

- Meeting of:** Arts SU Board of Trustees
- Location:** Board Room, High Holborn & Zoom <https://us02web.zoom.us/j/84487740356>
- Date and Time:** 4pm, Tuesday 5<sup>th</sup> April 2022
- Members:** Georgia Spencer (Chair), Dawn Buchanan, Andy Minnis, Emma Mottram, Syahadah Shahril, Daryl Stenvoll-Wells, Armani Sutherland, Rachel Williams.
- In attendance:** Yemi Gbajobi, Chief Executive; Martin Dodd, Head of Policy, Representation and Advocacy; Natasha Etti, Finance Manager, Christina Kennedy, Deputy Chief Executive; Nick Smith, Company Secretary.

	Initial Items	Lead	Paper
1.	To <b>note</b> Apologies and declare conflicts of interest and approve membership of a Trustee	GS	-
2.	To <b>note</b> the minutes of the last Trustee Board	GS	220401
3.	To <b>note</b> the progress of actions arising from the last Trustee Board Meeting	GS	-
4.	To <b>note</b> any actions taken by the Chair on behalf of the Trustee Board since the last meeting	GS	-
	<b>Other Items</b>		
5.	To <b>note</b> the Chief Executive Report	YG	220402
6.	To <b>note</b> the Management Accounts	NE	220403
7.	To <b>note</b> a policy review schedule	YG	220404
8.	To <b>approve</b> a Safeguarding Policy	YG	220405
9.	To <b>approve</b> updates to Staff Terms and Conditions	YG	220406
10.	To <b>note</b> an elections report	MD	220407
11.	To <b>approve</b> Board dates and a schedule for 2022/23	YG	220408
12.	To <b>approve</b> a risk register (sent separately)	YG	220409
13.	To <b>appoint</b> Trustees to subcommittees	NS	-
	<b>Closed Items</b>		
14.	Trustee Only Decision	GS	-

**Upcoming meetings:**

- Monday 20/06/2022
- Tuesday 13/09/2022
- Wednesday 23/11/2022
- Thursday 16/02/2023
- Monday 27/03/2023
- Tuesday 20/06/2023

- Minutes of:** Arts SU Board of Trustees
- Location:** Held via Zoom
- Date and Time:** 4pm, Wednesday 16<sup>th</sup> February 2022
- Members:** Georgia Spencer (Chair), Andy Minnis (Lay Trustee), Syahadah Shahril, Armani Sutherland.
- Auditors:** Shoiab Arshad, Knox Cropper Auditors.
- In attendance:** Yemi Gbajobi, Chief Executive; Natasha Etti, Finance Manager, Christina Kennedy, Deputy Chief Executive; Nick Smith, Company Secretary.
- Apologies:** Rachel Williams

Initial Items	
1.	The board <b>noted</b> Apologies. There were no declarations of interest arising from the agenda.
2.	The board <b>approved</b> the minutes of the last Trustee Board without amendment.
3.	The board <b>noted</b> the progress of actions arising from the last Trustee Board Meeting. <ul style="list-style-type: none"> <li>a) The board formally thanked Martin Bailey for his service as a Trustee.</li> </ul>
4.	The board <b>noted</b> the following actions taken by the Chair on behalf of the Trustee Board since the last meeting <ul style="list-style-type: none"> <li>a) A training request from YG had been approved.</li> </ul>
5.	The board <b>approved</b> the Audited Accounts and Trustees Annual report <ul style="list-style-type: none"> <li>a) Trustees noted their responsibilities and that the auditors believed that these had been met.</li> <li>b) The Auditors believed the Union was a going concern.</li> <li>c) Arts SU currently had a positive reserves position due to savings during the pandemic. The Board noted that they needed to balance the expenditure for current students as well as ensuring the Union was able to help future members.</li> <li>d) Income dropped from £3.7M from £3.1M in the previous year. The University Block Grant remained the same but other income, including trading, had fallen. Expenditure had also decreased and the surplus position was £268,000. This was because trading and other activities had reduced during the pandemic.</li> <li>e) Some of the previously restricted funds had been moved into general funds with permission from the funder (the University).</li> <li>f) There were a few minor typos that had been identified and these would be addressed before the final version was signed.</li> </ul>
6.	The board <b>noted</b> the Audit report and agreed to sign the management letter <ul style="list-style-type: none"> <li>a) The auditors had given the Union a clean audit. There were no major issues raised but it was noted that the university had not updated the cost of the space allocated to the Union.</li> <li>b) The new IR35 rules were being considered in relation to students who were commissioned to do different projects. Management were aware of this situation and the need to resolve how they should be treated in the accounts.</li> <li>c) Trustees agreed to sign the management letter and delegated responsibility for doing so to Georgia as the chair.</li> <li>d) The Auditors and staff were thanked for their work.</li> </ul>
7.	There was a Trustee discussion with the Auditors.

8.	<p>The board <b>noted</b> the Chief Executive Report</p> <ul style="list-style-type: none"> <li>a) There had been a number of staff changes, in some cases these have been a result of individuals deciding how they wanted to work after the pandemic. Recruitment was open for several roles.</li> <li>b) Several additional grants were coming from the University for specific projects which amounted to an additional £328k.</li> <li>c) The strategy was being developed and would return to the Board for approval in the summer.</li> <li>d) Changes to the Darkroom were being planned and an additional paper on refurbishment and usage may return to a future board for approval.</li> </ul>
9.	<p>The board <b>noted</b> the January Management Accounts which were presented to the Trustees.</p> <ul style="list-style-type: none"> <li>a) Trading was 32% below budget but that was up from around 70% below budget. Total income was now only 1% below the budget for this part of the year.</li> <li>b) Savings had been realised in expenditure which stood at £1.1M against the budget of £1.4M. This was in part due to pauses in recruitment of both permanent and student staff.</li> <li>c) Consultants had been used for the recruitment of trustees, finance manager and to fill the capacity gap for the finance team.</li> <li>d) The current operating surplus was £129k.</li> </ul>
10.	<p>A reforecast budget would be circulated for <b>approval</b>. This would present an £18k surplus. <b>Action:</b> YG</p>
11.	<p>The board <b>approved</b> the appointment of three Trustees</p> <ul style="list-style-type: none"> <li>a) Dawn Buchanan, Emma Mottram and Daryl Stervoll Wells were appointed subject to checks and asked Nick Smith to ensure the filing was up to date.</li> </ul> <p><b>Action:</b> NS</p>
12.	<p>It was registered that Yemi Gbajobi had been appointed to the RFU Council.</p>
13.	<p>There was a Trustee Only Discussion</p>

**Next meeting:** Tuesday 5<sup>th</sup> April 2022

## Chief Executive Report

Author name & role	<b>Yemi Gbajobi</b> , Chief Executive
Paper for	Trustee Board
Date Written	28 <sup>th</sup> March 2021
Date of Meeting	5 <sup>th</sup> June 2021
Relevant Aims	To update Arts SU Trustee Board on matters related to: <ul style="list-style-type: none"> <li>• Governance</li> <li>• Finance</li> <li>• Strategy</li> <li>• Membership Engagement</li> <li>• Stakeholder Relations</li> <li>• Organisational Risks</li> <li>• People and Culture</li> </ul>
Relevant Risks	<ul style="list-style-type: none"> <li>• Poor leadership,</li> <li>• staff turnover,</li> <li>• poor governance,</li> <li>• underutilisation of resources,</li> <li>• staff dissatisfaction,</li> <li>• potential for employment tribunal/legal action,</li> <li>• member disengagement</li> </ul>
Equality and Diversity	The contents and consequences of this paper and decision directly impacts on the equality and diversity of the Union's staff team
Considered by	N/A
Summary	The paper outlines the key strategic work undertaken by the CEO since the last meeting.
Action for meeting	To note

## 1. **Governance**

Two key governance objectives are currently progressing. The recruitment of new Trustees is complete and the CEO and Company Secretary are working on plans of induction for all new Trustees, including the five new Officer Trustees who will start their term of office on 1<sup>st</sup> July.

The election of new Officers demonstrates that the new democratic processes are operating. The final area to be recruited is the new paid interns who are slated to start in summer 2022. More details regarding the process will be submitted to the June 2022 meeting.

I would like to thank **Andy Minnis** who is attending his last Trustee Board today. He has been a great source of support and encouragement through some of the toughest challenges and the Union is a better place for his commitment to the Board.

## 2. **Finance**

The Management Accounts on the agenda for this meeting show that after the reforecast was completed, the Union is projecting a surplus of £49k. Following comments from the Auditors on the level of our reserves, the SLT believes that this surplus is too high and so will be aiming to achieve a breakeven budget by year. Surplus spending will be focused towards developing student activities, primarily, with some spending also earmarked for equipment purchases and staff learning and development.

Conversations regarding the grant from the University for 22/23 have begun with a submission required at the end of April/beginning May with confirmation of the figure in in early June.

## 3. **People and Culture**

### 3.1. **Leavers and Joiners**

Since the last meeting, the three staff members have announced that they would be leaving the organisation; Charlie Souter Phillips (Education Quality Coordinator), Justine Lopez (HR Manager (Maternity Cover)) and Lidiya Ivanova (Commercial Supervisor). The first two individuals were within their probation periods which has meant notice period of a one week and has raised questions from managers as to whether the organisation's notice period could be shortened from 6 months to three months.

Since the last meeting the Union has recruited three new members of staff; Marina Marbella (Graphic Designer), Tash Reissner (Finance Assistant) and Richard Kaminski (Advice Service Manager).

Currently, the Union is recruiting for 4 different roles; Educational Quality Coordinator (x3), Digital Engagement and Website Coordinator, Events Coordinator and Wellbeing and Liberation Coordinator. These roles were all created as part of the restructure in 2021 but were paused at the start of the financial year due to a projected deficit. Due to timing, the Union will not recruit another interim HR Manager. In conversations with the current manager, they will return to work earlier than scheduled and will phase in their return. In the meantime the CEO will support the HR Assistant in providing a 'business as usual' service until the Manager returns in mid-June.

**3.2. Investors in People**

As part of the Chief Executive's objectives, the Trustee Board requested the Union undertake Investors in People Accreditation. This was paused at the start of the financial year, however due to a projected surplus, this work will be begin over the summer period and is a two year commitment.

**4. Strategy**

Work on creating a new strategic plan is continuing. The quantitative data has now been processed and focus groups with students to explore data are scheduled for earlier April. These focus groups will look at four key areas: student personal attributes and motivations, understanding community and belonging, course improvement, and power, leadership and politics. All research (quantitative and qualitative) will be presented at the Trustee Board Away Day for comment on June 20<sup>th</sup>.

**5. Membership Engagement**

An update on membership engagement through the elections process will be presented later in the meeting and is an item on the agenda.

**6. Stakeholder Relations**

The Union is seeing positive developments in its stakeholder relations, both in the University and more externally. The presentation of the Big Question survey results to the University Executive Board has repositioned the Union as the authority on the student experience and led to the Union being invited into more strategic conversations regarding the student experience and the University's strategic plan.

The CEO and DCEO attendance to the ACUI Conference in Chicago has developed transatlantic partnerships. Current conversations are ongoing regarding the development of a custom professional qualification in student affairs for Arts SU staff alongside American and Irish colleagues as well as ideas for developing an Officer learning framework and student staff development. It is proposed that if the Union has surplus at year-end, it invest in sending additional staff to the ACUI Regional Conference in Boston in November.

## Management Accounts

<b>Author name &amp; role</b>	<b>Natasha Etti, Director of Finance</b>
<b>Paper for</b>	Trustee Board
<b>Date Written</b>	29 <sup>th</sup> Mar 2022
<b>Date of Meeting</b>	5 <sup>th</sup> Apr 2022
<b>Relevant Aims</b>	To Update the Board on the Union's Financial Position as at the 28 <sup>th</sup> February 2022
<b>Relevant Risks</b>	Poor leadership, poor financial governance and compliance, underutilisation of resources
<b>Equality and Diversity</b>	N/A
<b>Considered by</b>	Management Team Senior Leadership Team
<b>Summary</b>	<p>This report provides a summary of the Union's financial position to February 2022 (Month 7), showing figures from the Union's Management Accounts.</p> <p>The full year financial forecast has been revised to show an anticipated budget surplus of £49k at year-end, resulting from an increase in the Union's income from the University.</p>
<b>Action for meeting</b>	To note
<b>Appendices</b>	Half Year Forecast Management Accounts

## 1. Financial Summary

- 1.1. The financial results show that the Union has achieved a YTD **surplus of £101k**. This compares to a budget deficit YTD of £17k giving a **variance of £118k better than budget**.
- 1.2. The full year financial forecast has been revised to show a surplus of £49k vs the originally forecast of a £167k deficit for the year.
- 1.3. Following the reforecast of this year's budget, the actual month's (February) financial results have come in better than budget, with an £11k improvement on expected income and expenditure being £3.5k below budget. Overall, *Ticket Sales* continue to perform better than budget, bringing in 80% more income than budgeted, and contributing to the 6% improvement in *Gross Profit* against YTD budget. The positive variance in YTD expenditure is mostly attributable to *Staff-Related Costs* (£80k), due to the timing difference in the recruitment for budgeted roles.

