

HULL UNIVERSITY UNION ANNUAL REPORT 07/08



Hull University Union Annual Report 2007/2008

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Report by the Trustees of Hull University Union

The Trustees of Hull University Union ("the Union") are pleased to present their report and audited financial statements for the year ended 31st July 2008. In accordance with best practice and in preparation for the future the Trustees have considered the requirements of the Statement of Recommended Practice, (SORP 2005) and complied as far as possible whilst currently not required to do so.

Reference and Administrative details of Hull University Union, Its Trustees and Advisers

Trustees

Period 25th June 2007 to 27th June 2008

Edward Marsh-Rowbotham

Jay Webster

Daniel Harrison

Warwick Norris

Duncan Batty

David Lloyd

Christopher Sparshatt

Period 27th June 2008 to date

Helen Gibson

Alexander Hamilton

Richard Jackson

Coralie Tringham

Duncan Batty

David Lloyd

Christopher Sparshatt

General Manager & Secretary

To the Trustees

Paul Tatton

Registered Office

University House

Cottingham Road

Hull

HU6 7RX

Hull University Union Annual Report 2007/2008

Bankers

Barclays Bank plc

P.O.Box 190

3rd Floor

6 East Parade

Leeds

Auditors

KPMG LLP

Neville Street

Leeds

LS1 4DW

Charity Registered Number:

Solicitors

Graham and Rosen

8 Parliament Street

Hull

HU1 2BB

Investment Managers

Cazenove Fund Management

12 Moorgate

London

EC2R 6DA

Exempt Charity

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Structure, Governance and Management

Organisation of the Union

The Union was first registered as a charity on 22nd March 1967 and is an exempt charity under the 1994 Education Act. It is constituted as an unincorporated association established by trust, with student trustees elected by the full membership in cross campus elections and independent trustees. The charity is deemed exempt and, therefore, has no registered number.

The make-up of the Board of Trustees has changed to include 4 student trustees elected by cross campus ballot for a 12 month period and 3 independently selected trustees, appointed for an initial 3 year period, with suitable professional experience.

All students registered with the University of Hull are eligible to take up full membership. The right not to be a member was provided by the Education Act 1994. However, no student has exercised that option this academic year. Certain categories of Associate Member are permissible in accordance with the Constitution and Bye-laws, subject to election by Union Council. Associate membership is for one year, renewable. 6 such members were elected during the year.

Union Council may consider any matters affecting the interests of students of the University. Council's major role is to scrutinise and hold to account elected trustees and student officers. The decisions of Council are subordinate to those made by referenda or the Board of Trustees. Union Council is composed of 32 full members elected for one year in semester two.

Major policy matters are put before the membership through electronic referenda.

In the year, there were 4 elected trustees who must be full members. They were elected and held office from Friday of the third week of the summer vacation.

Selection of Independent Trustees

At the end of the first 3 year term (in August 2010), one independent trustee will retire with one of the remaining original independent trustees retiring in 2011 and the third in 2012. From then on trustees will retire on completion of a three year term.

Selection of a replacement will be undertaken by the Board who will take into account the talents, skills and experience required by the Charity's strategy at that time.

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Induction and Training of Trustees

A comprehensive formal training programme is given each year to the new student trustees as follows:

Week 1 – handover from the outgoing student trustees

Week 2 – a comprehensive programme of training covering all aspects of their role including governance, HUU constitution, responsibilities regarding staff, investment management, risk management and services provided to the members.

Week 3 (6 weeks later) – Review of earlier training, strategy development and planning for the year ahead.

Half Day Training sessions on a variety of skills are given throughout the summer vacation.

The new independent trustees received a full day's training in July 2007 which will be updated as and when required.

Decision Making

Board of Trustees

- Approve strategy. Allocate resources to deliver the strategy.
- Determine Union values and review as necessary.
- Approve business plans submitted from HUU Services Ltd and student areas.
- Approve 2 year financial forecast, reserves policy and investment policy.
- Approve annual budgets.
- Approve annual report including financial statements.
- Approve annual capital expenditure plan.
- Decide on Human resources strategy.
- Approve changes to senior staffing levels and responsibilities.
- Approve annual pay increases.
- Approve risk policy.

Senior Management

- Propose and implement agreed strategy for non- student service areas delivery.
- Decide on business plans to be submitted to the Boards.
- Approve 2 year financial plan and recommend changes to investment policy.
- Decide commercial services and administration budgets to be submitted to the Board for approval.
- Approve the annual report prior to presentation to the Trustees.
- Decide on capital expenditure proposals to be submitted to the Board for approval.
- Decide on risk management plan for approval by Trustees.
- Decision making on all day to day operational matters.
- Decide on development plans for University House for consideration by stakeholders and approval by the Trustees.

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Subsidiary Company

The Union established a wholly owned subsidiary company, HUU Services Ltd, on 14th January 2000. Company number 39068. The Union and its subsidiary company comprise “the Group”. The Union carries out the charitable activities, and the trading activities are carried out through the subsidiary company. The main activities of the trading subsidiary cover bars, the shop and games machines. Three of the Union’s sabbatical officers act as company directors, and the subsidiary has a coterminous year-end of 31st July 2008.

