,773	October Contribution
Covid mini lockdown - Freshers	1	4	12	13,880	138,800		September Contribution
Bars supply issues - short term margin impact	4	2	12	17,634	14,072	7,970	Similar impact to margin
Lower ticket sales / capacity	4	4	24	159,099	38,529	173,603	Until December 15% drop
bar margin - unrecovered cost pressures	3	2	10	33,063	42,216	23,910	2% fall in GP%
Reduction in Student Numbers	3	4	20	63,506	127,013		5% on Contribution
Covid passports	5	2	14	21,461	21,461	-	10 % of October Contribution
Social Care Levy	5	1	7	10,000			1.25% of Pay after April 2022
				504,200			

The weighted value above is the budgeted net income at the likelihood %, according to these criteria:-

RISK MATRIX						
Very High	5	5	10	15	20	25
High	4	4	8	12	16	20
Medium	3	3	6	9	12	15
Low	2	2	4	6	8	10
Very Low	1	1	2	3	4	5
Likelihood		1	2	3	4	5
	Impact	Very low	Low	Medium	High	Very High
		Impact	Likelihood			
Impact £	1	< 10,000	10%			
	2	10,000 - 50,000	25%			
	3	50,000 - 100,000	50%			
	4	100,000 - 250,000	75%			
	5	250,000+	90%			

There are a number of factors that could combine to give a significant value – the value expressed above is factored at the estimated % likelihood and could therefore be significantly larger.

The indicative risk factor CAN be accommodated within the current resources and would effectively bring the SU to a 'zero' reserves position, similar to that anticipated at June Board, which would then be addressed by reserve rebuilding over a 5 year period as originally anticipated.

A key to understanding H1 trading will be to identify which performance measures are indicative of a long-term reduction in Income generation (Security wage rates may fall into this category) as this will be the prompt for further review of the SU cost base.

Page Break

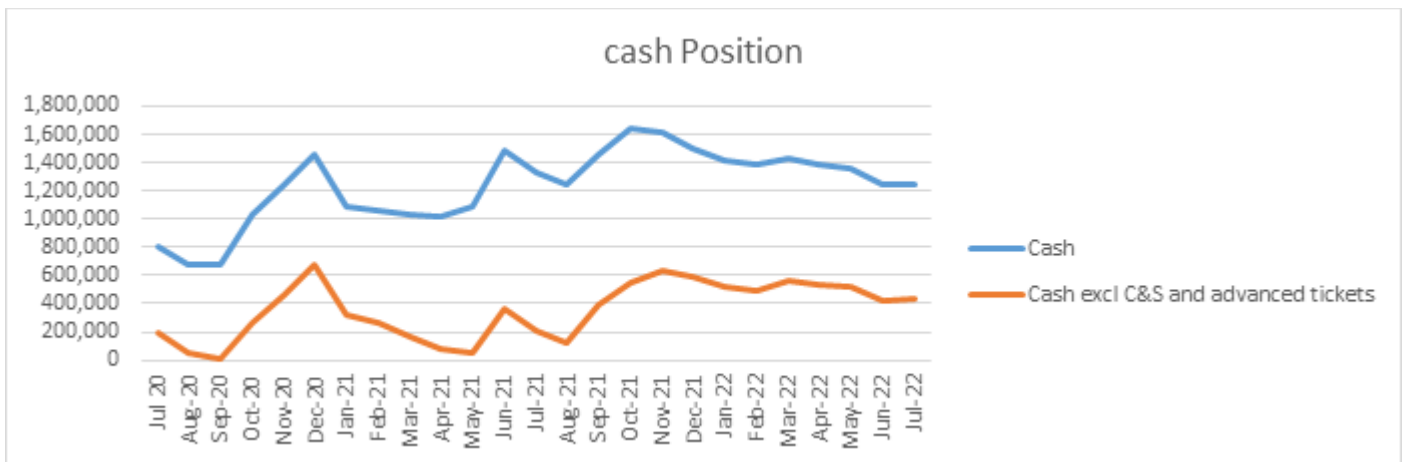
Budget Balance sheet

A detailed monthly budget is available in the supporting file 'Estimates for YE July 22'.

