

- Meeting of:** Arts SU Board of Trustees
- Location:** Etc. Venues 50-52 Chancery Ln, London WC2A 1HL
- Date and Time:** 20th June 2022
- Members:** Georgia Spencer (Chair), Dawn Buchanan, Emma Mottram, Syahadah Shahril, Daryl Stenvoll-Wells, Armani Sutherland, Rachel Williams.
- Officers Elect:** Ti'Onne Debnam, Minna Ellis, Kim Hughes, Sof Nasif-Whitestone, Ellie Short, Armani Sutherland
- 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 note Apologies and declare conflicts of interest and receive a presentation from new student and officer Trustees	GS	-
2.	To note the minutes of the last Trustee Board	GS	220601
3.	To note the progress of actions arising from the last Trustee Board Meeting	GS	-
4.	To note any actions taken by the Chair on behalf of the Trustee Board since the last meeting	GS	-
5.	To note the Subcommittee Minutes		220602
Other Items			
6.	To note the Chief Executive Report	YG	220603
7.	To note the Management Accounts	NE	220604
8.	To approve a budget for the next financial year	YG	Verbal Update
9.	To approve a Student Code of Conduct	CK	220606
10.	To approve an Associate Policy	YG	220607
11.	To approve a set of Byelaws	YG	220608
12.	To approve a social enterprise strategy	CK	220609
13.	To approve Subcommittee Terms of Reference	NS	220610
14.	To confirm the terms of offices for lay Trustees	NS	-
Closed Items			
15.	To approve a set of staff bonuses		220611
16.	To approve a cost of living allowance		220612
17.	Trustee Only Discussion	GS	-

Upcoming meetings:

- Tuesday 13/09/2022
- Wednesday 23/11/2022
- Tuesday 21/02/2023
- Monday 27/03/2023
- Tuesday 20/06/2023

- Minutes of:** Arts SU Board of Trustees
- Location:** Board Room, High Holborn & via Zoom
- Date and Time:** 4pm, Tuesday 5th April 2022
- Members:** Georgia Spencer (Chair), Dawn Buchanan, Andy Minnis, Emma Mottram, Daryl Stenvoll-Wells, Armani Sutherland, Rachel Williams.
- Apologies:** Syahadah Shahril
- 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	
1.	<p>The Chair welcomed Trustees, especially new ones to the meeting. The Board noted apologies. There were no requests for additional items for business.</p> <p>Staff and Armani had an interest in the changes to Terms and Conditions. It was agreed that they could stay for the discussion but the decision was made by the other Trustees without Armani.</p>
2.	The board approved the minutes of the last Trustee Board without amendment
3.	<p>The board noted the progress of actions arising from the last Trustee Board Meeting</p> <ul style="list-style-type: none"> a) The new Trustees had been registered b) The management accounts had been circulated
4.	The board noted that the Chair had signed a contract for card readers on behalf of the Trustee Board since the last meeting.
5.	<p>The board noted the Chief Executive Report where the following took place.</p> <ul style="list-style-type: none"> a) The elections under the new officer structure had taken place. b) Covid-19 had meant many staff members had reassessed their working life and requirements and turnover had been high over the past 9 months. c) Two members of staff had left within the 6 month probation period and it may be that this was reviewed. d) Following a reforecast budget 4 roles that had been previously held were being recruited. The HR manager maternity cover role would not be filled but the staff member in post would bring forward her return at a staged approach. e) A first draft of the strategy was being developed after consultation with students in November and December. This would be discussed at length on June 20th at the away day. f) While there was an annual student survey the Union was also hoping to regularly seek thoughts from students on arising issues, for example anxiety and mental wellbeing. g) One survey question would look at whether the students were the first generation to come to University but it was also important to consider issues like estrangement which may also impact people who were from privileged backgrounds in similar ways to being new to Higher Education. h) CK and YG had attended the Association of College Unions International (ACUI) in Boston which had been really positive and led to a series of partnerships including those in New England. It was hoped that models of developing staff professionalism could be implemented here as well as the relationship with officers and the way Unions talk about social justice.

	<p>i) The College Art Association based in the US may also be of interest and could be considered. Action: CK/YG</p>
6.	<p>The board noted the Management Accounts. The following was raised in discussion.</p> <ul style="list-style-type: none"> a) 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. b) Staff costs had been lower than expectation due to them being held until the reforecast budget. c) Commercial services had suffered this year as a result of reduced footfall. While destination events had recovered from covid-19 people buying coffees or food to go had significantly reduced. This would be an issue that would return to the board as there was a need to insure income from commercial services balanced against the student experience. d) The University had been awarded £174k in additional income, £75K of which was as a result of the loss of revenue from commercial spaces caused by university refurbishments. e) The hope was to drive the surplus down as much as possible for the year end by increasing student facing expenditure. f) There was no capital expenditure allocation and the funding model from the University was often to pass on funding quite late in the year.
7.	<p>The board noted a policy review schedule.</p>
8.	<p>The board approved a Safeguarding Policy</p> <ul style="list-style-type: none"> a) This was a requirement of all charities to have and while the Union did regularly work with children or vulnerable adults there were occasions when student volunteers would. b) As the Union worked across several local authorities the reporting structures of incidents could be into several different areas. c) 3.13 should be amended to include student volunteers as they may also have disclosures made to them. <p>Action: YG</p>
9.	<p>The board approved updates to Staff Terms and Conditions subject to approval by the Trade Union</p> <ul style="list-style-type: none"> a) A 30 day working week (4 days) would be trialled between June and August and reported back to the 13th September Board. Some staff from each team would be expected each day to cover the service. b) A three-week closure during the festive period incorporating the three UK bank holidays (Christmas Day, Boxing Day, and New Year's Day). c) A six-day closure during spring incorporating the two UK bank holidays (Good Friday and Easter Monday) starting 2023. d) Criteria for success would be agreed with the Trade Union and circulated before the Trustee Board in June. <p>Action: YG</p>
10.	<p>The board noted an elections report</p> <ul style="list-style-type: none"> a) This set of elections were challenging because there were new sets of officers as well as a hybrid model of campaigning. b) All staff involved in the elections were thanked for their work promoting the elections among students. c) The elections were signed off by the Returning Officer and deemed legal under the 1994 Education Act. d) Candidates were also thanked and it was noted that there were no complaints received.

11.	The board approved Board dates and a schedule for 2022/23 a) The February date should be reviewed. b) It was agreed that the subcommittees should take place remotely but the trustee board meetings should be in person or online. This should be discussed at the June Trustee Board.
12.	The board approved a risk register. The following was discussed a) It was agreed that a Trustee Board Risk register should be compiled to deal with confidential risks. b) The political environment was of particular interest to students' unions which were poorly considered by government. c) A question of the NSS related to students' unions had changed and this was a risk to the organisation and relationship with the university.
13.	The board thanked Andy Minnis for his work as a Trustee over the past 4 years.
14.	There was a Trustee Only Discussion

Upcoming meetings:

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

- Minutes of:** Arts SU Audit and Risk Subcommittee
- Location:** Via Zoom
- Date and Time:** Tuesday 7th June 10am
- Members:** Syahadah Shahril (Chair), Dawn Buchanan, Rachel Williams
- In attendance:** Yemi Gbajobi Chief Executive; Natasha Etti, Director of Finance; Nick Smith, Company Secretary

Item	
1.	<p>There were no apologies to note.</p> <p>The committee noted that all members were subject to the hospitality, travel and subsistence policy but that this was not a significant conflict of interest as it applied to all staff and volunteers.</p>
2.	The committee approved the minutes of the last meeting without amendments
3.	<p>The committee noted the management accounts</p> <ul style="list-style-type: none"> a) There had been a significant increase for income from trading sales and unexpected support for welcome. b) Expenditure was also down due to vacancy savings. Improvements had been made to attract staff including the trial on the four day week. c) A breakeven budget was the target for the year and additional funding targets had been identified by managers. d) Additional papers on increased spending will come to the Trustee Board on 20th June including capital expenditure and a one off support for staff members.
4.	<p>The committee noted the Risk Register</p> <ul style="list-style-type: none"> a) The government has decided not to engage with NUS UK and this was a new risk as the SU sector could be damaged by this decision. An update should come to Trustee Board as part of the CEO update. <p>Action: NS</p>
5.	<p>The committee recommended the Health & Safety Policy to the Trustee Board</p> <ul style="list-style-type: none"> a) Additional content would come to the Trustee Board concerning food hygiene and catering. b) The Union was using the expertise of the University on Health & Safety to ensure that practice and policy was up to date.
6.	<p>The committee approved the Hospitality, Travel and Subsistence Policy</p> <ul style="list-style-type: none"> a) An addition should be made that expenses should be claimed within 3 months.

Next meeting: Monday 29th August 2022

Chief Executive Report

Author name & role	Yemi Gbajobi , Chief Executive
Paper for	Trustee Board
Date Written	11 th June 2022
Date of Meeting	20 th June 2022
Relevant Aims	To update Arts SU Trustee Board on matters related to: <ul style="list-style-type: none"> • Governance • Finance • Strategy • Membership Engagement • Stakeholder Relations • Organisational Risks • People and Culture
Relevant Risks	<ul style="list-style-type: none"> • Poor leadership, • staff turnover, • poor governance, • underutilisation of resources, • staff dissatisfaction, • potential for employment tribunal/legal action, • member disengagement
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	
Action for meeting	To note

1. Finance

The Management Accounts on the agenda for this meeting show at the end of April, the Union is projecting a surplus of £154k. 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 presented at the end of April/beginning. We are awaiting confirmation of funding, but it is anticipated that the Union will see an increase in budget to approximately £1.9 million. The Union has already created a draft budget which is also on the agenda for this meeting.

2. People and Culture

Since the last meeting, two staff members have left the organisation; Monica Dokpesi (Student Adviser), Toby Taylor (Representation and Democracy Coordinator). Recruit for both roles has begun. Since the last meeting three new members of staff have started in new roles as Educational Quality Coordinator while appointments have been made for Events Coordinator and Wellbeing and Liberation Coordinator.

3. Strategy

The Chief Executive is progressing work on the strategy as a priority. Focus groups with students have now been completed and a strategy workshop has been conducted with the Management Team last week. A workshop is also planned with the entire staff team on 21st June 2022. A draft strategy will be available for comment from w/c 27th June which will be sent to students and other stakeholders such as the University. Once this process has concluded, the Trustee Board will need to convene an extra-ordinary meeting to discuss the strategy and feedback as the next scheduled Board meeting is not due until early September.

Currently the Strategic Direction being consulted on is shown in picture form below. At the meeting the Chief Executive will expand on proposed goals under each of the heading at the Trustee Board Meeting.

Arts SU Strategic Direction 2022 - 2026

Arts SU exists because we believe
in the power of students at UAL.
We will use this power to...

Transform
individuals.

Transform
UAL.

Transform our
Communities.

To do this, we will...

Be
membership-
led.

Be daring.

Be
collaborative

Be Supportive

Be committed
to equity and
social justice

To support us in our purpose, we must also make sure the following areas
of the organisation are the best they can be...

People

Policy

Practice

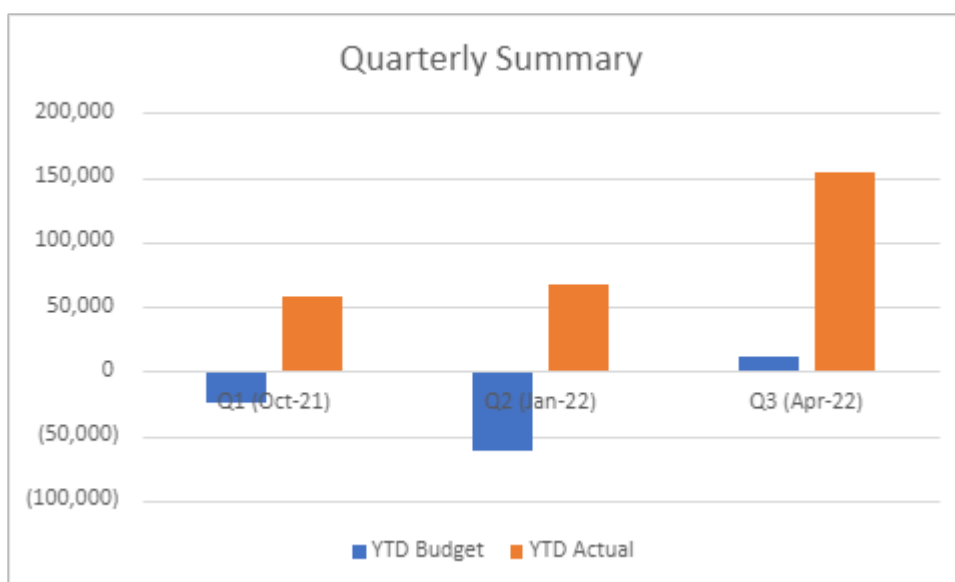
Places

Management Accounts

Author name & role	Natasha Etti, Director of Finance
Paper for	Audit and Risk Committee
Date Written	23 rd May 2022
Date of Meeting	7 th June 2022
Relevant Aims	To Update the Board on the Union's Financial Position as at the 30 th April 2022
Relevant Risks	Poor leadership, poor financial governance and compliance, underutilisation of resources
Equality and Diversity	N/A
Considered by	N/A
Summary	<p>This report provides a summary of the Union's financial position to April 2022 (Month 9), showing figures from the Union's Management Accounts.</p> <p>The current YTD surplus is £153k, however, the Union intends to break even on the 21/22 budget. The increase in expenditure will be focused on the delivery of activities focused on enhancing student engagement, staff training and the newly created representation structure in the upcoming months.</p>
Action for meeting	To note

1. Financial Summary

- 1.1. The financial results show that the Union has achieved a YTD **surplus of £153k**. This compares to a budget surplus YTD of £11k giving a **variance of £142k better than budget**.
- 1.2. The actual month's (April) financial results were better than budget in both the income and expenditure lines. *Trading Sales* are now performing better than budget, due to unbudgeted commercial income relating to Welcome and income from hospitality bookings provided by the Commercial team. In addition to the consistently strong performance of *Media Sales*, Total Income and Gross Profit are currently performing 1% better than budget, a steady state performance from the prior month. Expenditure is 10% (£130k) lower than budgeted, of which *Staff Related Costs* account for £99k and, *Activity Costs*, £15k.
- 1.3. Following the half year reforecast, the full year financial forecast now shows an anticipated surplus of £49k at year-end, however, due to staffing related savings, the operating surplus has grown during the year. The Union received an additional grant of £174k, £99k of which was awarded towards the new intern cohort and the two Student Officers who are expected to begin at the end of the year. The accounts currently show a timing difference between the receipt of this grant and the implementation and impact of the new college representation structure.