## 2. Half Year Reforecast

- 2.1. The full year forecast now projects a surplus of £49k, a £216k improvement on the original budget deficit of £167k. The anticipated income has been increased by £90k to reflect the additional funding to be received from UAL offset by the reduction in expected trading income this year due to the extended closure of some of the Union's commercial spaces.
- 2.2. The Union has been granted £174k in additional funding from UAL this year. Of this additional funding, £75k is received as a one-off compensation for the impact on the loss of income generation through the Union's commercial services due to the conflicting plans of the University. Furthermore, £92.5k has been awarded towards the delivery of a more robust college representation structure and the newly created internship programme. This has also been agreed as an ongoing commitment from UAL in future block grant payments. The remaining £6.5k has been secured towards the salary and on-costs for the two newly created Student Officer roles from July 2022.
- 2.3. Budgeted expenditure has been reduced by £87k. Staff-related costs have been revised down to £1.3m, a decrease of £106k from the original budget of £1.4m. The budget has been adjusted to reflect the savings made from vacancies earlier in the year.

## 3. Financial Analysis: YTD Actual Results to Feb 2022

### 3.1. Income Analysis

Income from the *Block Grant* and *Other University Grants* falls in line with the adjusted budgeted (Appendix B). Income in *Ticket Sales* and *Media Sales* are performing better than budget, leading to a 2% improvement in the budget YTD. However, income from *Trading Sales* continues to perform under budget, reporting a YTD variance of 6%.

### 3.2. Expenditure Analysis

Expenditure to date continues to be under budget, however, the YTD variance against budget has reduced significantly from £135k in Jan 2022 to £100k in Feb 2022. Staff-related costs account for 80% of the variance in budget YTD. It is expected that all current vacancies are filled by year-end.



**4. Conclusion**

- 4.1. The analysis within this report suggests that the full year forecast of deficit of £167k is likely to be significantly reduced given the current variance, steady state spending and anticipated increases in income during the remainder of 21/22.
- 4.2. Trustees are asked to **note** this report.

## Reforecast Budget

## Total

		21/22 Reforecast	21/22 Budget	Variance
<b>Income:</b>				
4,005	Block Grant	(1,518,000)	(1,512,000)	(6,000)
4,006	Other University Grants	(167,500)	-	(167,500)
4,010	Other Grants	-	-	-
4,100	Trading Sales	(71,000)	(191,000)	120,000
4,160	Pool Table Income	-	-	-
4,165	Ticket Sales (Including Cloakroom)	(16,000)	-	(16,000)
4,600	Venue Hire	-	0	(0)
4,640	Media Sales	(5,720)	(5,000)	(720)
4,650	Sponsorship Income	-	0	(0)
4,660	NUS Extra Totum	(511)	0	(511)
4,700	Other Income	-	0	(0)
<b>Total Income</b>		<b>(1,778,731)</b>	<b>(1,708,000)</b>	<b>(70,731)</b>
<b>Cost of Sales</b>				
5,000	Stock Purchases	32,196	69,650	(37,454)
5,005	Retro Discount Received	(1,090)	1	(1,091)
5,055	Stock Movements	-	0	(0)
		<b>31,106</b>	<b>69,650</b>	<b>(38,544)</b>
<b>Gross Profit</b>		<b>(1,747,625)</b>	<b>(1,638,350)</b>	<b>(109,275)</b>
<b>Expenses:</b>				
<b>Staff Related Costs</b>				
7,000	Permanent Staff Costs	1,105,316	1,182,677	(77,361)
7,005	Student and Temporary Staff	43,345	59,799	(16,454)
7,010	Employers NI	116,414	131,686	(15,272)
7,012	Employers Pensions	31,195	34,126	(2,931)
7,013	Holiday Pay Accrual	-	-	-
7,014	Recruitment Expenses	10,000	2,000	8,000
7,016	Additional Staff Costs	4,950	22,765	(17,815)
7,020	Volunteer Expenses	-	-	-
7,030	Training - Staff	43,500	28,100	15,400
7,035	Training - Students	2,700	3,000	(300)
		<b>1,357,421</b>	<b>1,464,152</b>	<b>(106,731)</b>
<b>Grants to Clubs &amp; Societies</b>				
6,260	Club and Societies Expenditure	51,000	51,000	-
<b>Other Expenses</b>				
5,020	Consumables	1,050	2,130	(1,080)
6,200	Marketing and Publicity	5,470	8,470	(3,000)
6,205	Activity Costs	27,760	33,340	(5,580)
6,210	Communications Development	-	-	-
6,215	Research and Survey Costs	3,120	3,120	-
6,220	Venue Hire	8,230	8,230	-
6,225	Artist Fees	5,750	7,750	(2,000)
6,230	Conferences	10,500	10,500	-
6,235	Website maintenance	-	1,500	(1,500)
6,250	Affiliations and Subscriptions	33,701	36,056	(2,355)
7,025	Made In Arts London Artist Fees	-	-	-
7,105	Insurance	16,565	16,554	11
7,210	Telephone	-	-	-
7,400	Travel and Subsistence	9,750	10,100	(350)
7,405	Hospitality (Staff)	12,245	6,245	6,000
7,410	Hospitality (External)	1,400	1,400	-
7,415	Hospitality (Student)	1,775	1,775	-
7,420	Refreshment	420	420	-
7,500	Printing	-	-	-
7,510	Postage and Carriage	1,325	1,325	-
7,515	Office Stationery	1,200	1,200	-
7,520	Commission Payable	-	-	-
7,600	Accounting Fee	8,400	8,400	-
7,605	Audit Fee	10,000	12,600	(2,600)
7,610	Consultancy and Professional Fee	72,210	37,015	35,195
7,611	Stock Takes	1,350	-	1,350
7,615	Legal Costs	-	-	-
7,700	Equipment Hire	-	-	-
7,705	Machine Maintenance	-	-	-
7,710	Minor Equipment / software purchases	8,000	6,000	2,000
7,715	Sound Technician	-	-	-
7,800	Repair and Renewals	5,634	9,168	(3,534)
7,805	Cleaning	1,150	3,250	(2,100)
7,810	Licenses	20,762	8,601	12,161
7,815	Uniforms	1,120	13,288	(12,168)
7,820	Security	-	5,400	(5,400)
7,901	Till Unders/Overs	-	-	-
7,905	Bank Charges	3,311	150	3,161
7,601	Irrecoverable VAT	5,333	3,311	2,022
8,100	Bad Debt Write Off	-	5,183	(5,183)
8,999	Sundries	-	-	-
		<b>277,531</b>	<b>277,870</b>	<b>(339)</b>
<b>Depreciation</b>				
8,015	Depreciation	12,479	12,479	(0)
<b>Total Expenses</b>		<b>1,698,431</b>	<b>1,805,501</b>	<b>(107,070)</b>
<b>Operating (Surplus)/Deficit for the period</b>		<b>(49,194)</b>	<b>167,151</b>	<b>(216,345)</b>

Management Accounts - February 2022									
Detailed Summary									
	Current Month	Current Month	Variance	Year to Date	Year to Date	Variance	Variance	2021-22	2020-21
	Actual	Budget		Actual	Budget		%	Budget	Actual
	£	£	£	£	£	£	%	£	£
Block Grant	(132,500)	(126,000)	(6,500)	(888,500)	(882,000)	(6,500)	1%	(1,518,000)	(1,477,000)
Other University Grants	(38,499)	(38,500)	1	(58,499)	(58,500)	1	0%	(187,500)	(99,828)
Other Grants	-	-	-	-	-	-	0%	-	(76,002)
Trading Sales	(15,963)	(4,833)	(11,130)	(43,968)	(46,833)	2,865	-6%	(71,000)	(6,337)
Pool Table Income	-	-	-	-	-	-	0%	-	-
Ticket Sales (Including Cloakroom)	(10)	-	(10)	(28,795)	(16,000)	(12,795)	80%	(16,000)	-
Venue Hire	-	-	-	-	-	-	0%	-	-
Media Sales	(650)	(537)	(113)	(6,620)	(3,037)	(3,583)	118%	(5,720)	(12,275)
Sponsorship Income	-	-	-	-	-	-	0%	-	-
NUS Extra Totum	-	(85)	85	(655)	(85)	(570)	669%	(511)	(970)
Retro Discounts Received DO NOT USE	-	-	-	-	-	-	0%	-	-
Other Income	-	-	-	-	-	-	0%	-	(675)
<b>Total Income</b>	<b>(187,622)</b>	<b>(169,955)</b>	<b>(17,667)</b>	<b>(1,027,038)</b>	<b>(1,006,455)</b>	<b>(20,583)</b>	<b>2%</b>	<b>(1,798,731)</b>	<b>(1,673,087)</b>
ises	-	-	-	-	-	-	0%	-	-
Stock Purchases	5,559	1,810	3,749	19,563	23,144	(3,581)	-15%	32,196	2,233
Retro Discount Received	-	-	-	(1,090)	(1,090)	0		(1,090)	-
Stock Movements	(203)	-	(203)	(256)	-	(256)	0%	-	2,160
	5,357	1,810	3,546	18,217	22,054	(3,837)	-17%	31,106	4,394
<b>GP%</b>	<b>(182,266)</b>	<b>(168,145)</b>	<b>(14,121)</b>	<b>(1,008,821)</b>	<b>(984,401)</b>	<b>(24,420)</b>	<b>2%</b>	<b>(1,767,625)</b>	<b>(1,668,693)</b>
GP%	66	63	68	59	53	34		-	-
<b>Staff Related Costs</b>									
Permanent Staff Costs	86,259	93,268	(7,009)	587,973	638,993	(51,020)	-8%	1,105,316	1,022,599
Student and Temporary Staff	4,583	3,674	909	12,851	24,874	(12,023)	-48%	43,345	13,663
Employers NI	8,510	9,960	(1,450)	58,529	66,611	(8,082)	-12%	116,414	103,121
Employers Pensions	1,810	2,657	(847)	10,051	17,912	(7,861)	-44%	31,196	24,206
Holiday Pay Accrual	-	-	-	-	-	-	0%	-	(17,966)
Recruitment Expenses	815	1,333	(518)	5,713	3,333	2,380	71%	10,000	10,285
Additional Staff Costs	-	-	-	236	4,950	(4,714)	-95%	4,950	760
Volunteer Expenses	-	-	-	-	-	-	0%	-	-
Training - Staff	475	4,583	(4,108)	16,235	19,083	(2,848)	-15%	43,500	25,647
Training - Students	-	200	(200)	300	1,700	(1,400)	-82%	2,700	300
	102,452	115,676	(13,223)	691,888	777,457	(85,568)	-11%	1,357,421	1,182,616
<b>Grants to Clubs &amp; Societies</b>									
Club and Societies Expenditure	13,135	4,500	8,635	40,930	44,000	(3,070)	-7%	51,000	(3,461)
<b>Other Expenses</b>									
Consumables	(67)	51	(118)	1,221	796	425	53%	1,050	1,295
Marketing and Publicity	60	267	(207)	441	2,787	(2,346)	-84%	5,470	4,114
Activity Costs	2,666	3,373	(707)	18,856	32,059	(13,203)	-41%	46,206	19,658
Communications Development	-	-	-	-	-	-	0%	-	-
Research and Survey Costs	108	-	108	1,008	2,040	(1,033)	-51%	3,120	260
Venue Hire	416	2,500	(2,084)	416	2,500	(2,084)	-83%	8,230	250
Artist Fees	420	267	153	510	2,667	(2,157)	-81%	5,550	3,003
Conferences	2,020	500	1,520	5,369	3,500	1,869	53%	10,500	879
Website maintenance	-	-	-	-	-	-	0%	-	4,000
Affiliations and Subscriptions	2,408	2,852	(445)	27,410	21,493	5,917	28%	35,755	36,701
Made In Arts London Artist Fees	84	-	84	(693)	-	(693)	0%	-	(1,112)
Insurance	1,351	1,342	9	9,485	9,394	91	1%	16,565	15,810
Telephone	-	-	-	-	-	-	0%	-	204
Travel and Subsistence	(357)	1,420	(1,777)	2,656	6,780	(4,124)	-61%	9,750	272
Hospitality (Staff)	6,964	-	6,964	10,357	3,025	7,332	242%	12,245	8,847
Hospitality (External)	-	-	-	233	200	33	16%	1,400	316
Hospitality (Student)	-	250	(250)	-	1,075	(1,075)	-100%	1,775	106
Refreshment	-	-	-	-	270	(270)	-100%	420	-
Printing	-	-	-	-	-	-	0%	-	-
Postage and Carriage	-	125	(125)	282	775	(493)	-64%	1,325	1,668
Office Stationery	-	100	(100)	22	700	(678)	-97%	1,200	168
Commission Payable	-	-	-	-	-	-	0%	-	-
Accounting Fee	-	700	(700)	128	4,900	(4,772)	-97%	8,400	19,074
Fees & Penalties	-	-	-	-	-	-	0%	-	-
Audit Fee	850	833	17	5,950	5,833	117	2%	10,000	10,200
Consultancy and Professional Fee	5,509	6,149	(640)	58,289	41,464	16,825	41%	72,210	22,992
Stock Takes	-	-	-	-	750	(750)	-100%	1,350	700
Legal Costs	-	-	-	-	-	-	0%	-	-
Equipment Hire	-	-	-	-	-	-	0%	-	-
Machine Maintenance	-	-	-	-	-	-	0%	-	(1,200)
Minor Equipment / software purchases	359	500	(141)	4,826	5,500	(674)	-12%	8,000	7,486
Sound Technician	-	-	-	-	-	-	0%	-	-
Repair and Renewals	-	100	(100)	1,210	5,134	(3,924)	-76%	5,634	2,088
Cleaning	-	-	-	-	1,150	(1,150)	-100%	1,150	519
Licenses	1,292	1,574	(281)	7,781	12,104	(4,323)	-36%	20,462	2,297
Dissolutions	-	-	-	-	-	-	0%	1,120	-
Uniforms	-	200	(200)	53	920	(867)	-94%	-	-
Security	-	-	-	-	-	-	0%	-	-
Till Unders/Overs	5	-	5	6	-	6	0%	-	2
Bank Charges	363	288	75	3,373	2,019	1,354	67%	3,461	(37)
Irrecoverable VAT	-	-	-	1,453	2,592	(1,139)	-44%	5,183	1,972
Bad Debt Write Off	-	-	-	-	-	-	0%	-	(11,348)
Purchase Ledger Write Offs	-	-	-	-	-	-	0%	-	-
Sundries	-	-	-	-	-	-	0%	-	-
	24,449	23,391	1,057	160,641	172,426	(11,785)	-7%	297,531	151,186
<b>Depreciation</b>									
Depreciation	1,035	1,035	-	7,305	7,305	(0)	0%	12,479	8,765
ises	141,071	144,602	(3,531)	900,764	1,001,188	(100,424)	-10%	1,718,432	1,339,105
<b>Surplus/Deficit for the period</b>	<b>(41,195)</b>	<b>(23,543)</b>	<b>(17,652)</b>	<b>(108,057)</b>	<b>16,787</b>	<b>(124,843)</b>	<b>-744%</b>	<b>(49,193)</b>	<b>(329,588)</b>