UEA SU Consolidated					
Balance Sheet Budget July 22			July	July	Movement
			2021	2022	
Fixed assets	Cost		11,449,548	11,549,548	100,000
	Depreciation	Note 1	(5,762,799)	(5,762,799)	0
			5,686,749	5,786,749	100,000
Shares					
Stock			54,460	54,460	0
			0	0	0
Trade Debtors			(10,659)	(10,659)	0
Interco			0	0	0
Other debtors			383,106	62,117	(320,988)
			426,907	105,919	(320,988)
Trade Creditors			(62,856)	(62,856)	0
Interco				0	0
Other creditors			(40,605)	(23,251)	17,354
Advanced tickets			(761,678)	(461,678)	300,000
Bank Loans			(53,307)	(64,065)	(10,758)
Pension Deficit			(206,314)	(217,776)	(11,462)
Accruals			(192,496)	(10,899)	181,597
			(1,317,255)	(840,523)	476,732
Working capital			(890,348)	(734,605)	155,743
Cash			1,335,326	1,246,546	(88,781)
			0	0	0
VAT			(20,704)	(20,704)	0
NET CURRENT ASSETS			424,274	491,237	66,963
Loans	UEA		(394,188)	(394,188)	0
	BBL		(292,258)	(227,302)	64,956
					0
Pension Deficit SUSS			(3,220,844)	(3,014,808)	206,036
Pension Deficit UEASSS			(30,430)	(20,230)	10,200
Net Assets			2,173,302	2,621,456	448,154
Share Capital					
Accumulated Fund/bf			(2,770,469)	(2,770,469)	0
	P&L current	Note 1	211,466	674,621	463,154
			0	0	0
Restricted Funds			4,369,798	4,369,798	0
Clubs & Socs			362,508	347,508	(15,000)
GSA			0	0	0
			2,173,302	2,621,456	448,154
			(0.0)	(0.0)	(0.0)

Allowance is made for a reduction in advanced tickets, collection of UEA settlement and pension / loan repayments alongside basic Net Income.

The resulting cash line indicates that a Risk to Net Income of £500k can be accommodated within cash projections, with renewed reliance on C&S and advanced ticket cash to retain liquidity.



The Budget is for approval. Page Break

Appendix :-

Reserves (from Annual Report July 2020 – Strategic Report)

Reserves policy

The Union’s reserves policy was adopted by the Trustee Board to ensure the level held is consistent with good practice and appropriate for the Union’s size and range of activities.

The reserves policy recognises that a substantial amount of cash is locked up by the favourable consolidated working capital position, effectively guaranteeing trading liabilities. This has the consequence of restricting funds available for capital investment in those trading activities that generate the substantial share of funding for the Union’s charitable purpose. The policy therefore excludes direct trading liabilities. The pension liability relating to payments beyond the next year are also excluded as these are in practice funded from future income rather than current funds.

The reserves policy of the Union of UEA Students group is to maintain a level of unrestricted funds, not committed or invested in tangible assets, which will enable the Union to

1. Ensure the SU has sufficient cash during periods of non-trade;
2. Provide a buffer to weather short term dips in commercial performance;
3. Enable the Charity to maintain a current net asset position to discharge its current liabilities at all times

This remainder should be focused on improving the Union’s student-facing facilities, information technology and maintaining and developing the asset base of the Social Enterprises in support of improved profit contributions, which remains a key constituent of the funding of the Union.

Free reserves are calculated as follows:-

	£'000	£'000
Unrestricted reserves (2,767)		
Add back long term pension liabilities	3,461	
trading liabilities of subsidiaries	458	
Less NBV of tangible fixed assets (5,614)		
excluding assets from restricted funds	4,367	<u>(1,247)</u>
Free Reserves (95)		

The target level of free reserves has been calculated as three months salary and pensions costs for career staff, which is £545,000 at July 2020. This gives rise to a deficit of £640,000.

The impact of Covid-19 on the trading activities within the Union has had an obvious impact on reserves and represents one of those situations that the reserve policy aims to withstand. The reserves position has deteriorated by £949,000 in the year as trading all but ceased for the final 4 months of the year.