- 1.4. The Union is aiming to break even at year-end, with increased spending anticipated in the final quarter of the year.

2. Financial Analysis: YTD Actual Results to Apr 2022

2.1. Income Analysis

Income from the *Block Grant* and *Other University Grants* remains as budgeted (Appendix A). Income from *Trading Sales* has improved significantly, reporting a YTD positive variance of 14%. This is largely due to unbudgeted income relating to Welcome and an increase in hospitality bookings in the Union's commercial spaces. This can be compared against YTD variances in March (8% over budget), February (6% under budget) and January (28% under budget). *Media Sales* are performing better than budget, exceeding the full year anticipated income by £2k.

2.2. Expenditure Analysis

Expenditure to date remains significantly under budget. Significant underspends in staff salaries account for 62% (£89k of £142k) of the variance against budget YTD. The Union intends to reach a breakeven budget through increased expenditure towards Union activities and staff training in the upcoming months.

Additionally, there is a timing difference between the receipt of the additional funding from the University and the implementation of the new internship programme and the introduction of the two new Student Officers to the Sabbatical Officer team, who will begin in their posts from July 2022.

3. Conclusion

- 3.1. The analysis within this report suggests that although the current YTD surplus is £153k, the Union's spending is expected to increase in the final quarter with a focus on increased spend on activities focused on enhancing student engagement, staff training and the newly created representation structure.
- 3.2. Trustees are asked to **note** this report.

Appendix A – Apr 2022 Management Accounts

	Current Month Actual £	Current Month Budget £	Variance £	Year to Date Actual £	Year to Date Budget £	Variance £	Variance %	2021-22 Budget £	2020-21 Actual £
Income:									
4005 Block Grant	(130,000)	(130,000)	-	(1,138,000)	(1,138,000)	-	0%	(1,518,000)	(1,477,000)
4006 Other University Grants	(53,001)	(53,000)	(1)	(119,166)	(119,167)	1	0%	(187,500)	(99,828)
4010 Other Grants	-	-	-	-	-	-	0%	-	(76,002)
4100 Trading Sales	(6,701)	(4,833)	(1,868)	(65,650)	(56,500)	(9,150)	16%	(71,000)	(6,337)
4160 Pool Table Income	-	-	-	-	-	-	0%	-	-
4165 Ticket Sales (Including Cloakroom)	(1,480)	-	(1,480)	(14,603)	(16,000)	1,397	-9%	(16,000)	-
4600 Venue Hire	-	-	-	-	-	-	0%	-	-
4640 Media Sales	(400)	(537)	137	(7,020)	(4,110)	(2,910)	71%	(5,720)	(12,275)
4650 Sponsorship Income	-	-	-	-	-	-	0%	-	-
4660 NUS Extra Totum	(94)	(85)	(9)	(828)	(256)	(572)	224%	(511)	(970)
4670 Retro Discounts Received DO NOT USE	-	-	-	-	-	-	0%	-	-
4700 Other Income	-	-	-	-	-	-	0%	-	(675)
Total Income	(191,676)	(188,455)	(3,221)	(1,345,266)	(1,334,032)	(11,234)	1%	(1,798,731)	(1,673,087)
Cost of Sales									
5000 Stock Purchases	3,129	1,810	1,319	26,988	26,765	223	1%	32,196	2,233
5005 Retro Discount Received	-	-	-	(1,090)	(1,090)	0	-	(1,090)	-
5055 Stock Movements	-	-	-	(483)	-	(483)	0%	-	2,160
	3,129	1,810	1,319	25,416	25,675	(259)	-1%	31,106	4,394
Gross Profit	(188,547)	(186,645)	(1,902)	(1,319,850)	(1,308,357)	(11,493)	1%	(1,767,625)	(1,668,693)
GPM%	53	63	29	61	55	103	-	-	-
Expenses:									
Staff Related Costs									
7000 Permanent Staff Costs	87,641	93,265	(5,624)	764,426	825,522	(61,096)	-7%	1,105,316	1,022,599
7005 Student and Temporary Staff	4,115	3,744	371	23,690	32,332	(8,642)	-27%	43,345	13,663
7010 Employers NI	9,467	9,960	(494)	77,064	86,532	(9,468)	-11%	116,414	103,121
7012 Employers Pensions	1,637	2,657	(1,020)	13,513	23,226	(9,713)	-42%	31,196	24,206
7013 Holiday Pay Accrual	-	-	-	-	-	-	0%	-	(17,966)
7014 Recruitment Expenses	1,100	1,333	(233)	12,018	6,000	6,018	100%	10,000	10,285
7016 Additional Staff Costs	536	-	536	772	4,950	(4,178)	-84%	4,950	760
7020 Volunteer Expenses	-	-	-	-	-	-	0%	-	-
7030 Training - Staff	1,054	5,083	(4,029)	18,276	28,750	(10,474)	-36%	43,500	25,647
7035 Training - Students	219	200	19	519	2,100	(1,582)	-75%	2,700	300
	105,768	116,243	(10,475)	910,278	1,009,413	(99,134)	-10%	1,357,421	1,182,616
Grants to Clubs & Societies									
6260 Club and Societies Expenditure	5,025	4,000	1,025	46,886	50,000	(3,114)	-6%	51,000	(3,461)
Other Expenses									
5020 Consumables	33	51	(18)	1,358	897	461	51%	1,050	1,295
6200 Marketing and Publicity	478	167	311	1,533	4,970	(3,437)	-69%	5,470	4,114
6205 Activity Costs	(1,495)	2,573	(4,069)	22,471	37,776	(15,305)	-41%	46,206	19,658
6210 Communications Development	-	-	-	-	-	-	0%	-	-
6215 Research and Survey Costs	180	40	140	1,583	3,080	(1,498)	-49%	3,120	260
6220 Venue Hire	257	300	(43)	4,114	6,730	(2,616)	-39%	8,230	250
6225 Artist Fees	450	467	(17)	1,210	4,150	(2,940)	-71%	5,550	3,003
6230 Conferences	325	500	(175)	7,989	7,000	989	14%	10,500	879
6235 Website maintenance	-	-	-	-	-	-	0%	-	4,000
6250 Affiliations and Subscriptions	2,478	2,852	(375)	32,486	27,198	5,288	19%	35,755	36,701
7025 Made In Arts London Artist Fees	879	-	879	(1,089)	-	(1,089)	0%	-	(1,112)
7105 Insurance	1,351	1,803	(452)	12,214	12,539	(325)	-3%	16,565	15,810
7210 Telephone	-	-	-	-	-	-	0%	-	204
7400 Travel and Subsistence	2,387	383	2,003	8,630	8,683	(53)	-1%	9,750	272
7405 Hospitality (Staff)	2,683	2,500	183	10,617	5,670	4,947	87%	12,245	8,847
7410 Hospitality (External)	-	1,200	(1,200)	233	1,400	(1,167)	-83%	1,400	316
7415 Hospitality (Student)	-	-	-	-	1,500	(1,500)	-100%	1,775	106
7420 Refreshment	-	-	-	-	420	(420)	-100%	420	-
7500 Printing	-	-	-	-	-	-	0%	-	-
7510 Postage and Carriage	68	125	(57)	401	1,000	(599)	-60%	1,325	1,668
7515 Office Stationery	-	100	(100)	30	900	(870)	-97%	1,200	168
7520 Commission Payable	-	-	-	-	-	-	0%	-	-
7600 Accounting Fee	-	700	(700)	128	6,300	(6,172)	-98%	8,400	19,074
7602 Fees & Penalties	-	-	-	-	-	-	0%	-	-
7605 Audit Fee	850	833	17	7,650	7,500	150	2%	10,000	10,200
7610 Consultancy and Professional Fee	1,777	6,449	(4,672)	60,767	53,763	7,004	13%	72,210	22,992
7611 Stock Takes	-	300	(300)	-	1,050	(1,050)	-100%	1,350	700
7615 Legal Costs	-	-	-	-	-	-	0%	-	-
7700 Equipment Hire	-	-	-	-	-	-	0%	-	-
7705 Machine Maintenance	-	-	-	-	-	-	0%	-	(1,200)
7710 Minor Equipment / software purchase	5,045	500	4,545	10,268	6,500	3,768	58%	8,000	7,486
7715 Sound Technician	-	-	-	-	-	-	0%	-	-
7800 Repair and Renewals	-	100	(100)	1,722	5,334	(3,612)	-68%	5,634	2,088
7805 Cleaning	-	-	-	-	1,150	(1,150)	-100%	1,150	519
7810 Licenses	1,157	1,774	(617)	9,875	15,451	(5,576)	-36%	20,462	2,297
7812 Dissolutions	-	-	-	-	-	-	0%	1,120	-
7815 Uniforms	-	-	-	53	1,120	(1,067)	-95%	-	-
7820 Security	-	-	-	-	-	-	0%	-	-
7901 Till Unders/Overs	3	-	3	11	-	11	0%	-	2
7905 Bank Charges	363	288	75	4,137	2,596	1,541	59%	3,461	(37)
8100 Irrecoverable VAT	-	1,296	(1,296)	1,453	3,887	(2,435)	-63%	5,183	1,972
8110 Bad Debt Write Off	-	-	-	-	-	-	0%	-	(11,348)
8110 Purchase Ledger Write Offs	-	-	-	-	-	-	0%	-	-
8999 Sundries	-	-	-	-	-	-	0%	-	-
	19,268	25,302	(6,034)	199,843	228,564	(28,721)	-13%	297,531	151,186
Depreciation									
8015 Depreciation	1,035	1,035	-	9,375	9,375	(0)	0%	12,479	8,765
Total Expenses	131,095	146,579	(15,484)	1,166,381	1,297,351	(130,970)	-10%	1,718,432	1,339,105
Operating (Surplus)/Deficit for the period	(57,452)	(40,066)	(17,386)	(153,469)	(11,006)	(142,462)	1294%	(49,193)	(329,588)

Student Code of Conduct

Author name & role	Christina Kennedy , Deputy Chief Executive
Paper for	Trustee Board
Date Written	June 2022
Date of Meeting	20/06/2022
Relevant Aims	Charity governance Staff and student safety Complaints, Appeals and Disciplinary Action Collaboration with UAL
Relevant Risks	<ul style="list-style-type: none"> - Reputational risk - Staff and student safety
Equality and Diversity	The process is designed to ensure that any student who is the complainant or respondent within a complaint is treated equitably.
Considered by	Senior Leadership Team
Summary	Outline of the new code of conduct and processes within this to deal with complaints, appeals and disciplinary matters of our members in a fair and equitable way.
Action for meeting	To approve

Code of Conduct and Disciplinary Procedure

Purpose: The purpose of this Code of Conduct is to outline the processes used to handle any complaints, appeals or disciplinary action in relation to incidents which occur during Arts SU activities or within Arts SU premises. Arts SU elections have a separate set of regulations and disciplinary processes outlined in the Election Bye-law.

1. Definitions and Overview

- 1.1. The member making the complaint will be described in this bye-law as “the complainant”
- 1.2. The member being complained about will be described in this bye-law as “the respondent”.
- 1.3. Behaviour which may result in an investigation includes (but is not limited to):
 - 1.3.1. Bringing Arts SU into disrepute
 - 1.3.2. Anti-social behaviour which is contrary to expected behaviours of members as outlined in Arts SU and UAL policies
 - 1.3.3. Both verbal or physical threatening towards students or staff at Arts SU
 - 1.3.4. Inappropriate behaviour due to intoxication in one of the venues operated by Arts SU or at any external event connected to Arts SU
 - 1.3.5. Vandalism
 - 1.3.6. Theft
 - 1.3.7. Assault on students or staff at Arts SU
 - 1.3.8. Use/possession/distribution of illegal or controlled substances in UAL or Arts SU premises
 - 1.3.9. Breach of Arts SU's Articles or Bye-laws
 - 1.3.10. Breach of the law impacting on Arts SU
 - 1.3.11. Fraud
 - 1.3.12. Bringing malicious complaints as part of this process
- 1.4. This process does not cover the conduct of Arts SU staff as this is dealt with under the Arts SU Staff Handbook.
- 1.5. This process applies to all Arts SU members as defined in the Membership Bye-law
- 1.6. This process covers actions which occur on Arts SU premises, at external events rain in connection with Arts SU, actions of visitors or members, actions of members whilst representing Arts SU or participating in Arts SU activity.

2. Non-disclosure

- 2.1. To ensure Arts SU protects staff and maintains a confidential relationship with and between those involved in any complaint; informal or formal, information relating to the complaint will not be discussed with any third party.
- 2.2. In exceptional circumstances information may be disclosed to third parties such as:
 - 2.2.1. When a complaint or disciplinary action is being referred to the UAL complaints or disciplinary procedures.
 - 2.2.2. When a member or any other person is at risk of causing harm to themselves or others.

Complaints

3. Disciplinary Records and Accrued Sanctions

- 3.1. Records of all investigations will be maintained for the duration of 5 years.
- 3.2. Arts SU reserves the right to accrue disciplinary penalties issued under the Disciplinary Committee Sanctions as appropriate.
- 3.3. Arts SU reserves the right, where appropriate, to reopen an investigation or disciplinary issue at any stage.

4. Reporting a complaint

- 4.1. Complaints should be made in writing to Arts SU by emailing a completed copy of the Arts SU Complaints Form to info@su.arts.ac.uk and should be addressed to the Chair of the Trustee Board.
- 4.2. The Arts SU Complaints Form can be located on the Arts SU website [here](#)
- 4.3. All supporting evidence should be included with the Complaints Form to ensure the matter can be thoroughly investigated in a timely manner.