## Policy Review Schedule

<b>Author name &amp; role</b>	<b>Yemi Gbajobi</b> , Chief Executive
<b>Paper for</b>	Trustee Board
<b>Date Written</b>	28 <sup>th</sup> March 2022
<b>Date of Meeting</b>	5 <sup>th</sup> April 2022
<b>Relevant Aims</b>	Legal compliance in a number of areas
<b>Relevant Risks</b>	Out of date policies can manifest risks across the organisation including employment, reputation, financial and governance
<b>Equality and Diversity</b>	No expected impact though some policies will relate to these areas
<b>Considered by</b>	Senior Management
<b>Summary</b>	The Trustee Board regularly receives an update of which policies are out of date or need review.
<b>Action for meeting</b>	To <b>note</b>

Policy	Date of Last Review	Review Period (yrs)	Date of Next Review	Owner	Approval Committee	Current Status
<b>Legal Compliance</b>						
Safeguarding Policy	8/8/2016	One Year	2/1/2020	CEO	Trustee Board	Reviewed completed, presented for approval at Trustee Board Meeting 4/5/2022
Data Protection Policy	2/1/2018	Two Years	2/1/2020	CEO	Trustee Board	Currently being reviewed, will be presented for approval at June 2022 Trustee Board Meeting
<b>Governance</b>						
Complaints Policy & Procedure	3/1/2018	Three Years	3/1/2021	DCEO	Trustee Board	Currently under review by DCEO and will be presented for approval at June 2022 Trustee Board
Disciplinary Policy & Procedure	3/1/2018	Three Years	3/1/2021	DCEO	Trustee Board	Currently under review by DCEO and will be presented for approval at June 2022 Trustee Board
Byelaws	10/1/2015	Five Years	6/30/2021	Student Council		
Election Rules and Regulations	1/1/2021	1/2 years	8/1/2021	Community Manager		
Associate Membership Policy	8/8/2016	Five Years	8/8/2021	Trustee Board		
Articles of Association	1/3/2021	Five Years	1/3/2026	Trustee Board		
Business Continuity Planning				CEO		

Policy	Date of Last Review	Review Period (yrs)	Date of Next Review	Owner	Approval Committee	Current Status
<b>Student Activities</b>						
Activities Bye Laws	10/1/2018	Five Years	10/1/2023	Student Council	Trustee Board	Currently under review by Activities manager + DCEO
RAG Guide	11/1/2019	Three Years	7/1/2022	Activities Manager		To be reviewed in summer 2024
Student Groups Code of Conduct	11/1/2018	Three Years	11/1/2021	Activities Manager		Currently under review
<b>Finance</b>						
Financial Procedures for Students	5/1/2020	Three Years	5/1/2021	Finance Manager		
Volunteer Expenses Policy	6/5/2018	Three Years	8/1/2021	DCEO		
Supplier Invoice Policy	3/23/2021	6 months	9/23/2021	Finance Manager		
Student Group Public Liability and Insurance Policy	10/15/2021	One Year	10/15/2022	Director of Finance		
Charity Fundraising Guidance	4/3/2021	Three Years	4/1/2024	Finance Manager		
Elite Athlete Finance Guide	4/13/2021	Two Years	4/13/2023	Sports Coordinator		
Sports Clubs Finance Guide	4/13/2021	Two Years	4/13/2023	Sports Coordinator		
Financial Procedures for Staff	9/11/2020	Three Years	9/11/2023	DCEO and Finance Manager		
<b>Comms and Marketing</b>						
Arts SU Media Pack	16/03/2022	One Year	16/03/2023	Comms Manager		
Advertising and Sponsorship Policy	16/03/2022	One Year	16/03/2023	Comms Manager		
Brand Guidelines	16/03/2022	Two Years	TBC	Comms Manager		
Representation Partnership Agreement	1/1/2016	Five years	7/31/2021	HPRA		
Media Sales Veto List	16/03/2022	One Year	n/a	Comms Manager		
Student Officer Role Descriptions	1/1/2021	One year	11/1/2021	Community Manager		

Policy	Date of Last Review	Review Period (yrs)	Date of Next Review	Owner	Approval Committee	Current Status
<b>Student Advice</b>						
Advice Case File Review Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 12/ P. 7 respectively
Advice Conflicts of Interest Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 14/ P. 9 respectively
Advice Restrictions to Service Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 4&6 / P. 4&9 respectively
Advice Service Confidentiality Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 17&29/ P. 7&8 respectively
Advice Supervision Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 12
Advice when working solo Policy	3/1/2021	One Year	1/1/2022	Advice Manager		Ask Yemi if known
Disclosures of Sexual Violence and Harassment Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 13-14
Disclosures of Crime and Victim Support Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 15
Advice Complaints/Insurance Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 16 / P. 11 respectively
Equal Opportunities Statement Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 5
Accessibility Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 6
Data Protection Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 17 / P. 12-14 respectively
Gifts/Donations Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 22
Risk Assessment and Safety Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 18
Signposting Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 28-29 / P. 16-17 respectively
Clear Desk Policy	3/1/2021	One Year	1/1/2022	Advice Manager		P. 31
Trustee Code of Conduct	2/12/2021	One Year	2/12/2022	Company Secretary	Trustee Board	
Ethical Partnerships Policy	2/22/2021	One Year	2/22/2022	DCEO	Trustee Board	
DBS Guidance	4/1/2020	Two years	4/1/2022	HR Manager		Doesn't exist. To be discussed with SLT
Sports Booking, Paying and Pricing Policy (Covid-19)	5/1/2021	One Year	5/1/2022	Activities Manager		Currently being developed by Sports Coordinator. To be developed

						over summer 2022
Public Liability and Insurance Policy	8/1/2021	One Year	8/1/2022	CEO		
Sponsorship Guide	8/14/2020	Two Years	8/14/2022	Activities Manager		
External Speakers Policy & Procedure	11/1/2019	Three Years	11/1/2022	DCEO		
Room Booking Procedure	11/1/2019	Three Years	11/1/2022	DCEO		
Initiations and Social Events Policy	11/1/2017	Three Years	11/1/2022	Activities Manager		
Student Group Trips And Excursions	11/1/2019	Three Years	11/1/2022	Activities Manager		
Sports and Societies Constitutions	11/1/2019	Three Years	11/1/2022	Activities Manager		
Risk Management Policy	2/4/2020	Three Years	2/4/2023	CEO		
Equality, Diversity and Inclusion Policy	3/1/2020	Three Years	3/1/2023	Activities Manager		



Policy	Date of Last Review	Review Period (yrs)	Date of Next Review	Owner	Approval Committee	Current Status
<b>HR</b>						
Pay Scales and Grading	4/1/2020	Three year	4/1/2021	HR Manager	Trustee Board	Employment law changes come in yearly in April. Regina must update on return. June 2022
Learning and Development Policy	4/1/2020	One year	4/1/2021	HR Manager		To be reviewed before summer. Employment law changes come in yearly in April. Regina must update on return. June 2022
Payment of Salaries	4/1/2020	One year	4/1/2024	HR Manager		Employment law changes come in yearly in April
Deductions from Pay	4/1/2020	One year	4/1/2024	HR Manager		Employment law changes come in yearly in April
Overpayments	4/1/2020	One year	4/1/2024	HR Manager		Employment law changes come in yearly in April
Pension	4/1/2020	One year	4/1/2024	HR Manager		Employment law changes come in yearly in April
Expenses	4/1/2020	One year	4/1/2024	HR Manager		Employment law changes come in yearly in April
Staff Policy for Travel to and from Work	4/1/2020	One year	4/1/2024	HR Manager		Employment law changes come in yearly in April
Flexible Working	4/1/2020	One year	4/1/2024	HR Manager		To be reviewed before summer. Employment law changes come in yearly in April
Holiday Entitlement	4/1/2020	Two years	4/1/2024	HR Manager		
Careers Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Compassionate Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Unpaid Sabbatical Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Leave for Jury Service	4/1/2020	Two years	4/1/2024	HR Manager		
Leave for Public Service	4/1/2020	Two years	4/1/2024	HR Manager		

Medical/Dental Appointments	4/1/2020	Two years	4/1/2024	HR Manager		
Hospital Appointments	4/1/2020	Two years	4/1/2024	HR Manager		
Study Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Religious Festival Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Volunteering Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Maternity Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Assisted Conception Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Adoption Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Partner's Leave for New Parents	4/1/2020	Two years	4/1/2024	HR Manager		
Shared Parental Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Parental Leave	4/1/2020	Two years	4/1/2024	HR Manager		
First Day at School Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Sickness Absence	4/1/2020	Two years	4/1/2024	HR Manager		
Sickness During Annual Leave	4/1/2020	Two years	4/1/2024	HR Manager		
Management of Sickness Absence	4/1/2020	Two years	4/1/2024	HR Manager		
Probation	4/1/2020	Two years	4/1/2024	HR Manager		
One to Ones and Annual Performance Review Meetings	4/1/2020	Two years	4/1/2024	HR Manager		
Performance Support Informal Conversations	4/1/2020	Two years	4/1/2024	HR Manager		
Appeals Against Performance Support Warnings	4/1/2020	Two years	4/1/2024	HR Manager		
Appeals Against Capability Dismissal Decisions	4/1/2020	Two years	4/1/2024	HR Manager		
Ill Health and Capability	4/1/2020	Two years	4/1/2024	HR Manager		
Performance Meetings	4/1/2020	Two years	4/1/2024	HR Manager		
Hours of Work	4/1/2020	Two years	4/1/2024	HR Manager		
Lunch Breaks	4/1/2020	Two years	4/1/2024	HR Manager		

Home Working	4/1/2020	Two years	4/1/2024	HR Manager		
Temporary or Fixed Term Contracts	4/1/2020	Two years	4/1/2024	HR Manager		
Working Time Regulations	4/1/2020	Two years	4/1/2024	HR Manager		
Other Employment	4/1/2020	Two years	4/1/2024	HR Manager		
Termination of Employment	4/1/2020	Two years	4/1/2024	HR Manager		
Retirement Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Redundancy	4/1/2020	Two years	4/1/2024	HR Manager		
Reasonable Adjustments	4/1/2020	Two years	4/1/2024	HR Manager		
Dignity at Work Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Whistleblowing	4/1/2020	Two years	4/1/2024	HR Manager		
Grievance Procedure	4/1/2020	Two years	4/1/2024	HR Manager		
Disciplinary Procedure	4/1/2020	Two years	4/1/2024	HR Manager		
Smoking Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Alcohol and Substance Abuse Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Consumption of Alcohol at Work	4/1/2020	Two years	4/1/2024	HR Manager		
Off Duty Staff Behaviour	4/1/2020	Two years	4/1/2024	HR Manager		
General Data Protection Regulation Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Use of the Internet and Email	4/1/2020	Two years	4/1/2024	HR Manager		
Policy for Data on Removable Media and Laptops	4/1/2020	Two years	4/1/2024	HR Manager		
Social Media Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Staff Uniform and Dress Code	4/1/2020	Two years	4/1/2024	HR Manager		
Personal Belongings	4/1/2020	Two years	4/1/2024	HR Manager		
Insurance	4/1/2020	Two years	4/1/2024	HR Manager		
Financial Regulations	4/1/2020	Two years	4/1/2024	HR Manager		