During the pandemic, the overriding financial priority has been to preserve cash and maximize the use of Government backed support schemes, including the furlough scheme, loans and grants. Once trading is back on a normal footing, and new funding arrangements put in place, the Trustees will seek to restore reserves over a period of time within the budgeting process.

AGENDA PAPERS

Strategy/Policies

No strategy or policy documents have been tabled

AGENDA PAPERS

Governance

Paper Scheme of Delegation

paper

Subject:	Scheme of Delegation
Produced by :	Toby Cunningham, CEO
To:	Trustee Board/Management Committee
Date:	17/09/21
Action:	To approve
Paper:	TB 1094
Status:	Open
Purpose:	The Board formally delegates a number of its responsibilities each year

I have reviewed the schedule of delegation and made some minor tweaks.

I have cross referenced the scheme against the Cycle of Business and there are one or two items I would like the board to give steer on.

Firstly the Board should consider if it feels the agenda is generally busy enough or if it is happy to receive more work.

On the schedule but not the Cycle are

- Staff survey (full biannual and pulse annual)
- Employment statistics
- Decisions by council/SOC campaigns
-
- Annual members satisfaction research
- Appointment of Auditors
- Strategic financial forecast

If the board wishes to not to consider certain items I would recommend that we formerly move staff survey and statistics to AHRC and the board formerly delegate strategic HR to the subcommittee and operational HR to Management Committee. This would move the first two items to AHRC.

Appointment of Auditors and long term strategic forecasts could be dealt with by Finance Committee (as I think they already are)

Decisions by Council and Member feedback could be dealt with by Management Committee, as Management Committee make a series of decision throughout the year and meet more frequently, the board might like a summary report from MC at each meeting to include decisions from council and student feedback.

Cycle of Business

The board may wish to decide the cycle on an annual basis
In year 22/23 this should align with strategic priorities

Recommendation

The board delegate the additional items on the Schedule not on the cycle to sub-committees as above

Additionally the Cycle requires the board to be involved with appeal against dismissal. In light of recent events the board may wish to reconsider its involvement in such matters delegating this to MC based on staff grade or ensuring appropriate support is available, (this may align with the review of procedures relating to grievance and discipline).

Introduction

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

The Board’s powers under Clause 55 include:

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

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

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

The operational management of the Union, including staffing is delegated to the Management Committee.

The Scheme of delegation seeks to set out the delegation of powers from the Board which will be agreed annually by the Management Committee in to the various subcommittees including the Management Committee. Each year both the Board and the Management Committee must review. The Management Committee can review and change as they see fit, the work they are responsible for delegating. All amendments will be advised to Board. Scheme of delegation to be a standing item on the Management Committee agenda

Scheme of Delegation 19-20

	Trustees responsibilities/ decisions for approval	HR/Finance/Risk Committee decisions (reporting back to the Board)	Management Committee decisions (reporting back to the Board)	SMT decisions/responsibilities
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<p>Recruitment and Staffing</p>	<p>Creation of new senior management post grade 7 and above</p> <p>Changes to management structure at senior manager level</p> <p>Involvement in appointment of senior managers</p> <p>Proposals for strategic redundancies (more than 3 members of staff)</p> <p>Involvement in appeal against dismissal</p> <p>Appointing co-opted and student board members</p> <p>Receive staff satisfaction survey and agree any subsequent action to be taken –</p> <p>Noting reports concerning employment statistics e.g. disability, equal ops, working time directive, absence – annually</p> <p>Trade Union recognition</p>	<p>Appointments and HR Committee</p> <p>Approval of Union Ts and Cs and feedback on JCN Cnegotiations -</p> <p>Amendments to employee policies –</p> <p>Recommending appointment of new Student and Co-opted trustees – Appointments Committee</p> <p>Recommending the Appointment the CEO –</p> <p>CEO recruitment and Selection process</p> <p>Recommending CEO performance management structure</p> <p>Receiving reports concerning employment statistics e.g. disability, equal ops, working time directive, absence –</p>	<p>Creation of new line management post grade 5 &6</p> <p>Changes to management structure at line manager level Grade 5&6</p> <p>Significant staffing restructuring in a department involving staff responsibilities</p> <p>Annual summary of fees paid to agencies/co nsultants</p> <p>Specific approval of staffing commitments funded by external income sources</p>	<p>Creation of new posts below line manager level where resources are available Grades 1-4</p> <p>Increments and grading staff where resources are available</p> <p>Minor departmental restructuring</p> <p>Disciplinary process except appeal against dismissal. Minor update amendments to employee handbook/policy</p>
<p>Budgets and financial Procedures</p>	<p>Overall approval of annual budgets so trustees acquire a level of information for them to exercise their responsibilities</p> <p>Receipt of quarterly update on financial forecasts and decisions arising therefrom</p>	<p>Finance Committee</p> <p>Receive, note and question the management accounts</p> <p>Appointments of auditors and bankers</p> <p>Approving investment policy</p>	<p>Overall management of the budget to ensure that resources are utilised efficiently and effectively to deliver the strategic plan</p> <p>One off urgent items over £20,000 which are unusual or urgent and needed for the proper running of the</p>	<p>Financial management below thresholds specified</p>