5. Acting on a Complaint

- 5.1. The Chair of the Trustee Board will either authorise an investigation or write to the complainant explaining why the complaint is not being upheld.
- 5.2. Both the respondent and the complainant will be informed in writing within 7 working days of the complaint being raised and given notice of a date for any Disciplinary Committee Meeting.

6. Complaint Investigation

- 6.1. The complaint will be investigated by a Complaint Investigator appointed by the Chair of the Trustee Board who will be a member of the Arts SU Senior Leadership Team.
- 6.2. The Complaint Investigator will conduct the investigation based on the Complaints Form and supporting evidence provided and send recommendation for next steps.
- 6.3. Following on from the investigation three courses of action may be recommended:
 - 6.3.1. No further action is necessary, and the complaint is dropped.
 - 6.3.2. The complaint is to be resolved informally or formally through a written warning or establishing a mediation process.
 - 6.3.3. The complaint is passed on to the Disciplinary Committee
- 6.4. During the period of investigation, the respondent(s) may be suspended from Arts AU activities and premises.
- 6.5. The recommendation from the investigation will be sent to the Chair of the Trustee Board who will formally notify the respondent and complainant of the outcome of the investigation.

Disciplinary

7. Disciplinary Committee

- 7.1. The Arts Su Disciplinary Committee will be made up of two elected Sabbatical Officer Trustees and a member of the Arts SU Senior Leadership Team who was not the Complaint Investigator.
- 7.2. No member of the Disciplinary Committee will be someone who has a conflict of interest or previous involvement in the action under consideration by the committee.
- 7.3. Before the Disciplinary Committee Meeting the respondent will be provided with formal details of the nature of the complainant's original complaint and any additional witness statements relating to the complaint.
- 7.4. The author of the complaint and/or supporting evidence will be treated as confidential and will be provided as information to the respondent.
- 7.5. The respondent will be given the opportunity to provide a response, witness statements and any additional evidence ahead of the Disciplinary Committee Meeting to ensure a fair hearing.
- 7.6. The respondent will be allowed to bring another UAL student with them to the hearing who will need to submit their student number to the chair of the committee at least 48 hours in advance of the meeting.

8. Disciplinary Committee Investigation Process

- 8.1. The meeting will take place in the following manner:
 - 8.1.1. The results of the investigation will be presented.
 - 8.1.2. Witnesses supporting the complaint where appropriate will be called to give statements or any written statements provided in advance will be presented.
 - 8.1.3. The Disciplinary Committee will be given the opportunity to ask questions to the complainant and any witnesses.
 - 8.1.4. The respondent will respond to the complaints, whether in person or in writing calling witnesses where appropriate
 - 8.1.5. The Disciplinary Committee will have the opportunity to ask the respondent questions.
 - 8.1.6. Everyone apart from the Disciplinary Committee will leave the meeting.
 - 8.1.7. The Committee will make a decision based only on the evidence presented.
- 8.2. Although the respondent's attendance is not mandatory at the meeting, the complaint will be heard in their absence and action taken, unless good reason is given in advance for non-attendance. The committee can decide to offer an alternative date if appropriate.
- 8.3. Where necessary Arts SU will make every effort to ensure the complainant and/or their witnesses do not come into direct contact with the respondent and/or their witnesses during the Disciplinary Committee proceedings.
- 8.4. All issues raised at the Disciplinary Committee will be handled with the strictest of confidentiality.
- 8.5. If there is a Police, National Governing Body involvement in the investigation, Arts SU disciplinary action will be suspended until the Police or other action is concluded, or the outcome of any court case in relation is known.

- 8.6. If there is an ongoing UAL investigation regarding the same incident, Arts SU disciplinary action will be suspended until the outcome of the UAL investigation is known.
- 8.7. During the course of any Police, National Governing Body or UAL investigation the respondent(s) will be suspended from all Arts SU activities and premises (with the exception of the Advice Service – unless there is reason to believe a member of staff will be put at risk with the provision of this service). This is not an assumption of guilt.
- 8.8. It is the responsibility of the respondent to formally inform Arts SU when Police, National Governing Body or UAL action has concluded, providing appropriate paperwork for the purpose of the Arts SU disciplinary case file.

9. Disciplinary Committee Sanctions

- 9.1. The Disciplinary Committee may take any of the following actions as a result of the meeting:
 - 9.1.1. No action.
 - 9.1.2. Request for a written apology.
 - 9.1.3. A fine to the value of the damage done and/or losses and/or costs if the disciplinary hearing is in relation to vandalism, damage of property or theft.
 - 9.1.4. A final written warning.
 - 9.1.5. Suspension from Arts SU and all/some of its activities.
 - 9.1.6. Inform UAL and any relevant authorities.
 - 9.1.7. Recommend referral to UAL Disciplinary Processes where the committee believes there is sufficient risk within the institution outside of Arts SU activities. This will be done in writing to the Dean of Students.
- 9.2. All decision of the Disciplinary Committee will be communicated to the respondent and complainant (where appropriate) within 7 working days of the Disciplinary Committee meeting.
- 9.3. Arts SU reserves the right to also bring procedures against the complainant if a complaint is deemed to be malicious.

Appeals

10. Appeals Process

- 10.1. Appeals against any Disciplinary Committee decisions may be made within 7 working days if additional, previously unconsidered information is made available which may have a significant impact on the original decision by the Disciplinary committee.
- 10.2. The appeal must be made in writing to the Arts SU Chief Executive Officer stating the reason for the request.

11. The Appeals Committee

- 11.1. The Arts SU Appeals Committee will be made up of two elected Sabbatical Officer Trustees, the Chief Executive Officer and an external lay trustee.
- 11.2. No member of the Appeal Committee will be someone who has a conflict of interest or previous involvement in the action under consideration by the committee.
- 11.3. Appeals will be heard as soon as practicably possible after the Appeal has been submitted.
- 11.4. The Appeal Committee Meeting will follow the procedures already lead out in section 7.
- 11.5. The Appeals Committee has the authority to change or confirm sanctions issued by the Disciplinary Committee.
- 11.6. The decision of the Appeals Committee is final.

Associate Membership Policy

Author name & role	Yemi Gbajobi , Chief Executive
Paper for	Trustee Board
Date Written	7 th June 2022
Date of Meeting	20 th June 2022
Relevant Aims	To improve staff retention and satisfaction
Relevant Risks	Poor staff satisfaction, poor retention, under utilisation of resources
Equality and Diversity	N/A
Considered by	Senior Leadership Team
Summary	<p>The paper sets out a policy for Associate Membership to Arts Students' Union. Membership to the Students' Union changes depending on enrolment status or relationship with the Union. Ordinary Membership is granted to current registered students at UAL who haven't opted out of membership. Associate members are non- UAL student members who pay a subscription to access Union facilities and activities.</p> <p>The Union's Articles state that the Trustee Board must agree a policy for Associate Membership. It is recommendation that this policy is reviewed at least every three years.</p>
Action for meeting	To approve the Associate Membership Policy and that the policy is renewed at least every three years.

Introduction

The activities and opportunities we provide at Arts Students' Union are predominantly for current students studying at the University of the Arts London (UAL). However, we recognise that there are individuals that are not current UAL Students that may want to become an associate member of Arts Students Union so they can participate in a selection of our activities.

This associate memberships policy details who can be an associate member of the Arts Students' Union, the benefits associate memberships will have access to, the process a prospective associate must undertake to become an associate member of Arts Students' Union, and the regulations an associate member must abide by.

Associate Membership Regulations

- i. Associate memberships are valid for the duration of the academic year in which the associate membership is paid for. Associate memberships expire on July 31st following the end of the academic year. Once the associate membership has expired, former associate members looking to continue their membership will need to re-apply and re-purchase their associate membership following the regulations and process outlined in this policy.
- ii. By becoming an associate member, an individual will obtain the following benefits:
 - a. Ability to purchase an associate membership for Arts SU groups (clubs, societies, and peer support groups), which will enable you to attend relevant events, activities, and training sessions that the student group is running. Please note, membership to student groups is open to associate members at the discretion of the student group's committee.
- iii. An associate membership does not allow the following:
 - The right to vote in any election by Arts SU or a Arts SU student group
 - The right to hold an officer or representative role at Arts SU • The right to hold a committee position in a Arts SU student group
 - Participation in BUCS competitions.
- iv. Associate memberships are available to the following people for a fee of £50. Please note, the £50 fee is a separate and additional fee to the existing student group membership fee charges, and, if joining a club, Sports Association Membership charge.
 - UAL Alumni
 - UAL Members of Staff
 - Current students from university institutions within the United Kingdom, providing that institution is not UAL.
- v. Associate members are available to the following people at no extra cost. Please note, these individuals will still have to pay student group membership fees.
 - a. Current students studying on a UAL validated course
- vi. Associate members of Arts SU must comply with the Arts Students Union Members' Code of Conduct. Failure to comply with the Members Code of Conduct may result in the removal of student group memberships, the removal of your associate membership, and further disciplinary action.

Applying for associate memberships

- i. To apply for an associate membership, an individual must complete the associate membership application form and return this form info@su.arts.ac.uk.
- ii. The associate membership form can be found for download on this page on the Arts SU website.
- iii. Only forms completed by UAL Alumni, UAL Members of Staff, current students studying on a UAL accredited or joint degree course, and current students from University institutions within the United Kingdom, providing that institution is not UAL, will be accepted.
- iv. Incomplete application forms will not be accepted.
- v. Applications for an Associate Membership will be considered on a case by case basis following the submission of the associate membership application form. A member of staff from Arts Students' Union will be in contact with prospective associate members following their application with the outcome of their application and further instructions.

Associate Membership Application Form

If you are interested in becoming an associate member of the SU, please fill in the form and return it to info@su.arts.ac.uk.

Name:	
Email:	
Date of Birth (To join a student group without parent permission, you must be 18 or over.)	
<p>Please tick the boxes below that apply to you:</p> <p><input type="checkbox"/> I am a current student studying at a university that is not UAL</p> <p><input type="checkbox"/> I am a graduate of UAL</p> <p><input type="checkbox"/> I am a current staff member of staff at the UAL</p> <p><input type="checkbox"/> I am a student on a UAL Validated Course. If so, please state your Institution and Course.</p> <p>If you did not tick any boxes above, you are not eligible to buy associate membership.</p>	
Which student groups do you plan on joining?	
Why would you like to join a student group?: e.g. to pursue a hobby, to see friends within the student group	
Date:	
Signature:	

Students' Union Bye-Laws

Author name & role	Martin Dodd , Head of Policy, Representation and Advocacy
Paper for	Trustee Board
Date Written	June 2022
Date of Meeting	20/06/2022
Relevant Aims	Good governance supporting all charitable and strategic aims.
Relevant Risks	<ul style="list-style-type: none"> • Poor Leadership • Poor Governance • Member Disengagement • Reputational Risk • Student Safety
Equality and Diversity	The bye-laws and how they are applied directly impact how members engage with the Union and therefore should be inclusive of the breadth of our membership.
Considered by	Senior Leadership Team
Summary	<p>In 2021 a new democratic structure was approved by referendum to be implemented from the start of the 2022/23 academic year.</p> <p>It was agreed that the 2021/22 academic year would be used to prepare a new set of bye-laws for approval by the Board of Trustees which encapsulates the new structure. These include the rules governing relevant aspects of our democratic structure and engagement work.</p> <p>Below is a list of bye-laws which are attached for approval:</p> <ol style="list-style-type: none"> 1. Membership 2. Student Leadership 3. Decision Making 4. Officer Accountability * 5. Elections and Referenda 6. Student Groups <p>* Bye-Law 4 covering Officer Accountability is still to be drafted and will be tabled at a later meeting.</p>
Action for meeting	To approve

Bye-law 01

What are the benefits of Union Membership

Purpose: The purpose of this Bye-law is to outline benefits of being a member of Arts Students' Union.

Arts SU Membership

1. Types of Membership

- 1.1. There will be the following three types of membership
 - 1.1.1. Student Members who shall be all current students of University of the Arts London who have not opted out.
 - 1.1.2. Company Law Members who shall be the Trustees of the Union as described by the Articles.
 - 1.1.3. Associate Members who shall be individuals who shall be individuals approved by a process set by the Trustee Board for recognition of their work for the Union, University staff members and others as agree by the Trustees of the Union.

2. Benefits of Membership

- 2.1. Student members shall have the following benefits:
 - 2.1.1. To be represented by the Union on academic and welfare issues;
 - 2.1.2. To have access to the service and support facilities provided by the Union;
 - 2.1.3. To be eligible to join registered student groups including societies and sports clubs of the Union, subject to the conditions of membership of such groups;
 - 2.1.4. To utilise the social facilities administered by the Union;
 - 2.1.5. To be eligible to vote at Student member meetings;
 - 2.1.6. To be eligible to vote in elections or referenda that are conducted by the Union, subject always to the regulations governing elections and referenda;
 - 2.1.7. To be eligible for participation in Union committees and the committees of student groups
 - 2.1.8. To be nominated as a candidate for any of the offices of the Union which are subject to election subject to the rules governing elections.
- 2.2. Associate members shall have the following benefits:
 - 2.2.1. To be eligible to join registered student groups of the Union including societies and sports clubs subject to the conditions of membership of such student groups;
 - 2.2.2. To utilise the social facilities administered by the Union.

3. Conditions of Membership

- 3.1. All members, of whatever class, shall be subject to the Students' Union **Code of Conduct** which protects the membership and sets out expected behaviours of all who engage in the Union. Any laws of the land and rules of the University may also apply.
- 3.2. The Trustees have the power to suspend or withdraw benefits of membership in the event of a member failing to comply with the requirements and conditions of membership and any code of conduct that may be in force.
- 3.3. Associate members may be subject to additional fees as set by the Trustees for access to the Union's services. These shall be used to further the Union's main charitable purposes for its beneficiaries, the student members.
- 3.4. Associate members may be subject to a time limit for their membership. University staff members shall be associate members for their term of employment by University of Arts London.