Anti-bribery Policy	4/1/2020	Two years	4/1/2024	HR Manager		
Confidentiality	4/1/2020	Two years	4/1/2024	HR Manager		
Dealing with the Media	4/1/2020	Two years	4/1/2024	HR Manager		
Health and Safety	4/1/2020	Two years	4/1/2024	HR Manager		
Refund Policy				CEO		
Responsible Retailing (Alcohol) Policy				CEO		
Smoke free Policy				CEO		
Under 18's Policy				CEO		
External Events Contract				DCEO		
External Events Policy				DCEO		
Grant Making Policy (including Sports Grant Policy)	4/23/2021			DCEO		
Raffle Guidance				DCEO		
Safe Space Policy				DCEO		
Volunteer Policy				DCEO		
Volunteer Procedure				DCEO		
International Volunteering Guidelines				Activities Manager		Non-existent?
Sports Grounds Rules and Regulations				Activities Manager		Non-existent?
Student Group Emergency Procedure				Activities Manager		Non-existent?
Student Group Safety and Insurance Guidance				Activities Manager		Non-existent?
Student Groups Contracts Guidance				Activities Manager		Non-existent?
Student Representation Regulations	3/17/2016			Community Manager		

## Safeguarding Policy (Children and Vulnerable Adults)

<b>Author name &amp; role</b>	<b>Yemi Gbajobi, Chief Executive</b>
<b>Paper for</b>	Trustee Board
<b>Date Written</b>	28 <sup>th</sup> March 2022
<b>Date of Meeting</b>	5 <sup>th</sup> April 2022
<b>Relevant Aims</b>	To aid
<b>Relevant Risks</b>	All people related risk, but specifically staff morale and mental health/wellbeing
<b>Equality and Diversity</b>	It is anticipated that this paper will have positive impact on equality and diversity in the organisation as it develops the Union support for protected characteristics including age and disability
<b>Considered by</b>	N/A
<b>Summary</b>	<p>Arts Students' Union has a statutory, ethical and moral duty to ensure that the Union's functions with a view to safeguarding and promoting the welfare of children and vulnerable adults who are working at Arts SU or taking part in our activities. Safeguarding is everyone's responsibility.</p> <p>The purpose of this policy is to provide clarity on the role of the Union and its employees in ensuring children, young people and vulnerable adults are kept safe while engaged in our activities and our care.</p> <p>This paper proposes a redrafted Safeguarding Policy including updating the key responsibilities and clearer definitions and key terms based on best practice</p>
<b>Action for meeting</b>	To approve

# Safeguarding Policy and Procedures

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**Version number:**

**Creation date:**

**Created by:**

**Date of last review:**

**Reviewed by:**

**Date of next review:**

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# 1. Introduction

- 1.1 Students using SU services should feel safe and be able to trust us. All workers including volunteers must be aware of their responsibilities to safeguard children and vulnerable adults using our services, and to report on causes for concern about children or vulnerable adults if we are aware of wider concerns.
- 1.2 Although we do not provide regulated services, we often work with adults who may be vulnerable. It is limited, we could work with young students aged 16-18, who are legally classed as children (in this policy, we have referred to children aged 16-18 as 'young people'). It is also possible that we may become aware of risks to others as a result of information passed to us by students, staff and trustees.
- 1.3 The SU is committed to ensure that
  - (1) our clients and third parties are protected from potential harm whilst using our services, and
  - (2) To take steps to ensure that if we aware of vulnerable adults or children who are at risk, that we pass on information to enable statutory services to fulfil their safeguarding responsibilities.
- 1.4 This policy outlines our policy and procedures to identify and respond to concerns regarding safeguarding. It urges all staff, volunteers and trustees ('staff' for short) to be alert and vigilant about such concerns, and provides guidance on how to respond to these concerns.
- 1.5 The SU recognises that all children, young people and adults at risk must be safeguarded and protected from harm; and that they have a right to be listened to and heard. Their views, however communicated, should always be respected and taken seriously.
- 1.6 The SU will take all allegations of abuse against a child or vulnerable adult seriously. Adherence to this policy protects children and vulnerable adults, and also SU staff and the reputation of the service.



- 1.7 In putting this policy into practice, the SU shall have regard to guidance, policies and procedures detailed in **Appendix 2 (Further Information)**, and comply with Camden Safeguarding Children Partnership, Camden Safeguarding Adults Board or any other Local Council statutory requirements.
- 1.8 Sections (3) to (5) detailing Safeguarding Children and Young People, Adults at Risk and Extremism, list
  - (a) Actions and responsibilities actions to take (highlighted in text boxes for all staff)
  - (b) Important definitions, for example 'abuse'
  - (c) Key considerations for the Students' Union to take into account.
- 1.9 If in doubt, if there is any reason to be concerned about a child, young person, or adult at risk, this policy requires staff to report on those concerns, to enable the Designated Safeguarding Officer (DSO) to act.

## 2. General Principles

- 2.1 Students capable of making informed decisions should be allowed to make their own decisions about their lives, which may involve a degree of risk. However, this does not absolve the SU from its responsibility to safeguard young people and adults at risk.
- 2.2 Where the person in question does not have the mental capacity to make an informed choice, the SU will need to consider what is in the best interests of the person at risk, informed where appropriate by discussion with relatives, carers or others in regular contact with the person. Any action to be taken by the SU will respect the right of service users to privacy, and will involve the least number of people necessary to safeguard the person at risk, with the minimum interference necessary. Action will be proportionate to the assessed level of risk. These decisions will be made by the Designated Safeguarding Officer, in consultation with local Safeguarding Services (see **Reporting Concerns, section 6**).
- 2.3 Judgments relating to protecting children and vulnerable adults will err in favour of taking action to protect people from possible risks, and to protect the

reputation of the SU from perceptions that may deter someone in need from using our service.

- 2.4 All staff and volunteers, including trustees, will adhere to the policy and guidelines. Failure to do so will have consequences for the reputation and service delivery of the SU, and may lead to disciplinary action.

### **3. Safeguarding Children And Young People**

- 3.1 Action to take if staff have a reason to be concerned about a child or young person:
- 3.2 All staff and volunteers are responsible for ensuring that children and young people using our services are safeguarded, and that causes for concern about children and young people are passed on to the Designated Safeguarding Officer (DSO) or deputy.
- 3.3 Staff will follow the procedure for Reporting Concerns (section 6) to enable the DSO or deputy to act, and to involve relevant Safeguarding services when appropriate, in general:
- a) The Police (999) If a child or young person is in immediate danger.
  - b) University Safeguarding officers, if the student is at risk or another student under 18 is at risk;
  - c) The relevant Children's Services in the Local Authority area where the child lives.

If there is doubt about whether or not to share information, or to breach confidentiality, the DSO or deputies will contact the NSPCC helpline on 0808 800 5000, for experts to advise on the most appropriate course of action.

- 3.4 Staff will follow the procedure for Reporting Concerns (section 6) to enable the DSO or deputy to act, and to involve relevant Safeguarding services when appropriate, in general:
- 3.5 **Safeguarding**

For the purposes of this policy we have adopted the following definitions used in 'Working Together' which defines safeguarding and promoting children and young people's welfare as:

- Protection from maltreatment
- Preventing impairment of children's health or development
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- Take action to enable all children to have the best outcomes.

- 3.6 A Child in law is anyone who is under the age of 18. In this policy, young people refers specifically to children aged 16 to 18.
- 3.7 Child Abuse is defined in the London Child Protection Procedures. Professionals must refer to these Procedures. Someone may abuse or neglect a child by inflicting harm or by failing to act to prevent harm. Children may be abused in a family or institutional or community setting; by those known to them, or, more rarely, by strangers. They may be abused by an adult or adults, or another child or children.
- 3.8 Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of that child's health or development. Neglect may include (but is not limited to)
- substance abuse during pregnancy;
  - failure to provide adequate food and clothing or shelter;
  - failing to protect from physical or emotional harm or danger;
  - failure to ensure adequate supervision or to ensure adequate access to medical care or treatment.
  - It may also include neglect of, or unresponsiveness to a child's basic emotional needs.
- 3.9 Emotional abuse is the persistent emotional ill treatment such as to cause severe and persistent adverse effects on the child's emotional development. It may convey to a child that s/he is worthless, unloved, inadequate or valued only insofar as the child meets the needs of another person. It may feature age or developmentally inappropriate expectations of children. It may involve witnessing or hearing the ill-treatment of another. It may involve more serious bullying causing children frequently to feel frightened or in danger. Some level of emotional abuse is involved in all types of ill treatment of children, though it may occur alone.
- 3.10 Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm. Physical harm may also be caused when a parent or carer fabricates symptoms of, or deliberately induces illness in a child. Female genital mutilation is a form of physical abuse.

3.11 Sexual abuse involves forcing or enticing a minor to take part in sexual activities, whether or not the minor is aware of what is happening. This may involve physical contact whether penetrative or non-penetrative. Sexual abuse may also include non-contact activities such as involving minors in looking at or producing pornographic material, watching sexual activities, or encouraging children to behave in sexually inappropriate ways.

3.12 **Issues for Arts Students' Union:**

3.13 Information given to SU staff may indicate a young student, a family member or another child or children are at risk of abuse, neglect or other harm, or have been harmed in the past.

3.14 A small number of students may be under 18 when they arrive at University and engage with SU services. More commonly, we will engage with students at all levels who have parental responsibility, are pregnant or who are themselves engaging with children within their families, neighbourhoods, or possibly through voluntary work connected with the University or the Students' Union. In some cases, Social Services may have ongoing legal responsibilities for students beyond the age of 18. For other students, childhood experiences of abuse or neglect may have an ongoing impact in their lives into adulthood.

If in doubt, staff should consult the DSO for guidance in supporting young students, or to support students who have disclosed past abuse or neglect.

3.15 We will respond to specific concerns about children and young people at risk of significant harm, and will refer concerns to Children's Services or Police to ensure that children and young people are kept safe. Such concerns may include:

- Sexual abuse
- Physical abuse
- Emotional abuse
- Neglect

We recognise that children and young people may face other risks and challenges such as:

- Exposure to domestic violence at home, even if they are not the direct victim

- Child trafficking
- Sexual exploitation
- Female Genital Mutilation
- Forced Marriage
- Chastisement
- Radicalisation
- Gang culture
- Private fostering

All workers must be alert to these risks and challenges and treat them seriously by ensuring that concerns are reported to line managers and on the DSO in order to both to protect the person we know about, and to safeguard others who may be at risk.

3.16 Children and young people may be vulnerable due to one or more of the above risks. They may also have existing needs. Staff must be alert to the potential need for help and support. For example, if they:

- Are disabled and have specific additional needs
- Have special educational needs
- Are young carers, looking after an adult or sibling
- Are showing signs of engaging in antisocial or criminal behaviour
- Live in challenging family situations, for example parental substance misuse, parental mental health problems or domestic violence
- Have returned home to their family from care, or are living on their own following time in care.
- Are showing early signs of abuse or neglect
- Are being privately fostered

These issues may also be relevant in considering whether students who have recently left home or care may be vulnerable as adults.

3.17 Concerns shall be passed on promptly, as per section 6 (Reporting Concerns). Lead responsibility for safeguarding children and young people lies with the DSO.

3.18 The SU does not assume that it is appropriate to inform family members or others without the young person's consent if the young person is competent

to make informed decisions. However, data protection exceptions and the SU policy for the Advice Service on breaching confidentiality allow information to be shared when it is necessary to prevent harm.

- 3.19 We will endeavour to support young people, and adults who have experienced abuse or neglect as young people, to disclose information voluntarily, without taking that decision away from them, unless there is no practical alternative to protect them or others at risk.
- 3.20 The Advice Service procedure on Working with Vulnerable Clients, its general Client Care procedure and Code of Conduct for Advice Staff detail how advisers will work generally with young people. We will welcome and encourage the involvement of key workers, with the young person's consent, at client interviews.
- 3.21 Intimate relationships between SU staff and young people are forbidden. Sexual relationships between SU staff and young people will be considered gross misconduct, and could lead to civil and criminal proceedings. Grooming of young people, and other age-inappropriate conduct (whether face-to-face or via information and communications technology) will be treated similarly.
- 3.22 Allegations against staff in relation to child protection, either while carrying out their work or in relation to their private lives, must be dealt with in accordance with the current London Child Protection Procedures, full details of which are available at [www.londonscb.gov.uk](http://www.londonscb.gov.uk). Where a criminal offence is alleged to have taken place, the police must be informed.

#### **4. Safeguarding Adults at Risk:**

- 4.1 Action to take when staff have concerns about an adult at risk:
- 4.2 All staff, volunteers and trustees ('staff') have the responsibility to report on concerns about any allegations or suspicions of abuse or potential abuse of an adult at risk to the Designated Safeguarding Officer (DSO) or deputies.
- 4.3 Staff will follow the procedure for Reporting Concerns (section 5) to enable the DSO or deputy to act, and to involve relevant Safeguarding services when appropriate, in general:
  - a) The Police (999) If adult is in immediate danger.