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

				artment plans
Monitoring Risk	<p>The Board to receive quarterly report on Risk Management</p> <p>Board to receive minutes of the Risk Committee meetings</p>	<p>Risk Committee Reviewing and approving the Union's Risk Management Policy on an annual basis and monitoring risks on a quarterly basis</p> <p>To review and update board on specific areas of the risk register identified by committee (deep dive)</p> <p>to order external support/audits in areas of concern reporting to Board as necessary</p>	Review and action changes to risk Register that cannot wait until board for action	<p>Identifying and minimizing risk and reviewing on an ongoing basis</p> <p>Updating and preparing Risk Register for Board on quarterly basis</p> <p>Updating and preparing legal compliance checklist for board on quarterly basis</p> <p>Review Risk Policy annually making recommendation to the risk committee</p>

				Commission audits and external expertise as necessary
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	<p>Approving activities that fall above a tolerable risk profile</p> <p>Commission/Receiving audit reports</p> <p>Receive reports from the H&S committee</p> <p>Recommend Board to consider particular risks</p>	
Monitoring board Performance	Annual review of board performance with recommendations of improvements (responsibility of Chair and Vice Chair)	Produce organizational plan with quarterly updates
Union Council and the SOC	Receive reports from the CEO, SOC and UC on significant campaigning and policy issues that may impact on union as an organisation	Attend meetings and ensure that officers and councilors have the necessary support to campaign effectively
General Business	<p>Significant issues of which the board need to be aware</p> <p>Receive annual members feedback</p> <p>Asking for reports on any issue</p>	<p>Writing and distributing Board papers</p> <p>Report to all board meetings on progress, issues and difficulties</p> <p>Giving feedback and debriefing on major union projects</p>

Board Self-Assessment Report 2020-2021

Produced by:	Joe Read
To:	Trustee Board
Date:	09.9.2020
Paper:	TB

In the final meeting of the year, all trustees were asked to score themselves on their competency as a collective. Scored ranked from 1 – 5 depending how much they agreed with a statement given. 1 was total disagreement and 5 was total agreement. The questions were as followed:

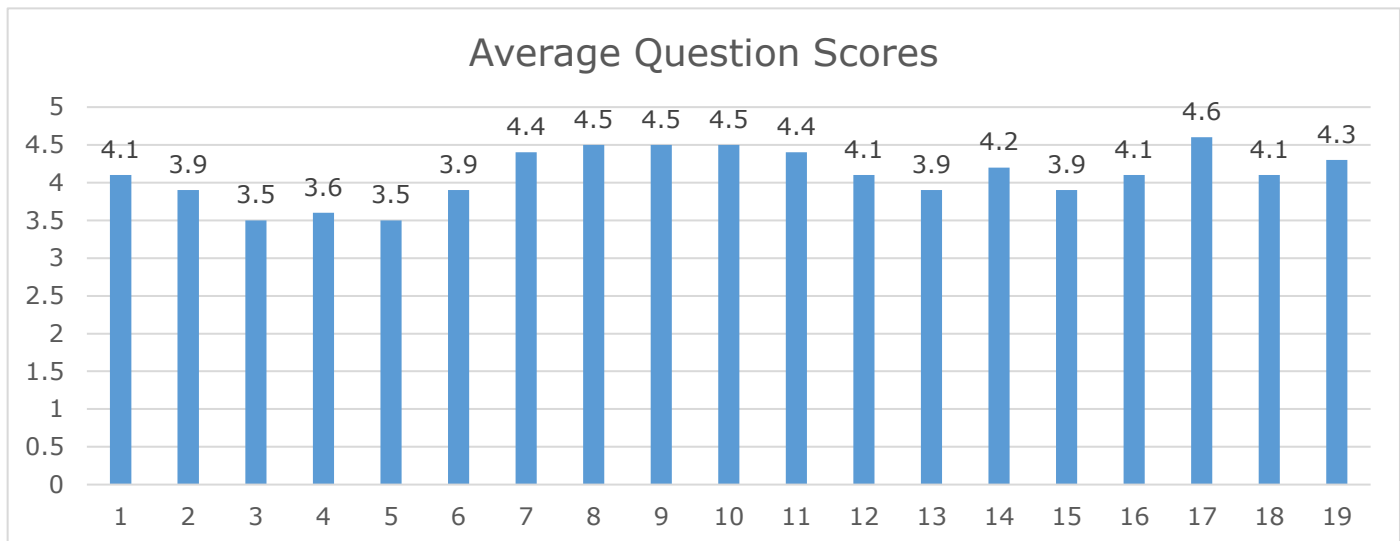
1. The Board has demonstrated a strong understanding of the Union's aims and shown a strong commitment to them.
2. The Board has been effective in achieving its charitable purposes and agreed outcomes.
3. The Board uses its understanding of students and what they want to inform its decisions.
4. The Board works well with student representatives, both on and off the board, to deliver its service.
5. The Board leads by example, promoting the union's vision, values and reputation.
6. The Board ensures the union's values are reflected in all its work and activities.
7. The Board collectively acts in the best interests of the union and its students.
8. The Board is not unduly influenced by those who may have special interests, and, places the interests of the union before any personal interest.
9. The board safeguards and promotes the union's reputation.
10. The Board is respectful of democratic outcomes and maintains the integrity of democratic processes.
11. The Board focuses on strategy, performance, governance and infrastructure rather than operational matters.
12. The Board has a sound decision-making and monitoring framework.
13. The Board keeps an effective oversight over its subcommittees.
14. The Board accepts challenging or different views and is effective in discussing them.
15. The Board, as a collective, has the appropriate knowledge and skills to effectively fulfil their roles.
16. The Board makes decisions collectively and confidently. Once a decision is made the board unites behind it and accepts them as binding.
17. The Board contains a variety of perspectives, experiences and skills.
18. The Board ensures that the union follows principles of equality and diversity, going beyond the legal minimum where appropriate.
19. The Board takes seriously its responsibility for building public trust and confidence in its work.

The results are as follows:

Trustees were also asked: 'On a scale of 1-10 (10 being extremely and 1 being not at all), how impactful are board members in their roles?'

- The mean average score was 6.8.
- The mode average was 8.
- The median average was 7.

Trustees were finally given the opportunity to add comments, the full comments will not be present to protect anonymity but key themes and comments were:



'I don't think board has the level of oversight it should'

'I'm not sure we've had much discussion around the values of the union'

'More training for Board to really help it reach its full potential would be great'

'I am happy with the way the board is being run currently'

'It's difficult to know what level of responsibility we have when we only meet 4 times a year'

'Many members of the board are very quiet throughout meetings, which may (or may not) be because they are not confident in carrying out their roles. It could also be that they are simply happy with where the discussion is going, and the decisions being made'

'I'm not sure the board has enough HE experience'

'I think this has been worsened by remote meetings, where it is harder to read body language and do social activities to make people feel comfortable expressing themselves'

'The sub committees aren't all effective'

UUEAS Code of Conduct: Annual Report 2021

Subject:	Code of Conduct Annual Report
Produced by:	Joe Read
To:	Trustee Board
Date:	09.9.2020
Paper:	TB
Status	Confidential

Introduction

This is the eighth annual report on the implementation of the Code of Conduct since its introduction. The Supervising Trustee for 20-21 has been Frances Fay and the Union would like to thank Frances for their work throughout the year.