4. Opting Out of Student Membership

- 4.1. Student members may opt-out of membership as allowed by the 1994 Education Act. To do so they should contact the Union or University with their intention to do so.
- 4.2. Opting out will mean the removal of the following benefits:
 - 4.2.1. To be represented by the Union on academic and welfare issues;
 - 4.2.2. To be eligible to vote at Student members meetings;

- 4.2.3. To be eligible to vote in elections or referenda that are conducted by the Union, subject always to the regulations governing elections and referenda;
- 4.2.4. To be eligible for participation in Union committees and the committees of student groups including societies and sports clubs;
- 4.2.5. To be nominated as a candidate for any of the offices of the Union which are subject to election subject to the rules governing elections.
- 4.3. The following services will remain available to students who have opted out but may be subject to additional charges:
 - 4.3.1. To have access to the service and support facilities provided by the Union;
 - 4.3.2. To be eligible to join registered student groups including societies and sports clubs of the Union, subject to the conditions of membership of such groups;
 - 4.3.3. To utilise the social facilities administered by the Union
- 4.4. For the avoidance of doubt students who have opted out of student membership may still be subject to the Student's Union **Code of Conduct** when accessing the services outlined in section 4.3.
- 4.5. The University has an obligation to ensure that no student is disadvantaged in their dealings with the University if they have chosen not to be a member of the Students' Union.

Bye-law 02

Who are my representatives and what do they do?

Purpose: The purpose of this Bye-law is to outline the responsibilities and duties of the Elected Officer roles of the Students' Union.

Sabbatical Officer Trustees

1. Sabbatical Officer Trustee Roles

- 1.1. There will be six Officers elected in line with the **Articles and Elections Bye-law (05)**. The roles shall be titled:
- 1.1.1. Union Affairs Officer;
 - 1.1.2. Student Communities Officer;
 - 1.1.3. London College of Fashion Officer;
 - 1.1.4. Chelsea, Camberwell & Wimbledon Officer;
 - 1.1.5. London College of Communication Officer; and
 - 1.1.6. Central Saint Martins Officer.

2. Terms of office

- 2.1. The year in office for all six of the above Student Officer Trustee roles is from 1st July each year until the 30th June the following year. The year in office dates may change or the period in office may be longer or shorter dependent on the needs of the organisation. There will also ordinarily be a handover period of at least one week.
- 2.2. All Sabbatical Officer Trustees shall be major union offices as defined by the 1994 Education Act. They will be paid in line with their terms and conditions.

3. Responsibilities

The duties of all Sabbatical Officer Trustees are to:

- 3.1. lead priorities and/or campaigns for the benefit of students as members of the students' union and support campaigns organised by the Union;
- 3.2. represent the diverse voices of students; attend and support all decision-making meetings and gather student views, opinions, ideas, and feedback;
- 3.3. support the students' union's work in maximising communication and engagement with students to enable the development of relevant services and activities;
- 3.4. encourage participation in Union activities, in particular act as a champion for meetings, elections, and campaigns;
- 3.5. work to shape and achieve the delivery of the students' union work on liberation, equity, diversity, and inclusion;
- 3.6. act as a member of the Students' Union's Board of Trustees with responsibility for directing the governance and financial affairs of the Union;
- 3.7. work to shape and achieve the values and strategic priorities of the Students' Union;
- 3.8. hold and attend regular formal and informal meetings with relevant members of staff at all levels within the university;
- 3.9. represent individuals, groups, and the body of students to the University and its Colleges, National Union of Students, local community groups and other bodies that affect the lives of students, including attending meetings of such organisations;
- 3.10. attend training courses and other opportunities for personal and professional development to support the effective delivery of their role;
- 3.11. attend meetings as appropriate; and
- 3.12. comply with all regulations, policies and protocols of the students' union and work such hours and in locations required to satisfy the duties of the post to maximise benefit to students.

4. The responsibilities of the College Officers are to:

- 4.1. represent the views and experiences of students on college-based matters including but not limited to teaching, assessment, learning opportunities, wellbeing, and community;

- 4.2. lead on the representation of course and school reps within the college, meeting and supporting them regularly for the benefit of students;
- 4.3. hold and attend regular meetings with relevant members of the College management and attend other College meetings as appropriate to the role;
- 4.4. act as the primary spokesperson and figurehead for the Union to the College; and
- 4.5. work with the Union Affairs and Student Communities Officer on ensuring SU activities and services reflect and are accessible to students within their chosen college.

5. The responsibilities of the Student Communities Officer are to:

- 5.1. represent the views and experiences of student communities including but not limited to study, activities, creative opportunities, liberation, and students of circumstance;
- 5.2. lead on the representation of student groups including but not limited to sports, societies, creative opportunities, and volunteering;
- 5.3. hold and attend regular meetings with relevant members of the University and attend University-wide meetings as appropriate to the role;
- 5.4. oversee Arts SU community development by working with officers and staff to encourage students to engage in creating and developing the communities in which they identify; and
- 5.5. ensure that Arts SU communities and associated opportunities are accessible, understandable, and communicated to students.

6. The responsibilities of the Union Affairs Officer are to:

- 6.1. represent the views and experiences of students on university-wide matters including but not limited to, communications, library services, student support and other central services;
- 6.2. lead on Arts SU development to ensure that activities, facilities, and services are excellent quality, accessible and relevant for all students;
- 6.3. hold and attend regular meetings with relevant members of the University and attend University-wide meetings as appropriate to the role;
- 6.4. work with the wider Sabbatical Officer team on ensuring decision making activities, events and processes are accessible, understandable, and communicated to students;
- 6.5. act as the primary spokesperson and figurehead for the Union to the University on central university business;
- 6.6. act as the Student Governor on the University Board of Governors and relevant sub-committees; and
- 6.7. act as the first point of contact with the National Union of Students and other stakeholders as required.

7. Allocated responsibilities

- 7.1. The following responsibilities shall be allocated to one of the Sabbatical Officer Trustees at the beginning of each term in office through consultation with all Officer Trustees:
 - 7.1.1. Chair of the Board of Trustees.
- 7.2. Responsibilities of Officer Trustees may be reallocated by the Board of Trustees during their term in Office.

School Representatives

8. School Representative Roles

- 8.1. There will be two School Representatives per academic School/Department elected in line with the **Articles** and the **Elections Bye-law (05)**.
- 8.2. All School Representatives are volunteer "Part-time Officers" for the purpose of the Articles.

9. Terms of Office

- 9.1. The year in office for all School Representatives is from 1st July each year until the 30th June the following year. The year in office dates may change or the period in office may be longer or shorter dependent on the needs of the organisation.

10. Responsibilities

The duties of all School Representatives are to:

- 10.1. represent the diverse voices of students who study within their school/department at school and college level; gather student views, opinions, ideas, and feedback;

- 10.2. Act as an initial point of contact on feedback matters for course reps within your school;
- 10.3. attend meetings as appropriate each term with key individuals from both the students' union and university including but not limited to the elected full-time College Sabbatical Officer, School Dean and College Associate Dean;
- 10.4. provide a termly update to the students' union on feedback gathered from course reps which have been raised to university staff and any actions or outcomes as a result;
- 10.5. support the students' union's work in maximising communication and engagement with students to enable activities and community development at school and programme level;
- 10.6. encourage participation in Union activities, in particular act as a champion for meetings, elections, and campaigns.

Vacancies, Removal, Replacement and Disciplinary Conduct

11. Vacancies and removal of elected representatives

- 11.1. Should a Sabbatical Officer Trustee role be temporarily absent due to sickness or leave, the other Sabbatical Officer Trustees shall undertake such action as required to ensure the duties of that officer are properly carried out.
- 11.2. If an elected representative resigns, is removed from office by a vote of the students, has their student status revoked by the University (in the case of Volunteer Officers) or is removed by the Trustees Board under the **Code of Conduct** they will no longer be eligible to hold their role and the office will become vacant.

12. Replacement of elected representatives

- 12.1. In the event of any Sabbatical Officer Trustees roles becoming vacant following an election in the role, the Trustee Board will decide whether to co-opt the second-place candidate in the election, hold a by-election or some other action that will ensure representation of students.
- 12.2. In the event of a Volunteer Officer role becoming vacant following an election in the the role, the role will remain vacant until such a time as to when a by-election can be held or some other action that will ensure representation of students is agreed.

13. Disciplinary Conduct

- 13.1. Officers are answerable for their disciplinary conduct to the Union and University policies in force at the time including those applying to students.
- 13.2. Members should refer to the Union's **Code of Conduct**.
- 13.3. The University Secretary or their nominee has the right to review process and outcome in relation to motions of no confidence of Elected Officer roles to ensure due process has been followed.

Bye-law 03

How can I set the direction of my Union?

Purpose: The purpose of this Bye-law is to explain the ways in which student members can set the direction of their union by attending Student Forums, submitting ideas for discussion, taking part in referenda, and holding the officers who implement the policy to account.

1. Structures of the Union and their role

- 1.1. There shall be the following principle decision making bodies within the Union:
 - 1.1.1. The Trustee Board;
 - 1.1.2. The Student Member meetings;
 - 1.1.3. The All-Student Forum meetings
 - 1.1.4. The Online Ideas system; and
 - 1.1.5. Elections and Referenda (**Bye-law 05**)

2. Role of meetings

- 2.1. The Trustee Board shall meet as outlined in the Articles and shall set their own terms of reference and meeting regulations. They shall have oversight on financial, legal and strategic matters as well as oversight of risk and shall set organisational administrative policy.
- 2.2. The Student Members meeting shall be open to all student members of the Union and shall meet at least annually. It shall scrutinise the work of the Trustees but may also set representative and campaign policy
- 2.3. The All-Student Forum meetings shall be open to all student members of the Union and shall meet at least termly. It shall set and oversee the representative and campaigning policy of the Union and scrutinise the work of the Student Leaders (**Bye-law 02**).

Student Members Meetings

3. Student Members Meetings – Calling and Agendas

- 3.1. As outlined in the Articles, there shall be at least one Student Members meeting each academic year at a time set by the Trustees to maximise student participation. The business of the Annual Student Members Meeting shall be:
 - 3.1.1. approval of the minutes of the last meeting;
 - 3.1.2. receiving a report of the Trustees on the Union's activities since the last Student Members' Meeting;
 - 3.1.3. receiving the accounts of the Union for the previous financial year;
 - 3.1.4. approving the list of affiliations of the Union; and
 - 3.1.5. open questions to the Trustees by the Student Members.
- 3.2. Additional Student Members meetings may be called by the Board of Trustees, All-Student Forum or by petition of at least 100 Student Members who have written to the Trustee Board Chair explaining what business they wish to discuss. A Student Members Meeting shall be called within two weeks of receipt of such a petition or proposal from an All-Student Forum. The business of the Student Members Meeting shall be:
 - 3.2.1. approval of the minutes of the last meeting; and
 - 3.2.2. discussion of the business for which the meeting was held.
- 3.3. There shall be no Emergency or Other Business at a Student Members Meeting.

4. Student Members Meetings – Notice, Quorum and Chair

- 4.1. Student Members Meetings shall be called with at least 14 days' notice (not including the day that the meeting is held or the day on which notice was sent). For the avoidance of doubt notice can be given by placing a prominent message on the Students' Union Website.
- 4.2. 100 Student Members entitled to vote upon the business to be transacted shall be the quorum. If a quorum is not present within half an hour from the time appointed for the meeting, the meeting shall stand adjourned to the same day in the next week at the same time and place or to such other day, time and place as the Trustees may determine and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting then the quorum shall be those student members present.

- 4.3. Student Members Meetings shall be chaired by the Chair of the Trustee Board, or another nominated Arts SU Officer.

All-Student Forums

5. All-Student Forums – Calling and Agendas

- 5.1. There shall be at least three All-Student Forums each academic year, normally once per term and at a time set to maximise student participation. The business of All-Student Forums shall be determined by the Chair.
- 5.2. The content of the agenda will be gathered from:
 - 5.2.1. issues and topics raised or submitted by students via the Online Ideas System;
 - 5.2.2. issues and topics gathered by Arts SU Interns;
 - 5.2.3. issues and topics gathered by School Representatives; and
 - 5.2.4. issues and topics related to Officer Priority Campaigns.
- 5.3. Additional All-Student Forum meetings may be called by the Board of Trustees, Executive Committee or by receipt of the appropriate number of votes via the SU's Online Ideas System see Online Ideas System below).
- 5.4. All Student Members as defined by the Articles and the Membership Bye-law (01) will have the ability to attend, take part in discussions and decide upon submissions at the meeting.
- 5.5. All Student Members who wish to attend will be invited to register and confirm attendance online prior to each forum.

6. All-Student Forums – Notice, Quorum and Chair

- 6.1. All-Student Forums shall be called with at least 14 days' notice (not including the day that the meeting is held or the day on which notice was sent). For the avoidance of doubt notice can be given by placing a prominent message on the Students Union Website.
- 6.2. 30 Student Members entitled to attend, take part in discussions and decide upon submissions at the meeting shall be the quorum.
- 6.3. All-Student Forums shall be chaired by the Chair of the Trustee Board, or another nominated Arts SU Officer.
- 6.4. The Chair will be responsible for:
 - 6.4.1. Determining the structure, agenda and ensuring transparency of All-Student Forum meetings;
 - 6.4.2. Determining the category and subsequent actions required for submissions to All-Student Forums;
 - 6.4.3. Ensuring where taken the fairness of votes; and
 - 6.4.4. Liaison between All-Student Forums and Trustee Board.