- b) University Safeguarding officers, if the adult at risk is a student;
- c) The relevant Adult Care Services in the Local Authority area where the adult at risk lives.
  - a. If there is doubt about whether or not to share information, or to breach confidentiality, the DSO or deputies will contact the NSPCC helpline on 0808 800 5000, for experts to advise on the most appropriate course of action.

#### 4.4 **Key Definitions:**

4.5 A '**vulnerable adult**' or an '**adult at risk**' is a person aged 18 or over who:

- Is in need of care and support; and
- Is experiencing, or is at risk of, abuse or neglect; and
- As a result of their need for care and support, is unable to protect themselves from experiencing or risking abuse or neglect.

In this policy, we have referred to vulnerable adults as 'adults at risk'.

Someone may need care and support, for example, due to:

- physical ill-health, disability or cognitive impairment;
- Learning disability;
- Mental ill-health, including dementia or a personality disorder;
- long-term illness / condition
- Alcohol / substance misuse
- Responding to traumatic or difficult life events
- Or for other reasons, the person may be unable to demonstrate their capacity to make a decision when at risk.

4.6 **Safeguarding** is defined as 'protecting an adult's right to live in safety, free from abuse and neglect'. The range of abuse experienced by children – emotional, physical and sexual – and neglect applies also to adults, though the context may differ.



4.7 **Abuse** is defined in 'No Secrets' as '*...the violation of an individual's human and civil rights by any other person or persons.*'

Abuse is any action that harms another person, and includes:

- Physical abuse
- Domestic violence
- Sexual abuse
- Psychological abuse
- Financial or material abuse
- Modern slavery, including human trafficking, forced labour and domestic servitude
- Discriminatory abuse
- Organisational abuse, including neglect and poor practice
- Neglect and acts of omission
- Self neglect

Abuse may occur in any relationship and may result in significant harm to, or the exploitation of, the person subjected to it.

- It may be a single incident or repeated. It is more likely to be part of a systematic pattern.
- It may be emotional, physical, sexual or psychological.
- It may occur when an adult is persuaded to enter into a financial transaction or sexual act to which they have not, or cannot, consent.
- It may be an abuse of power and may constitute a criminal act.
- It may occur because of a failure to act or to undertake appropriate care tasks.
- It can take place in a variety of settings, including the family home or the person's own home.
- It can take place in both personal and professional relationships.
- It may be carried out by other services users, or people who deliberately form a relationship in order to cause harm.

4.8 **Issues for Arts Students' Union:**

4.9 As with children, the interests and safety of an adult at risk are paramount. All adults have the right to live their life free from violence, fear and abuse, and have the right to be protected from harm and exploitation. Any action taken will respect the right of the vulnerable adult to privacy and will involve

the least number of people necessary to secure the vulnerable adult's protection.

- 4.10 We are likely to come across adults at risk as service users, although we are not providing regulated services. We could work with students who come to University with pre-existing vulnerabilities, as well as students whose vulnerability emerges during their time here, not least because many students aged 18-24 will be living independently for the first time in their life and away from their family and other support networks. We may also work with students at a point of crisis due to life events, such as illness, relationship or family breakdown, homelessness or poverty, which may make an otherwise-capable student vulnerable to harm, neglect or abuse.
- 4.11 Our own staff and volunteers may be adults at risk. As with safeguarding children and young people, students may be in contact with others who are at risk. Passing on this information to statutory authorities may be crucial to ensuring their welfare is protected.

- 4.12 We are most likely to engage with adults at risk through the Advice Service.

Advice Service clients are made aware of the possibility that the Advice Service may need to break confidentiality through its Service Standards, published on our website. The decision to pass on information, whether or not there is strictly a breach of confidentiality, is a management decision and not to be made individually.

- 4.13 We recognise that vulnerability, and capacity, may fluctuate. Adults at risk, capable of making informed decisions, having been made aware of the options and consequences of the available options, should be allowed to make their own decisions about their lives. These choices may involve a degree of risk, however this choice does not absolve the SU from its responsibility as an organisation.

- 4.14 Staff must act in accordance with the wishes of the adult at risk wherever possible. Circumstances where these wishes may need to be overridden would include where:

- A serious crime is alleged to have been committed
- There is an active police investigation
- There is significant risk of suicide or self-harm putting an adult at risk of significant harm

- There is significant risk of harm to a third party
- The alleged perpetrator is a member of staff or volunteer
- The adult at risk lacks capacity to consent to an investigation (most commonly, temporary incapacity due to intoxication or a mental health crisis).

4.15 In situations when an adult is at risk and unable to make informed decisions (often temporarily rather than permanently), or when an adult at risk, but with capacity, is failing to take steps to safeguard themselves and is at risk, the SU shall take action necessary to safeguard an adult at risk, including breaking confidentiality if there is no other reasonably-practicable way to safeguard them.

4.16 Judgments on whether or not an adult at risk has capacity to make informed decisions, and the proportionality of any response to safeguard adults at risk, will be made by the DSO or deputies in accordance with the Mental Capacity Act 2005, but recognising that in emergencies with limited opportunity to make a full assessment, we will err on the side of taking action to protect an adult from risk from harm until a more informed assessment is made. If in doubt, we will contact the relevant Local Council for guidance.

4.17 The Code of Conduct for the Advice Service expressly forbids relationships between advice staff and clients: such relationships will be considered gross misconduct.

Relationships between permanent staff and students generally are strongly discouraged. Relationships between any staff and students may lead to disciplinary proceedings if there are concerns that vulnerable students are at risk or have suffered harm, or if the reputation of the SU is jeopardised because of a relationship with a vulnerable student.

4.18 Allegations against staff and trustees will be dealt with under the Reporting procedure (section 6). Internal disciplinary procedures should be managed separately to any adult abuse investigation carried out by statutory services. Where a criminal offence has been alleged to have taken place by staff or trustees, the police must be informed.

## **5. Safeguarding from Extremism**

### **5.1 Actions and Responsibilities:**

- 5.2 Trustees must report to the Charity Commission under its 'Reporting Serious Risks' regime if the SU or any individual staff, trustees or volunteers have any known or alleged link to proscribed organisations or to terrorist or other unlawful activity as soon as the SU becomes aware of it.
- 5.3 The SU, as well as its members and member Clubs and Societies, are bound by our Equal Opportunities Policy and our No Platform Policy, which particularly challenges discriminatory or fascist views or actions. Espousing support for terrorism or extremism is likely to be in breach of these Policies, and may lead to disciplinary proceedings.
- 5.4 Concerns about external speakers attending SU or student group events shall be reported to the Community Development Manager, who is responsible for ensuring that the SU complies with its internal procedures and the University Code of Conduct.
- 5.5 Concerns about individuals, activities or groups at risk of abuse from extremist individuals or groups shall be reported to the Community Development Manager, who will inform the SU Designated Safeguarding Officer and the University. Allegations and action taken will be reported to the Chief Executive, to report to Trustees.
- 5.6 Further information and support is available from:
- Metropolitan Police Anti-Terror Helpline (0800 789 321)
- 5.7 **Definitions:**
- 5.8 **Extremism** has been defined by the UK Government as “the vocal or active opposition to our fundamental values, including democracy, the rule of law, individual liberty and the mutual respect and tolerance of different faiths and beliefs. We also regard calls for the death of members of our armed forces as extremist.”
- 5.9 A **proscribed organisation** is an organisation which the Home Secretary believes to be concerned in terrorism, as defined by the Terrorism Act 2000. It is a criminal offence for a person to be a member of, or invite support for, or arrange a meeting for, a proscribed organisation. The Home Office maintains a list of groups defined as terrorist and other banned organisations on its website. The current list is available [here](#).

- 5.10 **Designated persons or entities** are individuals or groups facing financial restrictions in the UK. HM Treasury maintains the Consolidated List of designated bodies on its website. The current list is available [here](#).
- 5.11 Radicalisation refers to the process by which a person comes to support terrorism and forms of extremism leading to terrorism.
- 5.12 **Issues for Arts Students' Union:**
- 5.13 As an independent charity, and not a Higher Education Institution, the SU does not carry the wider legal responsibilities that the University of Arts London (UAL) does, however as we are based on University premises, we adhere to UAL and relevant Colleges codes of practice for booking and conducting of events held on University Premises. We also owe a duty of care to our members and legal responsibilities to the Charity Commission as a registered charity to mitigate against risk.
- 5.14 Universities are expected to be places of learning and debate that foster open discussion of ideas. Younger students in particular may be questioning narratives that they have grown up with, and may be attracted to apparently radical options. We will not take action that appears to criminalise students or others for expressing opinions, but we also recognise that a high percentage of our student population is aged under 25, often away from home or support networks for the first time in their lives, and that they may be more vulnerable to manipulation or abuse in any form, including from extremists and extremist organisations.
- 5.15 In general, our approach with a student at risk of radicalisation is to treat them as an adult at risk, but we will also bear in mind risks posed to other students in considering appropriate responses. We will consider involving the Student Services as well as tutors and staff at the University responsible for safeguarding, alongside any action we may need to take to safeguard the student at risk and the wider community.
- 5.16 We have established procedures for Clubs and Societies to manage events involving external speakers, which ensure that the SU takes appropriate steps to mitigate against risk. The procedure and guidance are published online. Non-compliance with this procedure, as with the Equal Opportunities Policy,

will lead to disciplinary action against Clubs and Societies and be reported to the University.

- 5.17 'Designated persons' cannot be appointed as SU trustees. If a trustee is subsequently designated, they must resign as a trustee, or they will be in breach of charity law.
- 5.18 Staff and trustees must not engage in conduct or activities which would lead a reasonable member of the public to conclude that the SU is associated with a proscribed organisation or with terrorism or extremism generally.
- 5.19 The SU will dissociate itself from activities in which an SU representative has given or has appeared to give support to terrorist or extremist activity, and if appropriate, report to relevant authorities.
- 5.20 SU staff, trustees and members who give or appear to give support to terrorism or extremist activity may be subject to disciplinary procedures, which will be reported to the Trustees.

## **6. Reporting Concerns**

### **6.1 Concerns about individuals:**

- 6.1.1 Staff or volunteers concerned that a student or staff member, a visitor or a third party is at risk of harm, must raise their concerns with their immediate line manager or event organiser at the earliest opportunity. In an emergency, this will be verbal but should be backed up in writing. Generally, an email will be sufficient. Suggested content for reporting causes for concern is repeated in **Appendix 3**.
- 6.1.2 Staff are advised not to delay reporting concerns, but simply to pass on what information is volunteered or known to their line manager without deeper investigation. The line manager (or delegated staff member) will report the concerns on to the Designated Safeguarding Officer (DSO) or deputy, to agree further action to safeguard the person at risk.
- 6.1.3 Staff may have identified that a person is at risk because of their behaviour. In some cases, vulnerable students may be themselves subject to disciplinary or other actions as a result of their behaviour. However the SU has identified that a student may be vulnerable, the SU will inform the DSO and consult the

DSO on action that may be taken (or may already have been taken) against a young student or an adult at risk. This should not be taken as meaning that the SU will not take disciplinary action or other action when appropriate simply because a staff member or service user is considered to be vulnerable.

- 6.1.4 Following an initial discussion, the DSO will email the reporting line manager to confirm in writing action to be taken, noting further action agreed, responsibilities and deadlines. Responses may include:
- a) Deciding that there's no cause for concern (noting reasons)
  - b) Monitoring but no other action yet
  - c) Agreeing further action within the SU
  - d) Referring the student to University or external services with their consent.
  - e) Informing safeguarding services or other relevant external services if there is a risk of significant harm to a student or third party, without consent if there is no other practical way to ensure the safety of students or third parties. Any decision on breaking confidentiality would be agreed first with the DSO or deputies, and reported to the Chief Executive.
- 6.1.5 Actions will depend on the likelihood of the risk happening, and the likely severity of harm that may be suffered. This will need to be decided on an individual basis by the DSO, in consultation with the reporting line manager and external safeguarding expertise if appropriate. The greater the risk and the greater the severity of harm if the risk occurs, the more likely the DSO will decide to pass on information, with or without consent.
- 6.1.6 The DSO will report causes for concern and responses to the Chief Executive, without personally-identifying the person at risk, noting the case number to enable follow-up and scrutiny of decisions, but without passing on personal information unless it is necessary to safeguard individuals.
- 6.1.7 Concerns or risks that are part of the Advice Service's standard work shall not be reported further without the person at risk's consent if the person at risk is a student and co-operating with the Advice Service to mitigate against the risk. Others will be referred with their consent to relevant services, or if it is not possible to obtain consent or the person at risk is unable to consent, the DSO will inform relevant safeguarding authorities. If we need to report on to

safeguarding authorities, and/or to breach confidentiality, the DSO will report this to the Chief Executive to report on to the Trustees.