Overview of this year

As governance coordinator I have only been in the role since February. I was never formally inducted into the role of handling code of conduct cases. Having pushed for the ability to oversee code of conduct cases, I am yet to have received one and have been advised there have been none.

I was however given permission to research and write a proposed new centralised complaints system. Which has been done, but yet to be enacted.

2020-21 Cases

SLT has advised that there has been no code of conduct cases this year. SLT further stated this was likely due to students not meeting up in their regular patterns pre-covid.

Trustee Conflict of Interest Policy

Subject:	Code of Conduct Annual Report
Produced by:	Hamish Williams
To:	Trustee Board
Date:	09.9.2020
Paper:	TB

UEA SU Trustee Board's Conflict of Interest Policy

1. Why do we have this policy?

- 1.1. Trustees have a legal obligation to act in the best interests of the Union and in accordance with byelaws and articles of association. The articles of association obligate trustees to declare any duty or interest which may conflict with the interests of the Union.
- 1.2. Conflicts of Interest can or could be seen to:
 - 1.2.1. inhibit free discussion;
 - 1.2.2. result in decisions or actions that are not in the interests of the Union;
 - 1.2.3. risk the impression that the Union has acted improperly.
- 1.3. This policy is designed to clarify the obligation of trustees and the formal processes concerning conflict of interests.
- 1.4. This policy is secondly intended to protect the organisation and trustees from impropriety and the perception of impropriety.
- 1.5. It is not this policy's intention to conflict with either the articles of association or the bylaws. Trustees should be aware of their obligations arising from the constitution and other policies that they have been made aware of.

2. Defining a conflict of Interest

- 2.1. A conflict of interest is defined as any situation in which a trustee's personal interests or loyalties could, or could be seen to, prevent the trustee from making a decision only in the best interests of the charity. Similarly, there is a conflict of interest where there is a benefit or a potential benefit to a person connected to a trustee.
- 2.2. There are two types of conflict of interest:
 - 2.2.1. Pecuniary: where there is a potential financial or measurable benefit directly to a trustee, or indirectly through a connected person.
 - 2.2.2. Loyalty: a trustee's duty to the charity may compete with a duty or loyalty they owe to another group, organisation, or, person.
- 2.3. With regards to conflicts of a pecuniary nature, trustees can only benefit from the union where that benefit was conferred by an authority, that did not, or could not be have been seen to have a conflict of interest.
- 2.4. Examples of pecuniary interest are, but not limited to:
 - 2.4.1. sell, loan or lease Union assets to a charity trustee
 - 2.4.2. acquire, borrow or lease assets from a trustee for the Union
 - 2.4.3. pay a trustee for carrying out their trustee role

- 2.4.4. pay a trustee for carrying out a separate paid post within the Union, even if that trustee has recently resigned as a trustee
 - 2.4.5. pay a trustee for carrying out a separate paid post as a director or employee of any subsidiary trading company
 - 2.4.6. pay a trustee, or a person or company closely connected to a trustee, for providing a service to the Union
 - 2.4.7. employ a trustee's spouse or other close relative at the Union
 - 2.4.8. make a grant to a service user trustee, or a service user who is a close relative of a trustee
 - 2.4.9. allow a service user trustee to influence service provision to their exclusive advantage
- 2.5. With regards to conflicts of loyalty, a trustee has a conflict, if a trustee's other (non-financial) interest(s) could, or could be seen to, interfere with the trustee's ability to make a decision only in the best interests of the charity.
- 2.6. Conflicts of loyalty could be to, but not limited to:
- 2.6.1. the body that appointed them to the Union
 - 2.6.2. the membership or section of the Union that appointed them to trusteeship
 - 2.6.3. another organisation, such as their employer
 - 2.6.4. another charity of which they are a trustee
 - 2.6.5. a member of their family
 - 2.6.6. another connected person or organisation
 - 2.6.7. religious and/or political group membership