7. All-Student Forums – Powers and Voting

- 7.1. Student Members as defined by the **Articles** and **Membership Bye-law (01)** will have the right to submit issues or topics to the All-Student Forum for consideration. This should be done via the SU's Online Ideas System.
- 7.2. Every issue/topic submitted shall be considered as follows:
 - 7.2.1. a speech introducing the topic/idea after which there will be the opportunity to ask clarifying questions;
 - 7.2.2. a period of discussion in small groups to allow attendees to explore issues, share views and consider initial responses before moving forward;
 - 7.2.3. groups will feedback before a measure of consensus is taken with three outcomes
 - a. Total consensus – whilst a few might want something different or disagree, in general the feedback is positive;
 - b. Part consensus – the underlying idea is satisfactory but more work is needed to either expand or focus the idea; or
 - c. No consensus – the idea is divisive and there is a considerable number opposed with the main aim of the idea.
 - 7.2.4. depending on the outcomes return to small groups with the task of (a) identifying next steps, (b) clarifying potential changes that could help the idea or (c) investigating what common ground can be found;
 - 7.2.5. groups will feedback including recommendations or actions before moving to a vote.
- 7.3. The meeting may, by voting, on any issue/topic sent to it

- 7.3.1. Approve all or any part of the submission;
- 7.3.2. Reject all or any part of the submission;
- 7.3.3. Compost its own statement on the submission;
- 7.3.4. Defer the submission or discussion to the next All-Student Forum pending further investigation; or
- 7.3.5. Refer the submission to a referendum.
- 7.4. Voting will be determined by a simple majority unless otherwise required or specified.
- 7.5. Voting will take place online to facilitate accessible participation.
- 7.6. Policy passed at an All-Student Forum will lapse after three calendar years or until ceased by an All-Student Forum vote.
- 7.7. After a policy has lapsed, the Chair will notify the next All-Student Forum of this fact to allow Student Members to proposed that the policy or a revised version is readopted for three years.
- 7.8. Decisions taken by an All-Student Forum are subject to authority of the Trustee Board in accordance with Article 28.3.

Online Ideas System

8. Online Ideas System

- 8.1. All ideas proposing to create or amend Union Policy or Bye-Laws will be submitted via an online idea on the Union's website.
- 8.2. Submissions as much as possible should include:
 - 8.2.1. What improvement, development, change or political stance is proposed?
 - 8.2.2. What is the current situation?
 - 8.2.3. What will be the impact of your idea?
 - 8.2.4. What action could the SU take to take your idea forward?
- 8.3. Any petition that has a majority of down votes will not be taken forward.
- 8.4. Any petition that has at least 20 up votes will be taken to an All-Student Forum.
- 8.5. Any petition that has at least 100 up votes will be approved subject to authority of the Trustee Board in accordance with Article 28.3.

e-law 04

How are officers accountable for their work?

Purpose: The purpose of this Bye Law is to outline the processes covering the accountability of Elected Officers roles of the Students' Union.

DRAFT PENDING

Bye-law 05**How do elections and referenda work?**

Purpose: The purpose of this Bye Law is to outline the rules and responsibilities governing elections at Arts SU. These are further detailed in accompanying guidance updated for each Election or Referenda.

Arts SU Elections**1. General Regulations**

- 1.1. A Returning Officer and Deputy Returning Officer will be appointed by the Trustee Board for the purpose of administering the election regulations.
- 1.2. No member shall have more than one vote.
- 1.3. Voting shall be by secret ballot using either the single-transferable vote (STV) or alternative-transferable vote (ATV) system and shall include Re-Open Nominations as a candidate. More information on both these methods can be found on the Electoral Reform Society of Great Britain & Northern Ireland website.
- 1.4. Should Re-Open Nominations be the elected candidate, then the post in question shall remain vacant until a by-election is held.

2. Elected Positions

- 2.1. Elections shall be held per this bye-law for the following roles:
 - 2.1.1. Sabbatical Officer Trustees;
 - 2.1.2. School Representatives;
 - 2.1.3. NUS Conference Delegates;
 - 2.1.4. Student Group Committee Roles (incl. Sports Clubs and Societies).
- 2.2. All positions except for Student Group Committee Roles shall be elected by cross-campus ballot.
- 2.3. Only eligible voters should vote in elections they are entitled to as per the 1994 Education Act. There may be roles with the exception of Officer Trustees where students in one constituency (e.g., School, Sports Club or Society) cannot nominate or vote for a role based in another constituency.
- 2.4. Delegates to all other National Union of Students (NUS) conferences shall be elected in accordance with the rules of that election.

3. Eligibility

- 3.1. Any Student Member of the Union as defined by the Articles and Membership Bye-law is eligible to stand for election, subject only to:
 - 3.1.1. No member can stand for more than one position of each type of role.
 - 3.1.2. Members are limited to two terms of office as Officer Trustees.
- 3.2. Postgraduates who are registered as of the 1st January but whose course may have ceased during the spring Sabbatical Officer Elections will be eligible to apply.
- 3.3. In the case of positions covering specific Colleges, Schools or Student Group roles, the Union may limit standing to those who either are currently studying in/a member of said College, School or Student Group.

Returning Officer**4. Returning and Deputy Returning Officer**

- 4.1. The Returning Officer shall be appointed by the Trustee Board. They will typically be a member of staff from the National Union of Students.
- 4.2. The Deputy Returning Officer shall be appointed by the Trustee Board for the duration of the election to assist the Returning Officer in their duties. They will be supported in their duties by a broader Elections team made up of permanent staff from within the Students' Union.
- 4.3. The duties of the Returning and Deputy Returning Officer are to:
 - 4.3.1. Be responsible for the proper conduct of the elections;
 - 4.3.2. Be responsible for the interpretation of election rules and issued guidance;
 - 4.3.3. Rule on complaints and where appropriate issue warnings and penalties in accordance with these election rules and issued guidance.

- 4.3.4. Ensure a suitable election timetable is produced and publicised to members;
 - 4.3.5. Ensure suitable information, guidance and training is provided to all candidates;
 - 4.3.6. Ensure suitable information and guidance is provided to all voters
 - 4.3.7. Undertake any duties necessary to ensure the fair and proper conduct of the elections process.
- 4.4. The Returning Officer will have ultimate responsibility for the interpretation of all election rules for the Union and how they are carried out. In cases of disqualification or annulling of an election, the final decision must be taken with the Returning Officer.

Election Regulations

5. Elections Timetable

- 5.1. Elections shall be held at times which are intended to enable the largest possible number of members to participate as candidates and voters.
- 5.2. Formal notice of all elections shall be given from the start of each academic year.
- 5.3. Each election shall include dates and times for the completion of the following stages:
 - 5.3.1. Applications/Standing/Nomination
 - 5.3.2. Candidates Briefing
 - 5.3.3. Publicity/Campaigning
 - 5.3.4. Candidates Question Time (where appropriate)
 - 5.3.5. Voting
 - 5.3.6. Results
- 5.4. Detailed notice of elections shall be given a minimum of seven working days before nominations open.

6. Nominations

- 6.1. Nomination papers must be available online and as soon as nominations open unless otherwise specified by the Returning Officer/Deputy Returning Officer.
- 6.2. Each completed nomination must include the full name, student number, where issued of those nominated.
- 6.3. At the close of nominations submitted papers will be checked and compiled. When the Deputy Returning Officer is satisfied, all valid nominations will be confirmed with candidates and shared on the Students' Union website.
- 6.4. Nomination can be challenged on the basis an individual was not a student or was not submitted within proper process.

7. Publicity

- 7.1. All campaigning publicity must meet the requirements of Candidate Guidance Handbook, as approved by the Deputy Returning Officer.
- 7.2. All candidates in the Election shall receive a publicity budget as detailed within issued guidance.
- 7.3. Publicity to be publicised by the Union (e.g., photos, manifestos, social media videos) will only be accepted if submitted by the date laid down in issued guidance.
- 7.4. Publicity to be publicised by the Union will be displayed on the Students' Union website, and elsewhere as determined by the Deputy Returning Officer.

8. Conduct

- 8.1. Candidates notwithstanding existing laws and rules which govern individual and student behaviour must conduct themselves in line with the Elections Rules and Regulations, and issued guidance, as approved by the Deputy Returning Officer.
- 8.2. Candidates will receive briefing and training sessions on the Elections Rules and Regulations, and issued guidance. Failure to attend candidate briefings or contact the Elections team to arrange an alternative session may result in a candidate being withdrawn from the election.
- 8.3. Candidates may make use of individual campaigners who assist them during an election, sometimes also collectively referred to as a campaign team. A campaigner is defined as someone who would be thought to be acting on behalf of a candidate to further the election of that candidate.
- 8.4. Candidates will remain responsible for the conduct of campaigners, and therefore must take all practicable steps to ensure campaigners follow the election rules, regulations and issued guidance. Breaches that are

- committed by campaigners may be treated as if the candidate themselves had breached Candidate Guidance and Election Rules and Regulations.
- 8.5. For an election, campaigning is defined as working in an organised and active way towards a particular goal.
 - 8.6. Candidates/campaigners must adhere to the following principles of acceptable conduct:
 - 8.6.1. Do only what other candidates have an equal opportunity to do;
 - 8.6.2. Treat all students, candidates, and staff members with respect.
 - 8.7. Unacceptable conduct during elections includes but is not limited to any of the following practices (including attempts):
 - 8.7.1. The use of University or Students' Union resources to further the election of a candidate/nominee (except where explicitly permitted by the Returning Officer/Deputy Returning Officer).
 - 8.7.2. The defacement of or interference with a candidate's publicity
 - 8.7.3. Bribery of voters or election officials;
 - 8.7.4. Behaviour which is threatening, harassing, or risking the wellbeing and safety of others;
 - 8.7.5. Producing offensive or defamatory publicity;
 - 8.7.6. Preventing the free and confidential exercise of a vote by voters, including the improper use of mobile devices;
 - 8.7.7. Compromising or interfering with the integrity of the election.
 - 8.8. The Deputy Returning Officer may issue penalties to candidates for breach of conduct guidelines. In cases of disqualification or annulling of an election, the final decision must be taken in consultation with the Returning Officer.
 - 8.9. Campaigning may begin after the time and date set by the Deputy Returning Officer.

9. Incumbent Candidates

- 9.1. Current Sabbatical Officer Trustees will have the same expectations of all candidates and be expected to conduct themselves in line with this bye-law, Election Rules and Regulations and issued guidance.
- 9.2. Current Sabbatical Officer Trustees must declare paid holiday to the Deputy Returning Officer if they wish to undertake campaign activity during normal office hours in the election period.
- 9.3. Current Sabbatical Officer Trustees may not use any of the resources of their current position to assist any election campaign.
- 9.4. Current Sabbatical Officer Trustees will receive briefing on the Elections Rules and Regulations, and issued guidance.

Voting and Results

10. Voting

- 10.1. Details of the elections and voting process shall be published through the Students' Union website, and elsewhere as determined by the Deputy Returning Officer.
- 10.2. All elections will be conducted by secret ballot, where each voter has only one transferable vote, following the methodology set out by the Electoral Reform Society of Great Britain and Ireland in 1997.
- 10.3. Re-Open Nominations shall be a candidate on each ballot. If Re-Open Nominations is elected, the position will be declared vacant and a new election will be held at a time and date specified by the Deputy Returning Officer.
- 10.4. Votes will not be counted while there are outstanding complaints awaiting a decision. As such, individual results may be held until such a time when outstanding complaints have been resolved.

11. Counting / Results

- 11.1. The timing of the count shall be approved by the Returning Officer / Deputy Returning Officer prior to the start of voting.
- 11.2. Each candidate in any election will be permitted to nominate one individual to monitor the count on their behalf.
- 11.3. Complaints about the count must be made in writing to the Returning Officer / Deputy Returning Officer no later than 1 working day after the announcement of the result.
- 11.4. The results of all Union elections shall be declared by the Returning Officer / Deputy Returning Officer when the count of each post has been successfully completed.

- 11.5. Results of the elections shall be posted on the Students' Union website within one (1) working day of the count.

Complaints

12. Complaints

- 12.1. Complaints that a candidate or campaigner(s) has contravened Election Rules and Regulations or issued guidance will be accepted up until one hour after the close of voting.
- 12.2. Complaints must be submitted in writing in a format decided upon by the Deputy Returning Officer.
- 12.3. If necessary, the Deputy Returning Officer will investigate the complaint to obtain further evidence.
- 12.4. The Returning Officer and where appropriate Deputy Returning Officer will rule upon the complaint and if necessary, issue penalties at their discretion including, but not limited to:
 - 12.4.1. A verbal warning;
 - 12.4.2. Suspension of campaigning activity;
 - 12.4.3. Halting elections for specific post(s);
 - 12.4.4. Referring a matter to be dealt with by the Union or UAL Disciplinary Processes;
 - 12.4.5. Disqualifying specified candidate(s).

13. Appeals

- 13.1. Appeals relating to the ruling of the Deputy Returning Officer must be submitted in a writing no later than 12 noon the day after the decision has been communicated to the candidate and no later than one hour after the close of voting.
- 13.2. An appeal against a decision of the Deputy Returning Officer may be made on the following grounds:
 - 13.2.1. The interpretation of the Election Rules and Regulations or issued guidance used during the election is unrealistic;
 - 13.2.2. The correct procedure set out in the Election Rules and Regulations or issued guidance has not been followed;
 - 13.2.3. The Deputy Returning Officer has been prejudiced or biased;
 - 13.2.4. The Deputy Returning Officer has failed to fully consider the available evidence.
- 13.3. The Returning Officer is responsible for the final interpretation of the election rules and final decision.

Referenda

14. Referenda

- 14.1. Referenda are votes which are open to the entire student body for them to decide on a specific question.
- 14.2. With the exception of a vote of no confidence in a Trustee or elected representative, a referendum shall be held to debate any issue by:
 - 14.2.1. A Secure Petition signed of at least 1% of student members in accordance with Articles;
 - 14.2.2. A simple majority vote of the Trustee Board;
 - 14.2.3. A simple majority vote of an All-Student Forum.
- 14.3. The quorum for a referendum will be set by the Returning Officer but shall not be less than 2.5% of student members.
- 14.4. The regulations for the Referendum shall be set by the Returning Officer but shall include:
 - 14.4.1. A notice period of the referendum of at least 14 days;
 - 14.4.2. Provision held by secret ballot outlining the process for voting including how many days it shall be open for;
 - 14.4.3. The date and time where the count will take place and how the result will be publicised;
 - 14.4.4. The procedure for submitting complaints and how they will be dealt with.
- 14.5. To trigger a motion of no confidence in a Student Trustee or External (Lay) Trustee by Secure Petition will require signatures of at least 1% of members in accordance with the Articles and will only be valid if at least 2.5 of members vote.
- 14.6. To trigger a motion of no confidence in a Sabbatical Officer Trustee by Secure Petition will require signatures of at least 1% of members in accordance with the Articles and will only be valid if at least 4% of members vote.