- 6.1.8 In an emergency, if the DSO or deputy is not available (especially outside of normal office hours) and there are concerns that an adult or child is at immediate risk, the line manager will contact emergency services (999) to prevent harm, and report as soon as possible after the event to the DSO to enable necessary follow-on support.
- 6.1.9 In the event of students or others ('student' for short) experiencing emotional distress or suicidal thoughts after normal working hours (particularly within SU run bars and premises) staff will ask if the person in distress is willing to speak to the Samaritans, and offer the use of office space and an SU phone line to make the call if available. Staff will follow SU procedures, and would be expected to remain with the student until either the distress becomes manageable or emergency services can respond. Any such incident will be reported on to the DSO to consider further action and follow-up: emotional distress is likely to be linked to other issues.
- 6.1.10 The DSO will generally be responsible for necessary follow-up and ensuring that other relevant services (within the SU, the University and externally are informed).
- 6.1.11 Allegations against members of staff, volunteers or trustees, including suspicions of abuse, neglect or harm, or participation / support for terrorism or extremism, will be raised with the Chief Executive. Allegations against the Chief Executive will be raised with the Chair of the Board of Trustees. The SU will report on formal investigations to the University.
- 6.2 **Issues concerning events including external speakers:**
- 6.2.1 Questions or concerns about SU events, or events run by members or Clubs and Societies, should be raised with the Student Activities Manager, who will consider appropriate responses, and inform the DSO or deputy and University staff (see section 5).
- 6.3 **Annual review:**



- 6.3.1 The DSO will prepare an annual report reviewing practice in dealing with causes for concern, and implications for changes in the procedure or for training needs, in consultation with the Community Development Manager and the Chief Executive. The report will be forwarded to the Trustee Board and other relevant groups.

## 7. Sharing Information

- 7.1 Although the Data Protection Act does generally limit the uses of personal data to that which has been agreed with the data subject, it is permissible to share information when necessary to safeguard a person at risk.
- 7.2 Any information sharing should ideally be with the data subject's consent. It may only be passed on without consent if (1) our Policies allow it, and (2) it is legally-permissible.
- 7.3 Information passed on should be accurate to the best of our knowledge, passed on promptly, and only to those who need to know it to safeguard the person at risk's best interests.
- 7.4 The Safeguarding Statement found and online and make it clear that the Advice Service may pass on information if:
- a) we are obliged to share information subject to a Warrant
  - b) it is necessary to comply with our legal duties under Prevention of Terrorism legislation
  - c) we are concerned that there is a significant risk to your safety, or to the safety of other staff, students or other people unless we break confidentiality
  - d) you are incapable of giving consent to share information (for example, due to intoxication or to mental ill-health) and it is necessary to break confidentiality to protect your welfare.'
- 7.5 Information received that indicates a student is vulnerable and at risk, or poses a risk to others, shall be passed on to the DSO by relevant teams. This includes students subject to any disciplinary proceedings from the University generally, from Accommodation, or from the SU. The DSO will agree with the line manager forwarding the information who else needs to be informed within the SU, the University or external organisations, to ensure that involved

in assisting the student at risk have the full picture and can consider their own responsibilities.

- 7.6 If it is agreed that a student is both vulnerable and at significant risk if information is not shared, the SU will err on the side of sharing information. If there is disagreement on sharing information, the issue shall be reported following the DSO to either of the deputy DSOs, and then if there is still disagreement to the Chief Executive.

## **8. Key Responsibilities for Staff, Trustees and Volunteers**

- 8.1 All staff, trustees and volunteers are responsible for passing on information when they have a cause for concern about an adult at risk or a child in order to safeguard that person.
- 8.2 Line Managers are responsible for ensuring that staff know how to identify causes for concern and are confident to report those concerns on. Line Managers will liaise with the DSO or deputies to respond to causes for concern. Line managers are also responsible for considering the potential for abuse, neglect or harm by staff and volunteers they are responsible for and agreeing appropriate DBS requirements.
- 8.3 Staff and volunteers engaged in unsupervised 1-2-1 contact with people who may be children or vulnerable adults will be expected to have a DBS check, as appropriate for their role, at the start of their paid or voluntary commitments, to declare subsequent convictions or cautions, and to repeat the DBS check every 3 years, when their role or responsibility within the SU changes, or as subject to ongoing licensing requirements.
- 8.4 Trustees are particularly responsible for ensuring that the SU Safeguarding Policy complies with Charity Commission requirements, including reporting of safeguarding issues, and that the policy and practice is effective, taking into account reports from staff. The Chair is responsible for investigating allegations against the Chief Executive.
- 8.5 The Chief Executive is responsible for ensuring that the Safeguarding Policy is implemented, and has responsibility for dealing with allegations against SU staff.
- 8.6 The Head of Policy, Representation and Advocacy is the main point of contact within the SU both to respond to causes for concern and to support information and training given to staff and volunteers, and is the Designated Safeguarding Officer. In the absence of the DSO, the Deputy Chief Executive, Advice Service Manager, or Community Development Manager shall deputise in this order. The DSO will make the initial decision on breaking confidentiality, or sharing information with other services to safeguard a child or vulnerable adult. If in doubt, this may ultimately be a decision for the Chief Executive. Decisions on breaking confidentiality and on responding to causes for concern shall be reported to the Chief Executive.

- 8.7 The Community Development Manager, alongside the Deputy Chief Executive and Chief Executive are responsible for ensuring that events involving speakers are planned in accordance with the events booking procedure, which ensures the SU and member Clubs and Societies mitigate against the risk of appearing to support terrorism or extremism.
- 8.8 Advice staff are forbidden from personal relationships with clients. Student volunteer advisers may have pre-existing friendships and relationships with other students, which we address through our Conflicts of Interest Policy. Forming relationships with current clients will be considered gross misconduct. Relationships with former clients are discouraged, and may lead to disciplinary action if there are concerns that vulnerable students are at risk or have suffered harm, or if the reputation of the SU is jeopardised because of a relationship with a vulnerable student.
- 8.9 The following guidance particularly relates to when staff, volunteers or trustees ('staff' for short) are at work or on SU-related business. Line managers working with staff who may themselves be students may have different expectations, particularly for student staff when not on duty. However, line managers should justify and record exceptions to the rule rather than ignore the guidance. Following this guidance should minimise the risk that staff could be accused of acting inappropriately with vulnerable adults or children.
- 8.10 In general, when carrying out SU-related activities:
- a) SU staff should not visit a young person or adult at risk in their home unless on an official pre-arranged visit and usually with a third person present (to be recorded and agreed in advance).
  - b) Transport a child or adult at risk alone in their car except by prior arrangement with their line manager or in the case of a medical emergency.
  - c) Make any comments with sexual overtones, even in humour, or partake in any 'horse play' with a child or vulnerable adult.
  - d) Allow a child or adult at risk into their home.

- e) Engage in rough physical games, apart from structured sports activities which may be part of a community or public event.
- f) Allow or engage in inappropriate touching of any form.
- g) Engage in sexually provocative games
- h) Allow a child or adult at risk to use inappropriate language unchallenged.
- i) Make sexually suggestive comments about or to a child or adult at risk, even in fun.
- j) Let allegations made by a child or adult at risk go unchallenged or unrecorded.
- k) Do things of a personal nature for a child or adult at risk that they can do for themselves.
- l) Lend money to, or borrow money or possessions from, a child or adult at risk.
- m) Agree to make purchases or undertake financial transactions on behalf of a client.
- n) Take photographs of a child or young person without parental consent

## 9. Safeguarding for Recruitment, Induction and Training

### 9.1 Recruitment:

9.1.1 It is essential that references are taken up prior to appointment.

9.1.2 Recruitment forms for paid and voluntary roles will ask candidates to declare if they have convictions or cautions, to specify the offences, sentence or outcome, and the date of the conviction or caution.

9.1.3 Unrelated convictions or cautions shall not be a barrier to paid or voluntary work with the SU. However, false declarations will be considered grounds to terminate applications.

- (a) If the applicant has proceeded to paid work, false declarations will be considered to amount to gross misconduct leading to immediate suspension pending investigation.
- (b) Voluntary commitments will be cancelled with immediate effect. Line managers may consider with further investigation, and in consultation with the DSO or others as appropriate, whether the voluntary commitment may be reinstated, or alternative voluntary work offered, however dishonesty may also be a factor against offering alternative voluntary work.

### 9.2 DBS Checks:

9.2.1 Paid staff, sabbaticals, volunteers and trustees whose work involves:

- Unsupervised 1-2-1 contact with people who may include children or adults at risk or
- Leadership, supervision or financial management

Are expected

- to have a DBS check, as appropriate for their role, at the start of their paid or voluntary commitments;
- to declare subsequent convictions or cautions;
- And to repeat the DBS check every 3 years, when their role or responsibility within the SU changes, or as subject to ongoing licensing requirements.

- 9.2.2 All staff, volunteers, and trustees are expected to declare if they have any unspent cautions or convictions during their recruitment and at yearly intervals thereafter. False declarations shall be considered gross misconduct.
- 9.2.3 The SU shall be responsible for asking staff for basic DBS checks, and for requesting standard or enhanced checks as appropriate. The SU shall reimburse costs for staff needing to request their own DBS check, and meet the costs of applications for standard or enhanced checks. Eligible volunteers may be able to request a free check, if they receive no payment for their services. Guidance on DBS checks for volunteers is available [online](#).
- 9.2.4 Staff are responsible for notifying line managers of changes in circumstances, in particular cautions or convictions. Staff are also responsible for notifying line managers if they are the subject of an external safeguarding investigation, for line managers to consider whether it is appropriate for staff to continue in their present duties until the outcome of such investigations. Failure to notify line managers of such investigations shall be considered gross misconduct and justify immediate suspension pending further investigation.

### 9.3 **Requesting DBS Checks:**

Unless needing to apply for over 100 DBS checks per year, the SU will need to apply through approved umbrella organisations. A full list of approved organisations is available at <https://www.gov.uk/guidance/dbs-check-requests-guidance-for-employers#volunteer-applications>

### 9.4 **Induction & Training:**

- 9.3.1 Understanding and responding to Safeguarding concerns shall be part of staff, volunteer and trustee induction from the date of this policy.
- 9.4.1 Line managers responsible for student-facing staff and volunteers, including Club / Society leaders, will work with the DSO to develop team-specific short training relevant for the roles, supplemented with publicly available resources.





## **10. Planning to Prevent Harm**

10.1 The DSO in consultation with SU staff and in particular the Chief Executive will develop an annual plan to implement this policy.

10.2 The action plan will address:

- staff and volunteer information and training needs;
- Monitoring and reporting of causes for concern;
- Information sharing with the University of Greenwich and external services on safeguarding issues;
- Publicity;
- Budget implications.

## **11. Reviewing Practice**

11.1 This policy, and implementation of the annual action plan, will be reviewed annually by the DSO in consultation with staff, and reported to Trustees.

11.2 The policy and practice may be subject to review following critical incidents.

## Appendix 1: Contact Information for Staff and Trustees with Safeguarding Responsibility

Role	Name	Email
<b>Designated Safeguarding Officer</b>	Martin Dodd (Head of Policy, Representation and Advocacy)	<a href="mailto:m.dodd@su.arts.ac.uk">m.dodd@su.arts.ac.uk</a>
<b>Deputy Safeguarding Officer</b>	Christina Kennedy (Deputy Chief Executive)	<a href="mailto:Christina.kennedy@su.arts.ac.uk">Christina.kennedy@su.arts.ac.uk</a>
<b>Deputy Safeguarding Officer</b>	Vinesh Kurup (Community Development Manager)	<a href="mailto:v.kurup@su.arts.ac.uk">v.kurup@su.arts.ac.uk</a>
<b>Chair of Board of Trustees</b>	Georgia Spencer	<a href="mailto:Welfare@su.arts.ac.uk">Welfare@su.arts.ac.uk</a>

## Appendix 2: Further Information:

Charity Commission Safeguarding Strategy:

[http://forms.charitycommission.gov.uk/media/90446/safeguarding\\_strategy.pdf](http://forms.charitycommission.gov.uk/media/90446/safeguarding_strategy.pdf)

Charity Commission guidance: Protecting Charities from Abuse for Extremist Purposes

<https://www.gov.uk/government/publications/protecting-charities-from-abuse-for-extremist-purposes>

London Multi-Agency Adult Safeguarding Policies & Procedures (August 2016)

<http://londonadass.org.uk/safeguarding/review-of-the-pan-london-policy-and-procedures/>

No Secrets: Guidance on Protecting Vulnerable Adults in Care

<https://www.gov.uk/government/publications/no-secrets-guidance-on-protecting-vulnerable-adults-in-care>

NSPCC Helpline: Phone 0808 800 5000

<https://www.nspcc.org.uk/services-and-resources/nspcc-helpline/>

Prevent Duty Guidance for England & Wales (revised 2016)

<https://www.gov.uk/government/publications/prevent-duty-guidance>

Prevent Duty: NUS guidance for Students' Unions (2016)

<http://www.nusconnect.org.uk/resources/nus-guidance-for-students-unions-prevent-duty>

Proscribed organisations – current list available at

<https://www.gov.uk/government/publications/proscribed-terror-groups-or-organisations-2>

Designated persons or entities – current list available at

<https://www.gov.uk/government/publications/financial-sanctions-consolidated-list-of-targets/consolidated-list-of-targets>

Working Together to Safeguard Children (2015):

<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

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### **Appendix 3: Reporting Causes for Concern**

Information to include when reporting concerns – who, what, when, and what next:

- Name and contact information for the person making the report
- Name and contact information for the person at risk
- Name and contact information for witnesses (if willing to pass this on).
- Reason for the concern.
- If a person at risk has volunteered information, the person recording the information initially should write down what they have been told, as closely as possible using the words actually spoken by the person at risk, without adding personal judgments.
- Times, locations, what happened, and who was involved – if the information is volunteered. The more information, the easier for the Designated Safeguarding Officer or other external services to take the next steps, but it is better not to delay reporting on concerns than to wait for the full picture. External services have the expertise to obtain the full picture, if they decide there is a risk to investigate.
- If the person at risk is consenting to involving the Advice Service or other services (if known).