3. Requirements and obligations of Trustees

- 3.1. Trustees have a legal duty to always act in the best interest of the Union. Failure to comply with this policy is breach of a trustee's obligation.
- 3.2. Declaring a conflict of interest is the responsibility of the individual trustee. However, the board should create systems to make this as easy and clear for trustees as possible. The board should ensure:
 - 3.2.1. All trustees have a clear understanding of the circumstances in which they may find themselves in a position of conflict of interest
 - 3.2.2. All trustees understand their personal obligation to declare conflicts
 - 3.2.3. There is a standard item at the start of each meeting in order to allow trustees to declare any conflicts.
- 3.3. Trustees should declare a conflict at earliest opportunity and certainly before the relevant item is discussed. In line with charity commission device, trustees should err on the side of openness when in doubt and declare a potential conflict.
- 3.4. If a trustee is aware of an undeclared conflict of interest affecting another trustee, they should notify the other trustees or the chair during the standard item.

4. What Should occur when a conflict of interest is declared

- 4.1. If a trustee declares a pecuniary interest that trustee should be absent during any parts of a meeting where the relevant item is discussed. The trustee should not vote or be counted when deciding quorum.
- 4.2. If a trustee declares a conflict of loyalty it is for the board to decide what level of participation the trustee should have in the relevant discussion, in the absence of the trustee. Likely outcomes are, but not limited to:
 - 4.2.1. Having registered and fully declared the interest, the trustee can otherwise participate in the discussion and decision.
 - 4.2.2. The Trustee can stay in the meetings where the decision is discussed and made but not participate.
 - 4.2.3. The Trustee should withdraw from the discussion and decision-making process.

- 4.3. Serious conflicts of interest are conflicts of interest where following the processes in 4.1 and 4.2 might not be enough to remove impropriety or the perception of impropriety from the board's decision. In these circumstances the board should discuss removing the conflict of interest in line with charity commission advice. Serious conflicts of interest include, but are not limited to, conflicts of interest which:
- 4.3.1. are so acute or extensive that the trustees are unable to make their decisions in the best interests of the charity, or could be seen to be unable to do so
 - 4.3.2. are present in significant or high-risk decisions of the trustees
 - 4.3.3. mean that effective decision making is regularly undermined or cannot be managed in accordance with the required or best practice approach
 - 4.3.4. are associated with inappropriate trustee benefit
- 4.4. Trustees when deciding to remove a serious conflict of interest should consider:
- 4.4.1. not pursuing the course of action
 - 4.4.2. proceeding with the issue in a different way so that a conflict of interest does not arise
 - 4.4.3. securing the resignation of a trustee affected by a conflict of interests

5. When conflict of interest does not apply

- 5.1. The general duties described in section 4 does not apply when a decision:
- 5.1.1. Has been authorised by the constitution
 - 5.1.2. Has been authorised by the commission or a court

6. Supporting Processes

- 6.1. To comply with this policy and to ensure best practice the board will adopt a number of processes contained in this section. These processes are intended to prevent conflicts of interest hindering the transparency of the Union and do not removed the personal obligation of trustees to declare a conflict.
- 6.2. The board shall write and maintain a register of interest's policy. It should be updated whenever a conflict is declared. It should be reviewed at the first board meeting every year and give trustees an opportunity to declare potential conflicts.
- 6.2.1. All information contained on the register must be used only for the purpose of the register and must comply with GDPR at all times.
- 6.3. Proper minutes should be kept of all decisions made regarding conflict of interest.
- 6.4. The board will take active steps to inform all trustees of their obligations and ensure that they are understood. Trustees should read all constitutional documents and the charity commission advice on conflict of interest. Clarifying any uncertainty before attending a board meeting. An annual training session is good practice.
- 6.5. Consideration of conflicts of interest with the current board and within candidates should inform the recruitment process of new trustees.
- 6.6. The obligation is on all trustees to declare their own conflicts of interests, it is however the board as a whole's responsibility to maintain these policies, particularly the processes contained in section 5. While the board have control of the policy, the day to day management is the responsibility of Governance and Democracy Coordinator and/or the Clerk to the board if the roles are separate.

AGENDA PAPERS

Risk

AGENDA PAPERS

SUNDRIES