- 14.7. There will be an Appeal process concerning the outcome of the referenda and the conduct of the Returning Officer. Appeals should be submitted to the Board of Trustees no later than 5 days following receipt of a response from the Returning Officer. The Board's decision is final.

15. Changes to Articles

- 15.1. The period of time during which any amendments to a proposal to change the Articles may be submitted to the Board of Trustees under Article 9.3.2 shall be 14 days.

Bye-law 06**How can I get involved in Student Groups?**

Purpose: The purpose of this Bye-law is to provide guidance for students to be able to successfully run student groups affiliated to Arts Students' Union such as societies and sports clubs. The guidance will clearly outline the rights and responsibilities involved within Arts SU's support for all affiliated student groups.

Arts SU Student Groups**1. General**

- 1.1. These terms apply to all student groups connected to Arts SU who must adhere to all policies of Arts SU and are bound by our Articles, Bye-Laws and operational policies and processes.
- 1.2. If student groups operate outside of Arts SU policies may incur financial penalties, sanctions on activities or removal of student group privileges.
- 1.3. Any registered student at University of the Arts London can apply to create a registered student group.
- 1.4. Student group activity should be primarily focused on providing social, representation or development opportunities for current students of University of the Arts London.

2. Student Group Registration

- 2.1. To become registered with the Students' Union student groups must go through an application process where they will need to provide a name, outline the purpose of the group's creation, and demonstrate that the aims of the group do not duplicate activity or services which are already provided by either Arts SU or another pre-existing student group.
- 2.2. The aims and purpose of student groups cannot discriminate against any protected characteristic or any demographic group.
- 2.3. All student groups are expected to have a President and Treasurer (or equivalent) as part of their committee and these should already be in place at the time the affiliation application is made.
- 2.4. Student groups will also need to demonstrate interest in the group by having a minimum of 10 members wishing to join the group if it is approved. Arts SU can decide to allow a student group to set up without the minimum 10 members in exceptional circumstances.
- 2.5. Student Groups must demonstrate they are active to remain registered to Arts SU. To be considered active student groups must:
 - 2.5.1. Hold an annual election of Committee Members using Arts SU's elections software. The Committee must consist of a President and Treasurer (or equivalent) as a minimum but student groups may choose to include additional committee roles.
 - 2.5.2. Have an annual review and where appropriate update key student group documents including but not limited to:
 - a. Constitution
 - b. Code of Conduct
 - c. Risk Assessments (covering all associated group activities)
 - d. Equipment Lists
 - e. Finance Forms (President and Treasurer only)
 - 2.5.3. Attendance of committee members at any mandatory training.
 - 2.5.4. Ensure the minimum number of ten members is maintained as is required for newly registered groups.
 - 2.5.5. Compliance with all health and safety, financial and other procedural requirements as deemed appropriate by the Students' Union.
- 2.6. A student group constitution cannot supersede Arts SU's Articles, bye-laws or policies.
- 2.7. A student group must always have a full committee who oversee its membership and running of its activities as set out above. A student group unable to fill all Committee roles will be given a grace period to fill the vacant role/s. Failure to do so may result in a suspension of activities or deregistration of the group.

3. Student Group Membership

- 3.1. All members of Arts SU who sign up for membership of a student group will be considered members.

- 3.2. Committee members who lead student groups should all be elected from within the groups' membership and must be a continuing student the following academic year.
- 3.3. All student group members must adhere to Arts SU policies as outlined in section 1.1 and any student group member deemed to be in violation of any of the above may have their membership suspended or revoked as necessary through the Students' Union **Code of Conduct** without refund of the membership fee.
- 3.4. Any student group member who wishes to appeal the decision to revoke their membership may do so via the Students' Union **Code of Conduct**.

4. Student Group Elections

- 4.1. All committee roles must be filled using a free and fair elections process via Arts SU's elections software.
- 4.2. Each year Arts SU's Trustee Board nominate both an elections Returning Officer and Deputy Returning Officer for all Arts SU elections processes who are external to the organisation. The Deputy Returning Officer will interpret and oversee the fair running of elections as outlined in the **Elections Bye-law (05)** including any subsequent complaints in consultation with the Returning Officer.
- 4.3. Student groups may add additional roles for election to those set out in section but may not exceed 10 committee roles in total.
- 4.4. In the summer term of each academic year all student groups must elect a committee to run the student group for the following academic year. As outlined in section 3, all elected Committee Members must be a student in the following academic year to fulfil the role.
- 4.5. All roles run for the duration of the academic year. Once new role holders are elected the new candidates do not take over the running and activities of the group until 1st July although they may be included in handover and training activities before this date.
- 4.6. In the event of a committee members role becoming vacant following an election in the role, a group member may be co-opted into the role by a simple majority vote of the group's members until such a time as to when a by-election can be held.

Support and Promotion

5. Student Group Development and Support

- 5.1. Committee members are required to attend a comprehensive training programme delivered by Arts SU to enable them to effectively lead their student group.
- 5.2. A section of the Arts SU website will contain up to date resources for Student Groups to help with administration and management.
- 5.3. Student groups will receive an SU account with which they can use for group related income and expenditure.
- 5.4. Student groups will receive access to website communication tools and membership lists.
- 5.5. Students have the right to seek appropriate advice and support from Arts SU staff to operate their activity safely and appropriately.
- 5.6. Student groups can bid for additional grant funding from Arts SU as outlined in section 9.

6. Student Group Suspension and Disaffiliation

- 6.1. The Students' Union may disaffiliate or suspend some or all support provided to a student group upon evidence of one or more of the following:
 - 6.1.1. Evidence of violation of the Arts SU Articles, bye-laws, policies or procedures.
 - 6.1.2. Evidence of financial mismanagement.
 - 6.1.3. Failure to meet any of the criteria outlined in the Student Group Affiliation section 2.2.
 - 6.1.4. Action taken as the subsequent result of the Students' Union **Code of Conduct**.
- 6.2. Suspension prohibits any student group from running events or activities in Arts SU's name.
 - 6.2.1. When a student group is suspended, the Union accepts no responsibility for any future events or activities this group holds.
 - 6.2.2. In addition, suspension of a student group may impose the following penalties including, but not limited to:
 - a. The finance accounts of the student group in question will be frozen. This means no withdrawals can be made from their account beyond what has already been agreed.

- b. Arts SU provision of support services will be stopped for the student group. This may include the hiring of transport, spaces and equipment.
 - c. Any promotion usually undertaken by Arts SU will be stopped for that student group.
- 6.3. Arts SU may in certain circumstances place a Student Group in 'specific measures' on behalf of its members and/or objectives to ensure its effective running. Examples include where Arts SU intervenes to prevent the potential collapse of a group, where a committee has acted against Art SU guidance for conduct or sets up a group which it plans to be student-led in the future.

7. Promotion of Student Groups

- 7.1. A section of the Arts SU website will be available for each group. Student Groups are expected to maintain their own section of the website provided to them in-line with guidance provided.
- 7.2. External websites are permitted, including pages on social media sites. However, due to the provision already being available, normally no funding will be made available for this. All external website links must be communicated to the Communities Development Team.
- 7.3. The content of external website will be periodically monitored and any website that is linked to a student group should be in line with the Arts SU Articles, bye-laws and policies.
- 7.4. Only designated noticeboards are to be used for posterage, and permission must be sought from the relevant University or Students' Union department. Exterior walls or pillars, windows or doors should not be used without permission.
- 7.5. The following must be adhered to in the displaying of publicity:
 - 7.5.1. All posters and flyers must clearly carry the name of the relevant group and carry the Students' Union logo. The Students' Union logo must not be distorted or abridged in anyway.
 - 7.5.2. All high-risk posters must be approved by the Communities Development Team.
 - 7.5.3. All posters must be removed following an event that they are advertising.

Finance and Fundraising

8. Student Group Finance Accounts

- 8.1. All affiliated groups will be allocated a finance account which will be kept and monitored by Arts SU.
- 8.2. The President and Treasurer will be named on the account to approve expenditure for their student group.
- 8.3. The President and Treasurer will be asked to complete a finance form before any access or information can be given regarding student group accounts.
- 8.4. The President and Treasurer will be given mandatory training by Arts SU to explain how to appropriately manage their account.
- 8.5. Registered student groups may only possess a financial account that is provided by Arts SU. No external bank accounts, fundraising pages, Paypal or personal bank accounts are permitted for use in relation to any student group matters.

9. Student Group Grant Applications

- 9.1. The Grants panel will respond to applications and will allocate Union funds accordingly in a fair manner.
- 9.2. The Grants Panel will consist of:
 - 9.2.1. Student Communities Officer
 - 9.2.2. Community Development Manager
 - 9.2.3. Societies Coordinator and/or Sports Coordinator
- 9.3. Applications will be made and assessed for each term.
- 9.4. The grant panel will award or reject applications based on the following criteria:
 - 9.4.1. The size of a student group(s).
 - 9.4.2. The account balance of a student group.
 - 9.4.3. Health and Safety requirements.
 - 9.4.4. Previous grants allocations.
 - 9.4.5. Quality of application.
 - 9.4.6. Total grant allocation available.
 - 9.4.7. Donations or affiliation to either a charity or a political body.
 - 9.4.8. Ultra Vires spending.

- 9.5. Student Groups must ensure grant funding is only used for the items or activities noted in the award confirmation. Grants may not be spent on other items – receipts may be rejected on this basis.
- 9.6. Student groups may request an explanation for the amount awarded or rejection of any application. Requests should be directed in writing to the Communities Development Team.
- 9.7. At the end of each term any unused grant funding will be reclaimed by Arts SU to be redistributed for future grant applications.

10. Sponsorship and Charity Fundraising

- 10.1. An Ultra Vires act is one that is outside the specific and/or implied constitutional object and powers of the body in question. It is 'beyond the powers' and is therefore illegal.
- 10.2. By law, affiliated Student Groups cannot fundraise for any other Group than themselves or the Students' Union. A Group cannot fundraise or aim to fundraise for charity directly. Groups wishing to fundraise for charity should contact the Communities Development Team for further guidance.
- 10.3. Money raised by Student Groups for other charitable organisations must be paid into the Raising and Giving account. This will then be donated to the Group's selected charity where indicated.

Group Safety

11. Student Group Safety and Duty of Care

- 11.1. The Students' Union and its members must adhere strictly to Health and Safety legislation. It is the responsibility of all Student Group Committees to ensure that all members adhere to the requirements of the **Students' Union Health and Safety Policy**.
- 11.2. Safety checks must be carried out before any activity commences.
- 11.3. All student groups must submit an up-to-date Risk Assessment on their planned activities for the year at the start of each academic year. An up-to-date copy of this Risk Assessment must be published on the group's section of the Students' Union website. Additional Risk Assessments can be requested by the Communities Development Team at any time.
- 11.4. Student Groups wishing to prepare food for events or to raise funds must follow the **Students' Union Health and Safety Policy**.
- 11.5. Student Groups with under 18s or adults at risk must inform the Communities Development Team, who will liaise with the Students' Union designated Safeguarding Officer(s) and/or appropriate staff members. Student Groups will need to follow measures as agreed with the Students' Union designated Safeguarding Officer(s) and **Safeguarding Policy**.
- 11.6. Initiations or behaviour which could constitute an initiation as outlined in the Students' Union **Initiation Policy** are not permitted and will incur severe consequences for the group and individuals involved.

12. Equipment Lists

- 12.1. Committee members are responsible for maintaining a list of equipment owned by the Student Group. An up-to-date copy of this list must be published on the group's section of the Students' Union website and given to the Communities Development Team upon request, along with any other information asked for.

Media and External Relations

13. Media

- 13.1. All Student Media Platforms and branding are the exclusive copyright of the Union.
- 13.2. The copyright of the content belongs to the creator.
- 13.3. The Board of Trustees have ultimate authority in editorial control. They may instruct edits or alterations to any published media, before, during or after publication for legal, financial or reputational reasons.
- 13.4. The board responsibilities are delegated through the Chair of the Board of Trustees.
- 13.5. The Chair of the Board of Trustees can choose to withdraw content of Student Groups whose activities include Student Media on the advice of the Trustee Board, Chief Executive or Deputy Chief Executive if a publication is

considered to cause major offence, breach the law, or is in breach of the Students' Union Articles of Association or bye-laws.

- 13.6. Committees of Student Groups whose activities include Student Media can appeal this decision by submitting a request in writing via the Chair to the Board of Trustees who shall choose whether to overturn or uphold the decision.
- 13.7. There is an obligation to allow freedom of speech on University of the Arts London campuses, and no member will have their view censored providing it does not breach the law, the Students' Union **External Speakers Policy** and **Safe Space Policy** or the **University's External Speakers and Events Policy** and **Freedom of Speech Code of Practice**.
- 13.8. Content must not express a political bias or preference for any candidate in a Students' Union, local, London assembly or national election unless there is prior agreement with the Communities Development Team that this would not constitute a breach of charitable resources.
- 13.9. Committees of student groups whose activities include Student Media shall determine content so long as it is within the terms outlined in this bye-law.

14. External Relations

- 14.1. All external speakers invited to events organised by UAL students and student groups affiliated and supported by the Students' Union must be approved by the Communities Development Team in line with the Student's Union **External Speakers Policy**.
- 14.2. Any agreements with external organisations must be shared and approved by the Communities Development Team prior to signing.

15. Complaints and Disciplinary

- 15.1. Complaints about the operations of committee members of student groups shall be dealt with in line with the Students' Union Code of Conduct.
- 15.2. All disciplinary matter within student group will be dealt with in accordance with the Students' Union Code of Conduct.

