



UEA Student Union  
(Company number: 0966 4303)  
Strategy Day and Board Meeting  
Tues 25 June 24 @ 0930  
At The Waterfront

**Agenda (Version 3 – 19/06/2024)**

**Full time Officer Trustees (Max 5: Article 35.1)**

Taylor Sounes (TS) - Chair	Under-Graduate Education Officer	<a href="mailto:t.sounes@uea.ac.uk">t.sounes@uea.ac.uk</a>
Luke Johnson (LJ)	Activities & Opportunities Officer	<a href="mailto:luke.e.Johnson@uea.ac.uk">luke.e.Johnson@uea.ac.uk</a>
Elise Page (EP)	Post-Graduate Officer	<a href="mailto:e.page@uea.ac.uk">e.page@uea.ac.uk</a>
Serene Shibili Sexton (SS)	Campaigns & Democracy Officer	<a href="mailto:s.shibli-Sexton@uea.ac.uk">s.shibli-Sexton@uea.ac.uk</a>
Nathan Wyatt (NW)	Welfare, Community & Diversity Officer	<a href="mailto:Nathan.wyatt@uea.ac.uk">Nathan.wyatt@uea.ac.uk</a>

**Incoming Full Time Officer Trustees**

Christopher Kershaw	Campaigns & Democracy Officer-Elect Observing	<a href="mailto:c.kershaw@uea.ac.uk">c.kershaw@uea.ac.uk</a>
Rebekah Temple Fielder	UG Education Officer- Elect Observing	<a href="mailto:r.temple-fielder@uea.ac.uk">r.temple-fielder@uea.ac.uk</a>
Bhaskar Bukkanahalli Shivanna	Postgraduate Officer-Elect Observing	<a href="mailto:b.bukkanahalli-shivanna@uea.ac.uk">b.bukkanahalli-shivanna@uea.ac.uk</a>
Olivia Hunt	Activities and Opportunities Officer-Elect Observing	<a href="mailto:olivia.hunt@uea.ac.uk">olivia.hunt@uea.ac.uk</a>

**Part-time Officer Trustees (Max 2: Article 35.2)**

Holly Summers	<a href="mailto:H.Summers@uea.ac.uk">H.Summers@uea.ac.uk</a>
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**Student Trustees (Max 4: Articles 35.3 & 41)**

Chikaosolu Emeka	<a href="mailto:C.Emeka@uea.ac.uk">C.Emeka@uea.ac.uk</a>
Ivo Garnham	<a href="mailto:I.Garnham@uea.ac.uk">I.Garnham@uea.ac.uk</a>
Catriona Lee	<a href="mailto:Catriona.Lee@uea.ac.uk">Catriona.Lee@uea.ac.uk</a>
Meg Powley	<a href="mailto:Meg.Powley@uea.ac.uk">Meg.Powley@uea.ac.uk</a>

**Post Grad Trustee (Max 1: Articles 35.3 & 41)**

Not elected

**External Trustees (Max 6: Article 35.4)**

Dev Aditya (DA) – Deputy Chair	<a href="mailto:dev@oiedu.co.uk">dev@oiedu.co.uk</a>
Anwar Azari (AA)	<a href="mailto:a.azari@mdx.ac.uk">a.azari@mdx.ac.uk</a>

Simon George (SG)

[simon.george@uea.ac.uk](mailto:simon.george@uea.ac.uk)

Peter Robertson (PR)

[p.robertson@uea.ac.uk](mailto:p.robertson@uea.ac.uk)

Katerina Iliopoulou (KI)

[k.iliopoulou@uea.ac.uk](mailto:k.iliopoulou@uea.ac.uk)

### In attendance

Jumara Stone

UEASU Chief Executive Officer

[jumara.stone@uea.ac.uk](mailto:jumara.stone@uea.ac.uk)

Tim Cave

UEASU Assistant Director (Finance)

[tim.cave@uea.ac.uk](mailto:tim.cave@uea.ac.uk)