The report is best submitted by email to the DSO, who will keep a copy of the report.

The DSO will confirm by email as per Reporting Concerns (section 6) action to be taken, and who is responsible for taking action.

## Staff Terms and Conditions

<b>Author name &amp; role</b>	<b>Yemi Gbajobi, Chief Executive</b>
<b>Paper for</b>	Trustee Board
<b>Date Written</b>	28 <sup>th</sup> March 2022
<b>Date of Meeting</b>	5 <sup>th</sup> April 2022
<b>Relevant Aims</b>	To aid the achievement of all strategic aims alongside the achievement of the organisational people strategy
<b>Relevant Risks</b>	All people related risk, but specifically staff morale and mental health/wellbeing
<b>Equality and Diversity</b>	It is anticipated that this paper will have a highly positive impact on equality and diversity within the organisation
<b>Considered by</b>	N/A
<b>Summary</b>	<p>This paper provides an opportunity for the Board to consider further non-salary improvements to staff terms and conditions.</p> <p>The proposals include formalisation of staff closure days over the Christmas and Easter periods and trialling a four day week between June – August 2022.</p>
<b>Action for meeting</b>	To approve

## **Background**

Over the last 2 years, the Union has approved improvement to staff terms and conditions including the introduction of a new job evaluation scheme and payscales.

Approval to increase the Union's employer pension contribution has been deferred until June 2022 for the 2022/2023 financial year.

In addition to financial improvements, there are two non-financial benefits that the Chief Executive believes would enhance staff terms and conditions. These include the introduction of 30 hour (4 day) working week during June, July and August which is traditionally less resource and activity heavy. The Union would still remain open five day per week during this period. Managers would be asked to work with their team to ensure that operations are sufficiently covered alongside staff working hours.

This would be trialled in 2022, with a report brought in Sept 2022 on the success of the trial.

In addition, it is proposed that the Union formalise its closure dates. The current terms and conditions state that the staff are entitled to their annual leave entitlement in addition to formalised bank holiday. Each year, the Chief Executive asked the Trustee Board for additional closure dates. It is suggested that the Trustee Board formalise those dates to give clarity to the staff team. These dates would be:

- A three-week closure during the festive period incorporating the three UK bank holidays (Christmas Day, Boxing Day, and New Year's Day).
- A six-day closure during spring incorporating the two UK bank holidays (Good Friday and Easter Monday).

As the proposals would constitute a change to the staff terms and conditions, as per the recognition agreement, these would need to be agreed by the Trade Union.

## **Recommendations**

Subject to agreement with the Trade Union, The Trustee Board as asked to **approve** the following:

- To temporary amend all employees' terms and conditions to move to a 30- hour working week from June 2022 to August 2022 to enable employees to benefit from a four-day working week during less activity intensive points in the academic year. The Chief Executive will report back to the Trustee Board in September 2022 on the success of the trial and whether this should be a permanent change to staff terms and conditions.
- To amend all employees' terms and conditions to make permanent (which has been implemented in the past two years in response to the pandemic as a trial):
  - A three-week closure during the festive period incorporating the three UK bank holidays (Christmas Day, Boxing Day, and New Year's Day).
  - A six-day closure during spring incorporating the two UK bank holidays (Good Friday and Easter Monday).

## Elections Report

<b>Author name &amp; role</b>	<b>Martin Dodd</b> , Head of Policy, Representation and Advocacy
<b>Paper for</b>	Trustee Board
<b>Date Written</b>	30 <sup>th</sup> March 2022
<b>Date of Meeting</b>	5 <sup>th</sup> April 2022
<b>Relevant Aims</b>	Adherence with 1994 Education Act
<b>Relevant Risks</b>	Poor reputation, disengaged students
<b>Equality and Diversity</b>	The paper shows the demographic data for students who engaged with our elections.
<b>Considered by</b>	Community Manager and Deputy CEO
<b>Summary</b>	The paper covers information on the elections for full time officer roles.
<b>Action for meeting</b>	To <b>note</b>



## Executive Summary

This academic year 2021/2022, Arts Students' Union has supported three major democratic events:

- Autumn Elections
- Annual General Meeting
- Leadership Elections

This year our Leadership elections were held in person for the first time in 2 years after previous elections were held entirely online due to Covid-19 restrictions and national lockdowns. This was a unique election for Arts Students' Union as it began to progress towards the new democratic structure students voted for back in the referendum of 2021. All the roles up for election were new roles created (in response to the referendum) for our 18,500 members to be represented by a team of six Student Officers (full-time) and twenty-four School Representatives (part-time) next academic year.

Voting ran on our online MSL system from Monday 7<sup>th</sup> March, 10 am to Friday 11<sup>th</sup> March, 2 pm, upon which 1204 (6.0% of the total population) students cast their vote in the election, which is a 0.5% decrease from last year.

*"The election was a great opportunity to be creative and experimental with marketing, without having to reach some costly standard. Campaigning didn't feel at all competitive, overall very wholesome".*

### Arts SU Election Candidate 2022

Transforming the election and its functions back into a physical presence (with hybrid online elements) created both opportunities and challenges to engage the student body in the democratic process. We invested time and resources into supporting the 52 students who stood for election, articulating confidently the newly created roles they stood for to ensure they had more creative autonomy in campaigning to students. In addition, we underwent the biggest SU ran college outreach initiative to engage students in the voting process and platform our candidates. We are happy to see this reflected in our candidate feedback and highlighted by staff across teams.

Following a trend across the Students' Union sector, we have noted a significant increase in the number of application withdrawals which we are determined to address to ensure our democratic processes are accessible to all students and will continue to expand in its presence at UAL.

### Key observations

- Six-Full-Time Officer roles we're up for election, these roles include CCW Officer, LCC Officer, CSM Officer, LCF Officer, Union Affairs Officer and Student Communities Officer.
- Twenty-Four School Representative roles were up for election, this included 2 reps for each school, upon which the four college administrations have 3 schools (12 schools in total across UAL).
- 52 candidates stood for election (ran during election week)
- 29 Full-Time Officer Candidates (4.3 candidates per role on average):
  - CCW Officer: 2
  - LCC Officer : 6
  - CSM Officer: 5
  - LCF Officer: 8
  - Student Communities Officer: 5
  - Union Affairs Officer: 3
- 24 School Rep Candidates (1 candidate per role on average):
  - CCW School Reps: Design = 2 | Art = 5 | Performance & Foundation = 3 (total of 10 school rep candidates across college).
  - LCC School Reps: Design = 2 | Media = 0 | Screen = 1 (total of 3 school rep candidates across college).

- LCF School Reps: Fashion Business = 1 | Design & Technology = 0 | Media & Communication = 2 (total of 3 school rep candidates across college).
- CSM School Reps: Art & Performance = 3 | Fashion, JTM, PCID = 2 | C&E, GCD, Spat. Practices = 3 (total of 8 school rep candidates across college).
- 30 Recommendations Submitted \*40% submitted an application.
- Total applications received: 81 (18 Voluntarily Withdrew, 11 Disqualified before voting opened due to not completing prerequisites): 22% Voluntary Withdrawal rate (increased by 6% from the previous year).
- 0 formal complaints were filed in this election by a candidate or member of staff.
- Voter Count: 1204 Individual Voters.
- Individual Vote Count: 6329 votes cast.
- 19981 Students Eligible – 6.0% of electorate.
- Voters on average voted across 5.25 positions.

### Candidate Engagement

- 89% of Standing Candidates completed the Candidate Profile Form (down 11% from last year)
- 77% of Standing Candidates uploaded a Manifesto (down 4% from last year)
- 78% of Candidates attended a Candidate Training Session (down 5% from last year)
- 50% of candidates submitted digital campaign materials.

### Voter Demographic Breakdown

Key Figures		% increase/decrease from previous year	2021 Turnout	Current student population figures
2022 Turnout	% of total number of individual voters			
<b>Turnout</b>				
Individual Voters	1204 (6.0%)	-0.9%	1215 (6.6% of students)	19,981 (2022)
Votes Cast	6329	+39.5%	4535	n/a
<b>Age</b>				
Under 17	n/a	-	3 (0.2%)	8
18-21	648 (53.8%)	+17.1%	553 (46.0%)	10835 (54.2%)
22-25	390 (32.39%)	-15.7%	463 (38.5%)	6209 (31%)
26-30	103 (8.55%)	-7.2%	111 (9.2%)	1390 (6.9%)
Over 30	60 (4.98%)	-17.8%	73 (6.1%)	1144 (5.7%)
<b>Gender</b>				
Female	-		967 (80.4%)	
Male	-		231 (19.2%)	
Non-Binary	-		5 (0.4%)	
Other	-		0%	
<b>College of Study</b>				
CCW	<b>282 (24.8%)</b>	<b>-23%</b>	<b>367 (30.5%)</b>	<b>4577 (22.9%)</b>
1. Art				
2. Design	87		n/a	1,438

3. Performance & Foundation	121 4	- 2.6%	n/a 76	2067 1072
CSM	<b>353</b> <b>(29.3%)</b>	<b>+34.7%</b>	<b>262</b> <b>(21.8%)</b>	<b>4812 (24%)</b>
1. Art & Performance	147	+ 37.3%	107	1665
2. Fashion, JTM, PCID	120	+ 37.9%	87	1819
3. C&E, GCD, Spat. Practices	86	+ 26.4%	68	1328
LCC	<b>375</b> <b>(31.1%)</b>	<b>+22.5%</b>	<b>306</b> <b>(25.4%)</b>	<b>4662</b> <b>(23.3%)</b>
1. Design	140	+ 33.3%	105	1914
2. Media	159	+ 22.3%	130	1456
3. Screen	76	+7%	71	1227
LCF	<b>188</b> <b>(15.6%)</b>	<b>-28.5%</b>	<b>263</b> <b>(21.9%)</b>	<b>5109</b> <b>(25.5%)</b>
1. Design & Technology	40	- 56.5%	92	1604
2. Media & Communication	52	- 29.7%	74	1439
3. Fashion Business	88	+ 1.1%	87	1542
Other	6 (0.5%)	-0.1%	5 (0.4%)	821 (4.11%)
<b>Ethnicity – Data will be provided by UAL at the end of term 2.</b>				
Asian			59 (4.86%)	
Black			48 (3.95%)	
Mixed			71 (5.84%)	
White			442 (36.4%)	
Other			7 (0.58%)	
No Data			588 (48.4%)	
<b>Level of Study</b>				
FE	35 (2.9%)	-27%	48 (4.0%)	1224 (6.1%)
UG	879 (73%)	-5.6%	932 (77.6%)	14,854 (74.3%)
PG	286 (23.7%)	+33%	215 (17.9%)	3132 (15.6%) RE: 287 (1.44%)

## Key Context

### Nominations

This election was very different to previous ones at Arts SU as we were working through a transition period implementing the changes from the Referendum (Democracy Review). To ensure a smooth transition with these changes, key decisions were made to ensure the election was informative, impactful and relatable to our members. All of these changes were agreed by the Elections Working Group throughout the planning process.

This year we introduced an entire new set of representative roles, that required the team to rewrite website pages, written content and job descriptions to ensure students had all necessary information when deciding which role is best suited for them to run for.

This year's strategy to encourage nominations included:

- Recommend A Student System (31 submitted)
- Thinking of applying drop ins (14 attended)
- Membership newsletters
- Q&A website page
- MythBusters Article & Instagram Q&A
- Presentations at Student & Dean Forums
- Targeted emails to volunteers (course reps, group committees)
- All student emails to colleges

In total 81 students applied in the election. A significant number of applicants dropped out of the election (29), 18 candidates withdrew voluntarily due to:

- 5 – No reason stated
- 5 – study/other commitments too much to undergo election
- 2 – issues of eligibility
- 3 – wellbeing/personal
- 1 – family emergency/incident
- 2 – misunderstanding of role

All students who withdrew were contacted with further information on the support that was available and signposted to the SU Advice Service. The decision was made by the Deputy Returning Officer to disqualify all candidates who had not attended a candidate briefing or confirmed that they had watched the online recording provided after repeated reminders with clear deadlines.

### Candidates & Support

Following withdrawals, we had 52 candidates run in this year's Arts Elections. 46% of our candidates identified as BAME and were reasonably split between all the colleges, ages and study level and female/male/non-binary identifying ratios were reflective of the student population. As part of the new election rules, all candidates were required to attend a briefing session.