Draft Social Enterprise Strategy

Author name & role	Christina Kennedy , Deputy Chief Executive
Paper for	Trustee Board
Date Written	May 2022
Date of Meeting	20/06/2022
Relevant Aims	<p>Outline here the Charitable Objectives, Strategic goals or legal requirements this paper addresses</p> <ul style="list-style-type: none"> - Commercial income and expenditure - Student artistic professional development - Student support - Paid student employment - Physical spaces occupied by the students' union - Collaboration work with UAL - Student experience
Relevant Risks	<ul style="list-style-type: none"> - Financial mismanagement risk - Loss in trading income - Staffing model to support changes - Reputational risk
Equality and Diversity	No expected impact
Considered by	Senior Leadership Team
Summary	<p>The paper proposes a change of direction in terms of the focus on income generation with a deliberate step away from a focus on food and beverage service over the next 3-5 years. Instead the paper proposes a stronger focus on student professional development and social enterprise, events income, media sales, merchandising and supporting the sale of student artwork and the development of a student skills sharing agency in collaboration with the university.</p> <p>The intention is not to move away from food and beverage service delivery immediately as there are key relationships and agreements regarding access to spaces and funding needed within the institution in order to successfully deliver this strategy.</p> <p>The strategy has not been proposed to the university but if the board approve the direction of travel, the intention will be to seek a project sponsor from the university's Executive Board in order to move forward with key elements of the plan.</p> <p>After the plan was created abut before the board meeting the Vice Chancellor, Chief Operating Officer and Dean of Students have requested to meet with the CEO and Deputy CEO at Arts SU to discuss the students' union's spaces. A verbal update will be provided at the meeting as there is no further information or context provided at the time of the paper submission.</p>
Action for meeting	To approve

1. Introduction

This paper will outline the current commercial activity delivered by Arts SU, the purpose for delivery of commercial activities, the key drivers behind the creation of this strategy and the options the board have in terms of ways forward. The paper will also outline key timelines and milestones alongside potential barriers to delivery which sit both in and outside of our control.

The strategy is named as a Social Enterprise Strategy rather than a Commercial Services Strategy to allow Arts SU to explore options beyond the current delivery model which is centred on the delivery of food and beverage services, with a suggested move towards a stronger focus on student entrepreneurship and professional development opportunities for our members whilst maintaining and growing income generation through events ticketing, merchandising, sponsorship, media sales and professional skills development activity.

2. Current Commercial Activity

Commercial income-generating activity currently undertaken by Arts SU includes:

- Darkroom Bar in Elephant and Castle which has been closed since March 2020 and is due to reopen in September 2022.
- CSM Café in Kings Cross which operates as a grab and go coffee shop with very limited seating.
- Blueprint Café in High Holborn which operates as a coffee bar within a large communal space on the ground floor and delivers hospitality bookings within the building.
- Online merchandise shop selling UAL branded merchandise which has been in operation since June 2020.
- Media sales income through sales of both physical and digital advertising spaces alongside brand activations on site.
- External partnerships to deliver ticketed physical and digital events both on and off campus with Arts SU receiving a proportion of the overall ticket sales through our platforms.

3. Purpose for Arts SU delivery of commercial services

There are four main non-financial reasons why Arts SU wish to continue to run commercial activity which are outlined below:

- To provide student-led social and community building spaces for students at UAL
- To offer our students leadership opportunities, skills development, and paid employment within a London Living Wage employer
- To offer students opportunities to develop their professional practice
- To provide stronger visibility for Arts SU across all UAL Colleges which supports students to engage further with a breadth of Arts SU activity.

The following strategy has been developed with the four outlined purposes in mind and the Trustee Board are invited to consider these alongside determining which of the following financial purposes is most appropriate for our strategy.

Alongside the four non-financial reasons above, we need clarity from the Trustee Board regarding what our financial objective should be in relation to the delivery of commercial activity. There are two main options outlined below:

- To generate additional income for the students' union outside of the annual block grant negotiations to fund work which fulfils our charitable objectives, or;
- To deliver services to students on a break-even budget.

4. Key drivers for the creation of a social enterprise strategy

The key drivers behind the creation of the social enterprise strategy focus on the current and changing Arts SU operating landscape, as well as having a strong focus on student priorities as outlined in our recent research with students.

- The UAL Estates plan includes the loss of two students' union commercial outlets with no dedicated students' union activity spaces in two new major building projects from 2023-2028.

- The SU are concerned about visibility to deliver the best experience possible for students and receiving respect from the institution to enable us to do so.
- Arts SU currently have limited space to deliver student-led activity at times and locations which are convenient to students.
- Arts SU's central office will be based in a staff only building following 2023 until the opening of the new Elephant and Castle building in 2028.
- Blueprint hospitality is delivering, predominantly, a staff service rather than a student service and therefore sits outside the union's charitable objectives and would be considered non primary purpose trading.
- In the Big Survey students told us their main expectation at UAL is support with employability and career building opportunities.
- It is currently very difficult for the students' union to utilise high footfall university spaces for media sales, merchandise stalls or social enterprise events. Therefore, we are limited in what we can deliver across the institution and are currently not serving students in all Colleges with a consistent offer due to space limitations.
- Students fed back in The Big Survey that being part of a wider community is important, that extra-curricular activity is important to students but not always accessible and that a high proportion of students want to be more involved in activity outside of their courses but don't know how to find out what's available.

5. Cost allocation and income from current commercial activity

On a day-to-day basis, Arts SU utilise our monthly management accounts to determine the success of delivery across our different commercial services in real time. It is important to consider not only the direct costs of running services, but the indirect costs associated with maintaining three food and beverage outlets and the online retail shop. As Arts SU have not been running commercial activity to full capacity since March 2020 it is difficult to map the 2021 audited accounts against income to determine success, therefore Table 1 below shows the income and expenditure across commercial activity for the last 5 years as reported in the audited accounts. It is important to note that the below includes income and expenditure from the three food and beverage outlets and the online retail shop but does not include income from events or media sales as these are accounted for in the communications and marketing budget line.

Table 1. Five years of audited accounts summary for income and expenditure related to the delivery of commercial activity

The total central overheads apportioned in the table below is for reference from the audited accounts but is money already accounted for in the total expenditure column. The central overheads apportioned includes management costs from within the senior leadership team, the cost of equipment and maintenance, training and development and licensing.

It is also important to note that the rent charge of £315,000 per year is covered by a space grant provided by UAL each year, however the auditors have apportioned this appropriately at market value because if UAL did not provide the space grant this is the rent Arts SU would be liable for in order to retain the current spaces.

A move away from the delivery of food and beverage services would not be a total cash saving in terms of driving down the central overheads costs but would instead allow for resources in terms of strategy development, space utilisation and management capacity to be reallocated to the delivery of the activity outlined within this strategy.

Table 1 – Trading Income from Commercial Activities

	2021	2020	2019	2018	2017
Trading Income	£6,337	£247,250	£268,013	£421,643	£418,209

Table 2 – Expenditure related to delivery of commercial activity

	2021	2020	2019	2018	2017
Trading Income	£6,337	£247,250	£268,013	£421,643	£418,209
Cost of sales	£4,395	£87,603	£132,684	£187,547	£184,722
Staff Costs	£165,744	£235,619	£181,448	£218,021	£221,421
Rent	£315,000	£315,000	£315,000	£315,000	£315,000
Other costs	£34,517	£78,354	£76,087	£54,231	£43,450
Total Expenditure	£519,656	£716,576	£705,219	£774,799	£764,593

Surplus/deficit	-£513,319	-£469,326	-£437,206	-£353,156	-£346,384
Total central overheads apportioned	£432,437 (21%)	£460,273 (21%)	£402,715 (21%)	£385,379 (21%)	£377,089 (21%)

Table 3 – Furlough claims in relation to Commercial Services staff

	2021	2020	2019	2018	2017
*Furlough Income Permanent Staff	£26,119.02	£20,287.86	N/A	N/A	N/A
*Furlough Income Student Staff	N/A	£20,215	N/A	N/A	N/A

Table 4 – Surplus/deficit with central overhead costs and rent costs removed

	2021	2020	2019	2018	2017
Surplus/deficit	- £227,781	- £58,697	-£12,496	£74,420	£72,504

Due to the commercial operations of the students' union needing to remain closed for a significant time during both the 2019/20 and 2020/21 financial years Arts SU made use of the government's furlough scheme in order to recoup some of the staffing expenditure whilst ensuring no staff were made redundant as a result of the pandemic. This offsets the deficit slightly, however there still remains a significant deficit in these years due to loss of trading income.

As noted above the 2020/21 financial year shows a significant downturn in income and a slight decrease in expenditure, all outlets remained closed for most of the financial year due to government instructed restrictions at different points.

Table 5 below shows an outline of the percentage contribution that commercial activity has made towards the students' union's overall income alongside the total percentage of students' union expenditure which is apportioned to the delivery of commercial activity in its current form.

Table 5 - Five years of percentage contribution to overall income and percentage expenditure apportioned to the delivery of commercial activity

Year	% of total income	% of total expenditure
2021	£3,165,076 (0.2%)	£2,896,898 (18%)
2020	£3,775,212 (6.5%)	£3,526,886 (20%)
2019	£3,429,255 (7.8%)	£3,436,872 (21%)
2018	£3,379,153 (12.4%)	£3,367,687 (23%)
2017	£3,477,561 (12%)	£3,459,753 (22%)

Arts SU have not been delivering commercial services at full capacity since March 2020, therefore both the overall expenditure and income have been significantly lower in that time. The students' union's overall expenditure dropped significantly in the 2020/21 financial year due to inability to deliver much of our face-to-face membership activity, however commercial activity still amounted to 18% of our overall expenditure. This is due to work from the Senior Leadership Team to ensure Arts SU retained all staff without the need for redundancies making use of the government's furlough scheme for staff working directly within the outlets as noted above.

When thinking about the future delivery of commercial activity and apportioning our expenditure, it is also important to consider the environmental and political context in which we are operating and the key drivers we have considered beyond financial objectives as outlined above in section 4.

The recommendation within this paper is to move to lower Arts SU expenditure on the delivery of commercial activity with a move away from higher risk activity within food and beverage outlets, towards a higher expenditure on opportunities which support the development of student entrepreneurship and career building opportunities. Therefore the recommendation being set out is to move towards at least a break even budget for all social enterprise activity. The

Trustee Board will need to decide whether or not this includes or excludes central overheads cost allocation or direct costs only.

6. Ideal situation

Below is an outline of the suggested ideal situation based on the current allocation of costs and ability to deliver the best experience and opportunities for our students whilst working within our charitable objectives and delivering on our purpose as outlined in section 3.

The direction of travel recommended below will;

- deliver a better overall student experience
- reduce restrictions on the types of activity and services Arts SU offers to our student members
- strengthen university partnerships to deliver a more coherent programme of activity with regards to both career development opportunities related to students' artistic professional practice and extra-curricular activities
- provide stronger visibility for Arts SU in spaces that are convenient to students across all Colleges
- create a less resource intensive model for delivery of income generation in order to create an opportunity to utilise central overhead expenditure in other areas of development.

Purpose	Delivery in an ideal situation
To provide student-led social and community building spaces for students at UAL	Arts SU work in partnership with UAL to support the delivery of all extra-curricular community building activity across all UAL Colleges through appropriate resourcing and facilitating students to lead on delivery through paid work.
	All on-campus events and high footfall stall spaces are prioritised for use by students and Arts SU ahead of external third-party organisations in order to prioritise community building and opportunities for students above additional income generation for the institution.
	One streamlined process for booking spaces which are appropriate for the activity that has been planned irrespective of which university building or College it is being hosted within.
	Strong relationship with UAL's external catering provider BaxterStorey and the University-run Platform Bar, to allow for Arts SU to develop a year-round programme of activity within social spaces on all campuses. This would allow for consistency across Colleges, and would be mutually beneficial as the venues will receive a higher footfall, potentially generating higher income for BaxterStorey and Platform Bar, and the SU will have the ability to support a positive student experience/additional extra-curricular activity in locations convenient to students.
To offer our students leadership opportunities, skills development and paid employment within a London Living Wage employer	Arts SU offer a larger number of paid student leadership roles across media sales, merchandising, events programming, delivery of skills sharing workshops, gallery management and student performances support.
To offer students opportunities to develop their professional practice	Arts SU and the UAL Careers and Employability Team co-run a Student Enterprise Hub in a location convenient to students. This would be a space for delivery of a joint programme of training and development opportunities, networking events, workshops, employability skills and entrepreneurial support for students across UAL.
	Arts SU manage student-led gallery and performance spaces in all Colleges to support paid opportunities for students to gain experience in areas relevant to their degree or future careers such as gallery management, curation, event management, exhibitions etc. When not in use as gallery spaces, professional development opportunities or student showcasing, these spaces to be used as Arts SU

	<p>advertising spaces with potential for further media sales activation opportunities across all Colleges.</p>
	<p>Develop a student creative skills agency managed by Arts SU which offers local organisations the opportunity to book students to deliver skills workshops and facilitation sessions, and supports students to work with external clients.</p>
<p>To provide stronger visibility for Arts SU across all UAL Colleges which supports students to engage further with a breadth of Arts SU activity.</p>	<p>Each College provides Arts SU with a flexible space which can be branded and identifiable as a students' union space. The space would be adaptable to accommodate a variety activities whilst also supporting the SU to have a visible presence across the institution.</p>
	<p>Consistent UAL marketing strategy across Colleges which allows for Arts SU to utilise access to digital screens in all sites alongside the ability to book banner and advertising spaces at key points in the academic year to promote high profile events and activities such as Arts Awards, Varsity and Elections.</p>
<p>To generate additional income for the students' union outside of the annual block grant negotiations to fund work which fulfils our charitable objectives</p>	<p>Over the next 3-5 years Arts SU would make a deliberate move away from the delivery of food and beverage service delivery in favour of a focus on external events ticketing, media sales, merchandising and supporting sale of student work to generate additional income whilst still offering paid opportunities for students to work in the students' union.</p>
	<p>Arts SU would have the ability to generate a higher level of income through the delivery of media sales activations by having access to high footfall UAL spaces on an agreed number of occasions for each College each month for third party bookings.</p>
	<p>Arts SU named as the preferred supplier for all UAL apparel enabling the students' union to maximise the NUS Trading Consortium. This option would also allow UAL to be confident that all clothing is purchased through ethical supply chains through the NUS consortium, whilst also ensuring the university support Arts SU over third party suppliers, allowing profit for the students' union to be reinvested to directly benefit students.</p>
	<p>Arts SU support a year-long programme of ticketed events in external venues with the students' union taking a proportion of ticket sales with an expansion beyond club nights to work with arts organisations, galleries, theatres, and independent venues across London.</p>
	<p>Development of a student creative skills agency managed by Arts SU which offers local organisations the opportunity to book students to deliver skills workshops and facilitation sessions with Arts SU working as a broker.</p>

7. Current and future space allocation barriers

Currently there's extremely limited access to events and activity spaces across the different UAL campuses, with external organisations often being prioritised ahead of student and students' union bookings for high profile spaces.