Attending from Item B2

Richard Hunter

UEASU Assistant Director (Operations)

[Richard.hunter@uea.ac.uk](mailto:Richard.hunter@uea.ac.uk)

Attending from Item B2

Andy Waring

UEASU Bars Manager

[a.waring@uea.ac.uk](mailto:a.waring@uea.ac.uk)

Attending for Item B4

### Quorum

**Article 103.** Half the post-holders on the Board of Trustees and such quorum must include a minimum of two External Trustees and four Trustees who are Ordinary Members of the Union (**Ordinary Members:** student members of the Union being students at the UEA as further defined in Article 18 and the FTSO)

The quorum is deemed to be **7** Trustees.

**Article 104.** Where the resolution or issue under discussion concerns a matter in respect of which some or all of the Trustees have a conflict of interest, the quorum shall be 5.

### Agenda Items

**Pack Page**

All papers for the Open Agenda can be found in the Trustee Board folder by clicking this link: [20240625 - 25 Jun 24](#)

Item	Title	Presenter	Time	Pack Page
<b>Section A: Meeting Business + Governance Items</b> Meeting business and governance items to be dealt with at the start of the meeting				
A1)	<b>Statements from the Chair</b> Welcome to New Officers Thank you for 2023-24	Chair	9:30 5 min	
A2)	<b>Quorum, Apologies, Confidentiality Statement</b> Apologies received from: Holly Summers Catriona Lee Simon George	Chair	9:35 2 min	
A3)	<b>Declaration of Interest</b> To note any trustees who have a conflict of interest with any of the specific items on the agenda.	Chair	3 min	
A4)	<b>Update on External Chair Recruitment</b> To formally note a verbal update from the Chair on the recruitment process for the External Chair	Chair	9:40 5 min	

A5)	<p><b>Appointment of a FTO as Deputy Chair from July 1<sup>st</sup></b> To appoint a FTSO as Deputy Chair for 2024 – 25. Nominating statements are included on the attached paper. This will just be a ratification vote.</p> <p>Nominated FTSOs are:</p> <ul style="list-style-type: none"> <li>Nathan Wyatt</li> </ul>	Chair	9:45 5 min	Combined Page 7									
A6)	<p><b>Appointment of Student and External Trustees</b> To formally note a verbal update from the Chair on the Recruitment process for Student and External Trustees for the next Academic Year</p>	Chair	9:50 3 min										
A7)	<p><b>Reappointment of External Trustees</b> To approve the reappointment of the following external trustees for terms lasting to July 2026. See appendix 1 of the agenda for all Trustee Term details.</p> <p>Anwar Azari</p>	Chair	2 min										
A8)	<p><b>Appointment of Supervising Trustee</b> To approve the appointment of an External Trustee as Supervising Trustee to oversee Code of Conduct process for members:</p> <p>Anwar Azari</p>	Chair	9:55 2 min										
A9)	<p><b>Minutes of the Previous Meeting</b> To approve the minutes of the previous meeting</p>	Chair	3 min	Combined Page 8									
A10)	<p><b>Action Log</b> To review the outstanding actions</p>	Chair	10:00 5 min	Combined Page 20									
A11)	<p><b>Subcommittee Structure for 2024 – 25</b> To consider and approve the reviewed Subcommittee Structure for 2024 – 25, under the Terms of Reference added in the Appendices.</p> <p>To appoint trustees to the subcommittees as listed in the paper and below:</p> <table border="1" data-bbox="194 1518 1010 1630"> <tr> <td></td> <td>Finance</td> <td>Risk and Audit</td> </tr> <tr> <td>FTOs</td> <td>Rebekah + Olivia</td> <td>Chris + Bhaskar</td> </tr> <tr> <td>Externals</td> <td>Simon + Katerina</td> <td>Peter + Vacant</td> </tr> </table>		Finance	Risk and Audit	FTOs	Rebekah + Olivia	Chris + Bhaskar	Externals	Simon + Katerina	Peter + Vacant	Chair	10:05 5 min	Combined Page 21
	Finance	Risk and Audit											
FTOs	Rebekah + Olivia	Chris + Bhaskar											
Externals	Simon + Katerina	Peter + Vacant											
A12)	<p><b>Trustee Board Terms of Reference</b> To consider and approve updated Terms of Reference for the Trustee Board following the removal of AHRC and MC as well as Articles of Association Changes relating to the Chair and membership of the board.</p>	Chair	10:10 5 min	Combined Page 31									
A13)	<p><b>Cycle of Business for 2024 – 25</b> To consider and approve the Cycle of Business for the 2024 – 25 Cycle of Board Meetings</p>	Chair	10:15 5 min	Combined Page 37									