Timeline of events included:

- Candidate briefing/training in-person at HH (27% of candidates attended)
- Online trainings via zoom x 2 (53% of candidates attended)
- Recorded briefing/training (30% of candidates watched as opposed to attending)
- Manifesto drop ins (20% attended)
- Candidates & SU Staff roundtable (15% of candidates attended)
- Meet/Greet with society & sport committee members (0% attended)
- Meet/Greet with course reps (4% attended)
- Digital campaign submission (50% submitted)
- Voting week online drop-in sessions (0% attended)

- Results night (48% of candidates attended in-person)

Candidates were also supported by a variety of digital materials such as guides, resources and election materials through our candidate hub. These materials were available from the point of nominations opening. Offered to all candidates to help promote them to students was an opportunity to have a poster and video featured on the SU Instagram page.

Candidate feedback was collected throughout the election process at the point of application and post-election. Stand out data from the feedback includes:

- How did you find the resources/information explaining the positions up for election: **8.3/10**
- How would you rate the support you received from Arts SU and team: **8.2/10** \*8 previous year
- How would you rate the entire election experience: **6.8/10** \*7.8 previous year

Open text comments from candidates include:

- "The resources explaining the positions up for election have been thorough and thinking of applying drop-in sessions were really useful".
- "It seems to be a minority of students that vote in elections, between 1k-2k, it was difficult to encourage peers to take an interest in student politics, but that's what we are working to change by running."
- "I felt anxious doing a lot of stuff and wish I'd done more".

### **Voter engagement**

Voting was facilitated both online and on voting stalls by using paper ballots and the MSL app on electronic devices. Approximately 560 students (43% of voters) casted their vote via paper ballot while the other 644 students (57% of voters) did this online. Voting stalls were a new element to the election as the previous year was held entirely online. 21 career staff volunteered their time to work on voting stalls throughout the week of voting, all of whom were briefed in the weeks leading up the election. 9 voting stalls were held across all the colleges from 11-3pm to reach students during the peak lunch time periods.

Engaging with voters online involved a variety of marketing, communications and incentives to encourage students to vote. These included:

- Top feature of SU newsletter – sent at start of voting.
- Targeted emails to colleges – 24 hours left to vote
- Videos and digital posters of candidates (Instagram) – throughout week
- Elections explained video
- Voter meter incentives
- Targeted emails to course reps, committee leaders and volunteers

### **Rules & Regulations**

This year's Rules & Regulations were amended to reflect covid-19 regulations being lifted and University guidance. A focus was put on making rules as self-explanatory as possible and less technical to not hinder students' creativity in what candidates could do to campaign, particularly in an online context

There were zero official complaints made. All candidates were respectful and there was a friendly sense of competitive comradery. In the 2020/21 academic year we also received no complaints.

Arts SU outline rules, regulations and good practice in both Candidate Training and the Candidate Handbook and offer a mediation process as a precursor to the official complaints process during the Election.

**Staff Feedback**

Feedback gathered from SU staff at a recent staff development day included:

	<b>Elements to keep next year</b>	<b>Aspects to change.</b>	<b>New ideas to implement</b>
<b>Applications</b>	<ul style="list-style-type: none"> <li>- Advertising they are paid roles</li> <li>- Recommendation form</li> </ul>	<ul style="list-style-type: none"> <li>- Terminology used in communication, jargon and phrases.</li> <li>- Expand husting events</li> </ul>	<ul style="list-style-type: none"> <li>- Work with UAL employability teams in promoting.</li> <li>- Visual aides to explain Officer structure within SU.</li> <li>- Campus presence during application period</li> <li>- Pop up standing stall</li> <li>- Drop ins and resources from current Officer team</li> <li>- Pre-election staff briefing document</li> </ul>
<b>Candidate Support &amp; Campaigning</b>	<ul style="list-style-type: none"> <li>- Expand manifesto drop ins and guide</li> <li>- Expand candidate hub</li> </ul>	<ul style="list-style-type: none"> <li>- Manifesto and digital campaign deadline, more time between training and deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>- Check list for candidates on everything they need to do.</li> <li>- Advocate for a EC claim , recognizing being election candidate</li> <li>- Dedicated poster boards for candidates on all college sites</li> <li>- Candidate videos on loop in SU commercial spaces</li> <li>- Candidate breakfasts/goodie bags</li> </ul>
<b>Voter engagement</b>	<ul style="list-style-type: none"> <li>- Clubs &amp; Socs voting meter</li> <li>- Voting stall incentives</li> <li>- More iPads on voting stalls</li> <li>- Further explanation and resources around STV and its importance</li> </ul>	<ul style="list-style-type: none"> <li>- Accessibility of written manifestos</li> </ul>	<ul style="list-style-type: none"> <li>- More time between voting closing and results</li> <li>- Process for students to submit postal ballot (online) if they cannot access the voting.</li> <li>- More engagement on voting stall (spin wheel, interactive activites).</li> </ul>

Specific feedback from the Marketing/Communications team includes:

- The look and feel worked well, with lots of content able to be recycled for other elections in future.
- We understood our expectations well in advance, which was very helpful to the planning of content.
- When assigned tasks that involve the creation of entirely updated content (eg candidate manifesto booklet, new graphic design assets), more lead time would be helpful, perhaps a similar timeframe to Welcome.
- A more thorough yet dynamic comms plan was needed - a lot of the reactive content shared could have been planned further in advance.
- In future, plan timings so that Varsity is before the voting week. Make sure that timings are confirmed as far in advance as possible, as cross-promotion got confusing at times.
- Agree with UAL at least two months in advance that they will promote the elections for us, so everyone knows what is expected.

## Results Night

The elections were approved by the Returning Officer as fair and valid.

The results night on the 11th of March from 6 - 9 pm in the Blueprint Café (LCF) with an attendance of between 40 students and staff. Drinks and food were provided to celebrate the success of the candidates and the work of the staff. Candidate awards were announced before the official results to recognize the hard work of candidates and ease the tension in the room. A similar structure to last year was adopted in announcing the results by role with all the candidates listed and then the winning candidate announced. A breakdown of the results was provided to candidates after the election.



The next Student Officers (full-time, paid) and School Representatives (part-time, voluntary) are the following:

### Full-Time Officers

- Camberwell, Chelsea & Wimbledon Officer: Kim Hughes
- London College of Fashion Officer: Ti'Onne Debham
- London College of Communication Officer: Sophia Nasif
- Central Saint Martins Officer: Minna Ellis
- Student Communities Officer: Armani Sutherland
- Union Affairs Officer: Oriana Anthony

### School Representatives

- CCW Art Representatives: Ellie Shepherson and Yuxin Shi
- CCW Design Representatives: Thanyatorn Sanguankiattisuk
- CCW Performance & Foundation Representatives: Alexandra "Lexa" Barbulescu and Karl Andress
- CSM Art & Performance Representatives: Esme Godkin and Nick Chang
- CSM C&E, GCD & Spatial Practices: Zainab Goriawala and Eleanor Beckman
- CSM Fashion, JTM & PCID Representatives: Elena-Dariana Pintilli
- LCC Design Representatives: Karen Maley and Lynn Marji
- LCC Media Representatives: x2 vacant positions
- LCC Screen Representatives: Nia Atherley
- LCF Fashion Business: Luca Upper
- LCF Design & Technology: x2 vacant positions
- LCF Media & Communications: Katwamba and Dongha Kim



## Recommendations for 2023 Elections

This is not meant as an exhaustive list of recommendations but provides an overview along with staff feedback provided further above of the areas for development.

- Review of Union-University data-sharing agreement to reconsider legitimate interest of students for voting purposes. The number of students trying to vote who had not agreed to share their data during enrolment were substantial, while processes exist for students to amend their status it is unknown how many subsequently do this considering the barrier it initially presents.
- Discuss with DCEO a specific elections strand in the design of the new Membership Engagement Strategy which identifies and targets networks of students beyond Arts SU established and traditionally engaged groups of course reps, sports clubs, and societies. While such networks in the university were contacted and messages tailored (e.g. Changemakers, Postgrad Community, etc. etc.), engagement was built on simple sharing of information rather than necessarily any long-term ongoing conversation.
- Formal introduction of a 3<sup>rd</sup> term election in-line with Clubs and Society elections to maximise opportunities for a full complement of School Reps to be in time for the start of the new academic year.
- Work with University comms team to discuss ways to better support student voice and election comms during nomination and voting stages.
- Work with Exec / Associate Deans to organise a university roundtable event in addition to the one held with Union Staff.
- Continued refocusing of language moving away from 'leadership' and 'applications' towards 'standing' or 'putting yourself forward'.
- Work with University Estates and Facilities Teams including building managers to identify, clarify and publicise spaces for election publicity and candidate campaign materials.
- Creation of annual resources, designed and produced in the summer to cover the whole annual calendar of elections – increasing the time for the comms team to deliver this.
- Merging of various existing booklets into a single central candidate guide with a single easy to read double sided rules document and separate campaigning guide for candidates. Consider a more directly linked branding approach which is explicit in line with the Arts SU branding.
- Split candidate briefing into an initial briefing focused on process, rules and regulations and related queries followed by a separate in-depth optional campaigns session.
- Clarity of candidate expenses, removing the current process of only refunding 50% of set amounts to reduce the barriers around campaign costs.

## Suggested timeline

Standing Opens: Monday 2<sup>nd</sup> January

Standing Closes: 12pm Tuesday 21<sup>st</sup> February

Candidates Briefing: Wednesday 22<sup>nd</sup> and Friday 24<sup>th</sup> February

Campaigns Training (optional but emphasised): Thursday 23<sup>rd</sup> and Tuesday 28<sup>th</sup> February

Election Roundtables with UAL / Art's SU Staff: Wednesday 1<sup>st</sup> and Friday 3<sup>rd</sup> March

Campaigning Begins: Monday 6<sup>th</sup> March

Voting Opens: 10am Monday 13<sup>th</sup> March

Voting Closes: 2pm Friday 17<sup>th</sup> March

Results: 7pm Friday 17<sup>th</sup> March

## Additional Reading List

1. [Candidate Demographic MSL Report](#)
2. [Voter Demographic MSL Report](#)
3. [Voter Profile MSL Report](#)
4. [Election Stats \(per role\) MSL Report](#)
5. [Election Counts MSL](#)
6. [Candidate Handbook 2022](#)
7. [Election Rules & Regulations 2022](#)



8. [Manifesto Support Guide 2022](#)

## 2022/23 Trustee Board dates and year plan

<b>Author name &amp; role</b>	Nick Smith
<b>Paper for</b>	Trustee Board
<b>Date Written</b>	28 <sup>th</sup> March 2022
<b>Date of Meeting</b>	5 <sup>th</sup> April 2022
<b>Relevant Aims</b>	Good governance supporting all charitable and strategic aims
<b>Relevant Risks</b>	None
<b>Equality and Diversity</b>	Attempts have been made to avoid any major religious ceremonies but
<b>Considered by</b>	CEO has considered the dates of the meetings.
<b>Summary</b>	<p>This paper outlines the dates of the meetings for the year ahead and the proposed schedule of business at each one.</p> <ul style="list-style-type: none"> <li>• Tuesday 13/09/2022</li> <li>• Wednesday 23/11/2022</li> <li>• Thursday 16/02/2023</li> <li>• Monday 27/03/2023</li> <li>• Tuesday 20/06/2022</li> </ul>
<b>Action for meeting</b>	To <b>approve</b>
<b>Appendices</b>	None

<b>Meeting</b>	<b>Tuesday 13/09/22</b>	<b>Wednesday 23/11/22</b>	<b>Thursday 16/02/23</b>	<b>Monday 27/03/23</b>	<b>Tuesday 20/06/23</b>
<b>Subcommittees</b>	<b>29/08/22</b>	<b>08/11/22</b>	<b>31/01/23</b>	<b>14/03/23</b>	<b>06/06/23</b>
<b>Circulation</b>	<b>02/09/22</b>	<b>11/11/22</b>	<b>03/02/23</b>	<b>27/03/23</b>	<b>09/06/22</b>
<b>Initial Business</b>	To note Apologies, Declare Interests & Request Agenda items	To note Apologies, Declare Interests & Request Agenda items	To note Apologies, Declare Interests & Request Agenda items	To note Apologies, Declare Interests & Request Agenda items	To note Apologies, Declare Interests & Request Agenda items
	To approve the minutes of the Previous Meeting & Committees	To approve the minutes of the Previous Meeting & Committees	To approve the minutes of the Previous Meeting & Committees	To approve the minutes of the Previous Meeting & Committees	To approve the minutes of the Previous Meeting & Committees
	To note Matters Arising from the Minutes	To note Matters Arising from the Minutes	To note Matters Arising from the Minutes	To note Matters Arising from the Minutes	To note Matters Arising from the Minutes
<b>Standing Items</b>	To note the Chief Executive Report & Objectives	To note the Chief Executive Report	To note the Chief Executive Report	To note the Chief Executive Report	To note the Chief Executive Report
<b>Finance Items</b>	To note an update on end of year accounts	To note the Management Accounts	To note the Management Accounts	To note the Management Accounts	To note the Management Accounts
			To approve any Reforecast budget		To approve the Budget for following year
<b>Risk</b>	To note the Risk Register		To note the Risk Register	To note the Risk & Compliance Update	
<b>Elections &amp; Democracy</b>		To note a Bye-election update		To note an Elections Update	
<b>Trustee Support</b>				To approve dates of meetings for the following year	To note outcomes of Skills, Knowledge & Diversity Audit  To approve terms of Reference for subcommittees