Alongside issues regarding prioritisation of bookings, there are different booking systems in place across the UAL estates and within the different Colleges. Following Arts SU writing a case study about the barriers one of our student groups faced with booking space for a large-scale event, the university have initiated discussions on the creation of one unified booking system that works across the institution to enable consistency in experience. We have also begun discussions with UAL regarding additional costs for bookings which sit outside the standard operating hours of UAL buildings to ensure these are applied consistently and do not become prohibitive to student groups who wish to run activity for their peers.

Although Arts SU currently operate spaces within each of the six colleges the space offered often cannot suitably accommodate the types of activity and engagement expected within the colleges. For instance, we are often offered a one-person office space which is hidden away from high student footfall areas with no marketing spaces or wayfinding opportunity for the SU, no activity/social space or the opportunity only to book classrooms to deliver activities within.

Arts SU recently entered a partnership with a media sales company called Native who wield relationships with large well-known brands and organisations on behalf of multiple students' unions, however our ability to grow our income further through the media sales partnership agreement is stifled by our inability to utilise high footfall university spaces to brand activations offering discounts and opportunities to our students. As part of the discussion on the new space bookings policy Arts SU have requested that the policy includes all booking types for all UAL bookable spaces as the first draft of the agreement only referred to bookable teaching spaces.

Although Arts SU currently operates three commercial trading outlets, the Blueprint café is in a location that will not be convenient for any UAL students following the London College of Fashion move to Stratford in June 2023. High Holborn will become a staff only building at this point and UAL took the decision not to offer Arts SU any commercial venue space of social activity spaces within the new building.

Alongside the loss of a commercial venue within a student serving building, the students' union's main office will remain in High Holborn until the opening of the new Elephant and Castle building in 2028 therefore the Senior Leadership Team are currently working with the wider Management Team to develop a plan for staff and student officer visibility across the Colleges, which feeds into wider space allocation discussions to ensure suitable work spaces in all Colleges alongside greater opportunity for visibility across the estate.

Although the desire to have SU branded spaces is outlined above, UAL are keen to move to a system where new buildings do not have spaces which are "owned" by particular services and therefore the discussion on visibility within shared UAL spaces becomes more pertinent.

8. Important relationships needed for success

Baxter Storey

Arts SU currently has no working relationship with BaxterStorey, the university's external catering provider, across the majority of its sites. BaxterStorey operate from some of the largest social spaces within the Colleges and we believe that in the absence of Arts SU identifiable spaces, there is real potential for a fruitful partnership between the two organisations which could bring mutual benefits. If we can build a strong working partnership there is the potential for the students' union to be able to deliver a varied programme of events within spaces which are convenient to students across all six Colleges. In turn this would raise our visibility and engagement whilst also allowing BaxterStorey to increase footfall and potential sales within their outlets.

We also believe we could utilise BaxterStorey spaces for appropriate media sales activations for products or services which are not provided by BaxterStorey to avoid conflict of interest. This could offer Arts SU the opportunity to increase income via brand activations due to the availability of a wider variety of spaces and whilst increasing potential footfall and sales for BaxterStorey outlets.

Careers and Employability

Arts SU has a fledging working relationship with the Careers and Employability Team at UAL which is in its infancy in terms of developing and delivering in partnership for UAL students. The Careers and Employability Team recently attended an Arts SU all-staff development morning to promote the services offered to students however significant work is needed to build a sense of trust between the two services if we wish to propose a joint Enterprise Hub.

There have been historical incidences where Arts SU initiatives have been replicated by a variety of UAL services, often with a larger budget apportioned to them, which has understandably created a sense of distrust or guardianship over students' union activity. It is important to note that a significant culture shift in ways of working would be needed to make this work a success.

College Events Teams and the Social Programme

To develop a student-led university-wide events programme facilitated by the students' union it is of utmost importance we build strong working relationships with College Events Teams and Facilities Teams. On a basic operational level, we are often in contact with regards to room bookings and risk assessments with facilities teams across the Colleges to ensure spaces are set up and all health and safety measures have been put in place for our activities, however as noted

above there is no consistent strategy for the delivery of an extra-curricular community building programme across the institution.

Procurement Team

As noted above the Arts SU have ambition to be the named UAL preferred supplier for all apparel to generate additional revenue, to ensure all UAL apparel is supplied through ethical supply chains, and to give UAL the opportunity to reinvest into services for students via their students' union rather than third party profit-generating companies. At present we have no working relationship with the procurement team. We asked the Dean of Students to facilitate a discussion almost two years ago and are still awaiting an introduction. The Senior Leadership Team continue to raise the opportunity as a priority with UAL in terms of planning and supporting commercial income generation at the students' union during a time when footfall within the food and beverage outlets was at an all-time low throughout the pandemic, and the pending loss of two commercial venues over the next 5 years.

9. Proposed Timeline

As outlined in the key drivers above, the university's estates plan and the loss of two commercial venues is a major determining factor in the move away from the delivery of food and beverage services as the focal point of our commercial activity. The proposal however is not to close our outlets at present but to retain operation of the outlets whilst building key relationships and partnerships needed to move this plan forward.

Below is an indication of recommended timelines to aspire to meet key milestones with the acknowledgment that certain decisions and activities sit outside of the control of Arts SU.

Date	Activity milestone	SU Leads
September 2022	Agreed space bookings policy across the UAL estate	Deputy CEO
September 2022	Arts SU current spaces branding project completed	Communications and Marketing Manager
June 2023	Cease operation of the Blueprint Café	Deputy CEO and Commercial Manager
June 2023	Agreed expansion of media sales activation agreement with Native and availability of spaces for bookings across UAL	Deputy CEO and Communications and Marketing Manager
June 2023	Confirmation of agreed space within the new Elephant and Castle building	CEO
June 2024	Creation of strategy and application for the delivery of a joint Enterprise Hub with the Careers and Employability Team at UAL	Deputy CEO and Arts Programme Manager
September 2023	Deliver strategy for external ticket sales expansion beyond club nights and into working with arts organisations, theatres, and independent venues	Commercial Manager and Arts Programme Manager
June 2024	Arts SU and UAL agreement for Arts SU to lead delivery of the extra-curricular programme of activity across all UAL Colleges including a strategy for the inclusion of paid student roles in events delivery	Deputy CEO and Communities Development Manager
June 2024	Creation of strategy for the delivery of creative skills agency	Deputy CEO and Arts Programme Manager
June 2026 (dependent on timeline and tender processes so timeline needs some investigation)	Arts SU submit application to tender for retail opportunities within the new Elephant and Castle building. Arts SU submit application to tender for retail space within the shopping complex with the ability to sell student artwork and a space to deliver creative skills agency from.	CEO and Deputy CEO

Next Steps

Next steps will include;

- Development of financial models to determine the cost/benefit of each element of the proposed strategy.

- Present the proposed strategy to the University's Executive Board to garner support from key decision makers in the institution in order to move forward with a project sponsor.

Summary

In summary the suggested direction of travel is to ensure that the students' union delivers on its objectives;

- To provide student-led social and community building spaces for students at UAL
- To offer our students leadership opportunities, skills development, and paid employment within a London Living Wage employer
- To offer students opportunities to develop their professional practice
- To provide stronger visibility for Arts SU across all UAL Colleges which supports students to engage further with a breadth of Arts SU activity.

The Board are asked to approve the direction of travel for social enterprise activity and to approve the timeline for activity outlined in section 9.

The Board are also asked to clarify whether the financial objective in relation to the delivery of social enterprise activity is to provide opportunities to students on a break even budget or to generate additional income to subsidise activity across the students' union.

Finally the Board are asked to determine whether central overhead costs should form part of the financial costings in order to determine the surplus/deficit with regards to the activity outlined within this strategy, or whether it will be direct costs only.

Subcommittee Terms of Reference

Author name & role	Nick Smith , Company Secretary
Paper for	Staffing Subcommittee
Date Written	15 th June 2022
Date of Meeting	20 th June 2022
Relevant Aims	Compliance with Articles of Association
Relevant Risks	Poor Governance
Equality and Diversity	The board are asked to consider the membership of the board and the demographics of the board in doing so.
Considered by	None
Summary	On an annual basis the board consider the remit of its subcommittees and assigns members to them.
Action for meeting	To approve the Terms of Reference

SU Arts Finance, Audit and Risk Committee Terms of Reference

Purpose

The Trustee Board has established an Audit and Risk Committee to support them in their responsibilities for safeguarding assets, managing risks and overseeing compliance with statutory and legal obligations, e.g. Data Protection, Health and Safety etc. The Committee does not oversee Students' Union policies developed by democratic meetings, which is the responsibility of the Trustee Board. Audit and Risk Committee meetings are open, but the Committee reserves the right to ask non-members to withdraw for relevant items.

Remit

Finance

1. To scrutinise management accounts before approval at the Trustee Board
2. To oversee management of the Students' Union's financial affairs including recommending accounting and reserves policies to the Trustee Board.
3. To recommend a budget and reforecast budget (if needed) to the Trustee Board.

Audit

4. To scrutinise the Audited Accounts and discuss any issues arising from the External Auditor's accompanying report before recommendation to the Trustee Board.
5. To oversee the appointment of external and internal auditors and ensure that audit checks are carried out in all key areas of Arts SU, including legal, financial and tax management, health, environmental legislation and safety and insurance.
6. To review the management response to issues identified by audit activity.

Risk

7. To receive an annual report summarising any significant changes to the organisation's Risk Register.
8. To approve the strategic processes and systems for all risk management, control and compliance frameworks and to monitor significant changes in the risk profile of the organisation.
9. To approve any exceptional payments and losses.
10. To receive an annual report on health and safety and any other areas it deems appropriate in order to fulfil its responsibilities

Responsibility and Authority

- The Committee shall appoint one of its members (who must be a Trustee) as Chair of Audit and Risk Committee.
- The quorum shall be at least 3 Trustees.
- The Committee may ask those in attendance to withdraw from the meeting to facilitate open and frank discussion of particular matters. The minutes and recommendations from the Audit and Risk Committee will be recorded and submitted to the Trustee Board.
- Representatives of External Audit will have free and confidential access to the Committee Chair.
- The Committee may seek assistance from independent advisers, whether legal or otherwise, and may request their attendance at Committee meetings.

Membership: 2 Sabbatical Officers, at least 1 Lay Member and at least 1 Student Trustee

Attending: Finance manager and other staff as required

Regularity of meetings: At least three meetings per year

Staffing Committee Terms of Reference

Purpose

The Trustee Board has established a staffing Committee to support them in their responsibilities for human resources, reward and recognition.

Remit

1. To review and recommend to Trustee Board the strategic resourcing plan, training and development plan and annual HR budget.
2. To review performance against the resourcing and training and development plan and budget.
3. To consider future resourcing requirements and training and development implications.
4. To consider proposals for maximising the benefits from people resources, including both staff members and Trustees.
5. To monitor and review levels of employee satisfaction.
6. To ensure that HR activities are linked to the strategic plan and compliment the desired culture.
7. To ensure that the Trustee Board receive regular HR reports and Key Performance Indicators.
8. To ensure that the HR function effectively scans internal and external environments to identify HR best practice, new thinking and changes in employment law.
9. To use specialised HR knowledge to inform organisational HR issues.
10. To review and recommend to the Trustee Board the development of a reward and recognition policy.
11. To ensure both the Trustee Board monitors and reviews the performance of the Chief Executive and rewards performance accordingly, and identifies appropriate development opportunities.
12. To review and approve terms and conditions of employment and other staffing policies and to consider matters relating to staff discipline and grievance.
13. To ensure that all HR policies respect the diverse nature of our employee demographics.
14. To receive on a regular basis an HR operating report detailing, amongst other things, staff turnover, attrition rates, recruitment activity, absence, exit interviews, disciplinary matters, staff changes.

Responsibility and authority

- The Committee shall appoint one of its members (who must be a Trustee) as Chair of HR Committee. The quorum shall be at least 3 Trustees.
- The HR Committee may ask any other official of Arts SU to attend its meetings so as to assist the Committee with its discussions and deliberations on any particular matter.
- The Committee may ask those in attendance to withdraw from the meeting to facilitate open and frank discussion of particular matters. The minutes and recommendations from the HR Committee will be recorded and submitted to the Trustee Board.
- The minutes and recommendations from the Union's Staff Forum will be submitted to the HR Committee

Membership: 2 Sabbatical Officers, at least 1 Lay Member and at least 1 Student Trustee

Attending: HR manager and other staff as required

Regularity of meetings: At least three meetings per year

Nominations Committee Terms of Reference

Purpose

The Nominations Committee shall oversee the recruitment and development of the Trustee Board.

Remit

1. To approve the information and documentation which is sent to potential Trustees candidate including the timetable for the recruitment, interview and selection processes;
2. To approve the processes which are used to select candidates and shortlisting and interviewing potential applicants for the Student Trustee and External Trustee posts and making appointments;
3. To facilitate a process so that Board of Trustees vacancies are filled at the earliest opportunity.
4. To undertake regular skills, experience and diversity audits of the Board of Trustees and identifying the skills, experience and expertise that are needed for the Board of Trustees to achieve high quality and effective governance;
5. To recommend a programme of Trustee Board Development each year

Responsibility and authority

- The Board Chair shall be the Chair.
- The minutes and recommendations from the Nominations Committee will be recorded and submitted to the Trustee Board and student members.

Membership

- At least 3 members including the Board Chair, up to 1 other Sabbatical Officers, 1 or more Student Trustees and 1 or more Lay Trustees. No Lay or Student Trustee will take part in a conversation on recruitment in which they are conflicted.

In attendance

- Company Secretary and other such staff as requested by the Chair.