<b>Section B Items for Discussion/Decision</b>				
Items for discussion and those where a decision is required				
B1)	<b>CEO KPIs for 2024 – 25</b> To discuss the suggested KPIs for the CEO for 2024 – 25  To approve the suggested KPIs, with any amendments, for the CEO for July 2024 – June 2025	Chair	10:20 15 Min	Combined Page 41
B2)	<b>Financial Update and Budget for 2024 – 25</b> To approve the operating budget for UEASU for 2024-25	CEO/ADF	10:35 20 Min	Combined Page 45
B3)	<b>Waterfront Business Plan</b> To approve the business plan for the Waterfront, including KPIs for success for the next financial year.	CEO/ADO	10:55 20 Min	Combined Page 62
<b>Break – 5 mins – 11:15</b>				
B4)	<b>ADDITIONAL ITEM - Scholar’s Business Plan</b> To consider and approve the proposed business plan for the “Scholar’s Bar”	AW + CEO/ADF	11:20 15 min	Combined Page 65
<b>Section C: Items for Report</b>				
Items for report which will be taken as read with an opportunity for key points to be presented and questions to be taken				
C1)	<b>Subcommittee Reports – where not elsewhere on Agenda</b> <ul style="list-style-type: none"> <li>• Finance Committee – 15 May 2024</li> <li>• Management Committee – No meeting held.</li> <li>• Appointments and HR – No meeting held.</li> <li>• Risk and Oversight – No meeting held.</li> </ul>	NW LJ EP SS	11:35 5 Min	
C2)	<b>CEO Report</b> To receive a confidential verbal update from the CEO on their latest activities	CEO	11:40 5 min	
C4)	<b>Union Council Report</b> To receive an update from the Campaigns and Democracy Officer on the most recent Union Council	SS	11:45 5 min	
C5)	<b>Dates of Future Meetings</b> To note the schedule of Board and Subcommittee Dates as laid out in the attached Calendar.	Chair	11:50 5 min	
C6)	<b>Any other business</b> No AOBs have been received.	Chair	11:55	
<b>Section D: Confidential Items</b>				
D1)	<b>Details of the confidential agenda are available in the Confidential Board Folder.</b>		11:55 20 min	

	Observing attendees will not be permitted to stay for any Confidential Items and will be asked to leave the room at this stage.  Papers for Section D have been issued separately and are available in the confidential board folder.			
<b>Lunch – 12:15</b> Lunch will be provided. Please inform Jumara using the email above if you have any dietary requirements.				
<b>Section E: Strategy Day</b>				
E1)	<b>Presentation by Waterfront Team</b> To receive a presentation by the team operating the Waterfront on their plans for the 2024-25 Financial Year	CEO	13:00 60 min	
E2)	<b>Strategy Development Plan</b> To input into a task relating to the development of the 2025 – 2030 Strategic Plan	CEO	14:00 60 min	
<b>Staff BBQ</b> From 3pm onwards we will be having our annual Staff BBQ at the Waterfront. We would like all trustees to stay and meet our wider staff team.  Please confirm attendance by email.				

#### Dates of Meetings for 2024-25

##### Trustee Board:

- Mon 21<sup>st</sup> October 2024 – 2pm to 5pm – Online (Papers: 11<sup>th</sup> Oct)
- Mon 16<sup>th</sup> December 2024 – 2pm to 5pm - In Person @ UEA (Papers: 6<sup>th</sup> Dec)
- Mon 24<sup>th</sup> February 2025 – 2pm to 5pm – Online (Papers: 14<sup>th</sup> Feb)
- Mon 24<sup>th</sup> March 2025 – 2pm to 3pm - Single Item Meeting (Only if accounts are delayed)
- Mon 28<sup>th</sup> April 2025 - 2pm to 5pm – Online (Papers: 16<sup>th</sup> Apr)
- Tue 24<sup>th</sup> June 2025 – 2pm to 5pm – In Person @ UEA (with Strategy Day) (Papers: 13<sup>th</sup> June)

##### Finance Committee

- Tue 8<sup>th</sup> October 2024 – 3pm to 5pm – Online (Papers: 4<sup>th</sup> Oct)
- Mon 5<sup>th</sup> December 2024 – 3pm to 5pm – Online (Papers: 29<sup>th</sup> Nov)
- Single Item added for Finance Committee to formally endorse the Accounts to the Full Board
- Tue 8<sup>th</sup> April 2025 – 3pm to 5pm – Online (Papers: 4<sup>th</sup> Apr)
- Mon 9<sup>th</sup> June 2025 – 3pm to 5pm – Online (Papers: 6<sup>th</sup> Jun)

##### Risk and Audit Committee

- Wed 9<sup>th</sup> October 2024 – 3pm to 5pm – Online (Papers: 4<sup>th</sup> Oct)
- Tue 19<sup>th</sup> November 2024 – 3pm to 5pm – Online (Papers: 29<sup>th</sup> Nov)
- Wed 9<sup>th</sup> April 2024 – 3pm to 5pm – Online (Papers: 4<sup>th</sup> Apr)
- Tue 10<sup>th</sup> June 2025 – 3pm to 5pm – Online (Papers 6<sup>th</sup> Jun)

## Appendix 1 – Executive and Union Trustee Information for 2023 – 24

Trustees	Appointments/Retirements	Term of Office Ends
<b>Full Time Officer Trustees</b>		
Elise Page	Resigned 30th June 2024	
Serene Shibli Sexton	Resigned 30th June 2024	
Taylor Sounes	Resigned 30th June 2024	
Luke Johnson	Resigned 30th June 2024	
Nathan Wyatt		30-Jun-25
Olivia Hunt	Appointed 1 <sup>st</sup> July 2024	30-Jun-25
Christopher Kershaw	Appointed 1 <sup>st</sup> July 2024	30-Jun-25
Rebekah Temple-Fielder	Appointed 1 <sup>st</sup> July 2024	30-Jun-25
Bhaskar Bukkanahalli Shivanna	Appointed 1 <sup>st</sup> July 2024	30-Jun-25
<b>Part Time Officer Trustees</b>		
Holly Summers	Resigned 30th June 2024	
Liz Bigalke	Resigned 1st June 2024	
<b>Student Trustees</b>		
Chikaosolu Emeka	Resigned 30th June 2024	
Ivo Garnham	Resigned 30th June 2024	
Catriona Lee	Resigned 30th June 2024	
Meg Powley	Resigned 30th June 2024	
<b>External Trustees</b>		
Dev Aditya	Resigned 30th June 2024	
Anwar Azari (2 <sup>nd</sup> Term)		30-Jun-26
Simon George (1 <sup>st</sup> Term)		30-Jun-25
Ben Soper	Resigned 7th January 2024	
Peter Robertson (1 <sup>st</sup> Term)	Appointed 29th April 2024	30-Jun-26
Katerina Iliopoulou (1 <sup>st</sup> Term)	Appointed 29th April 2024	30-Jun-26