Risk Review

The trustees take seriously their role in assessing the risks that face the Union. A comprehensive risk management policy is in place and is reviewed at regular intervals by the Board. The policy defines:

- Our approach to risk management.
- The role of the Board in determining how risk is managed.
- Definition of risk and the responses to it.
- The role of management in risk.
- How risk will be monitored.

The Board has identified major risks under the following areas:

- Achievement of our aims and objectives.
- Operational performance.
- Meeting expectations of stakeholders.

These major risks are all concerned with financial issues:– declining commercial income; insufficient grant from the University to enable us to meet the expectations of our stakeholders; increased regulation; and the level of rent and service charge levied on University House.

A detailed register of these and other risks with less impact on the charity are regularly reviewed and mitigating action monitored by the trustees.

The trustees recognise the dependence on the grant from the University and this is reflected in the reserves policy in the financial review.

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Objectives and Activities

The objects of the Union are:-

- to advance the education of students attending the University and of students elsewhere in the world and to provide any charitable purpose for the benefit of those students;
- to promote the welfare of students attending the University through the provision of appropriate advice and guidance;
- to promote, through the agency at Student Community Action, any charitable purpose for the benefit of the Community surrounding the campuses in Hull and Scarborough. Through this we shall aim to integrate students into the local community;
- to promote sport throughout the membership and the wider community surrounding the campuses at Hull and Scarborough.

To underpin our 4 objectives, we have an underlying mission of being “your 1st choice every time” referring to our member stakeholders. We provide a large number of varied services and we wish our members to choose us rather than alternative providers.

Linked to this are our seven Key Success Factors (KSFs). These are as follows:

1. To strive to be a truly democratic organisation; one where its members have influence over the facilities and services provided and can determine future events.
2. To provide effective support and accurate, impartial advice to individuals and groups.
3. To represent effectively members within H.U.U, the University and the community of Hull and in the National arena.
4. To encourage member participation at every level by providing:
 - a wide range of opportunities in a safe environment;
 - appropriate training development and recognition for skills learned and tasks achieved.
5. To invest continually and expand our services to meet the needs of our members, to better our competitors and, at all times, to provide the best possible value for money.
6. To recruit, train, develop and retain staff who have the skills and aptitude appropriate to the job they undertake and also appreciate the ethos of H.U.U.
7. To improve continuously everything we do, to become - 1st choice every time.

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Priority Objectives for 2007-2008

- To implement effective governance that meets the requirements of the Charities Act 2006.
- To work towards receiving a Gold Award in the Student Union Evaluation Initiative at the first evaluation.
- To ensure that the new staircase and third floor refurbishment is delivered to plan and start planning the next phase.
- To identify and progress new income streams.
- To implement the new Sports Strategy as agreed with the University.
- To meet financial targets.

As well as the trustees and staff, we rely on hundreds of volunteers who help to meet our objectives particularly in the areas of community volunteering, academic representation and sport. Whilst not quantified for this year, a project is under way for the 2008/9 year to assess the impact they have on the work of the Union.

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Achievements and Performance

1. Implementing Effective Governance

Objectives

Trustee Board

Ensure Board meetings are effective by:-

- Setting meeting dates a year in advance to ensure maximum attendance and to coincide with important dates e.g. AGM, planning and budgeting cycle. – Completed.
- Forwarding agenda and all relevant information for the meeting one week in advance – Completed.

Registering with the Charity Commission

At the appropriate time, resubmit our application to register. - Appointed Day to register has been postponed again and is unlikely to be before October 2009.

Annual Trustee Report

Ensure the document is compliant with SORP 2005 and is available in draft form by September 07 meeting.

- Report - Report layout still to be updated for 2007/08 Report.
- Accounts (unaudited) - SOFA layout met the standard, and in final form (audited) for November meeting.

Strategic Plan

- 2007/08 plan to be available for approval for September 2007 meeting – Completed.
- 2008/09 draft plan to be available for handover for July 2008 meeting – Completed.

Risk Register

Identification and mitigation of risks facing HUU to be available for inclusion in Report and Accounts by September 2007 meeting - Completed. New Risk Management Policy approved in June 2008.

Investment

- Arrange for Cazenove, Investment Manager to attend the July 08 meeting to brief Trustees on current portfolio performance and take instruction on future investment strategy. – Completed.

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- Update Trustees on quarterly performance. – Completed.
- Arrange for attendance at Annual Charity Investment Seminar in January at Cazenove for appropriate Trustees. – Completed.
- Achieve target dividend income of £22k. – An income of £32K was achieved.

2. Achieving a Gold Award in the Student Union Evaluation Initiative at the first evaluation

We took part in the first cohort to trial this national quality initiative. It was a 2 year process which culminated in a full assessment in April 08. Along with 6 other Unions in the first cohort, the results were announced on July 31st 2008. We received a Silver Award which is an excellent achievement. Other awards granted were 1 Gold, 1 Silver, 2 Bronze and 2 deferred. Feedback from the assessment will be incorporated into our future plans ready for reassessment in 2 years time.

The individual plans which made up this initiative are detailed in the appendix . They are laid out in the style of the assessment and wherever possible have been linked with one or more of our Key Success Factors (KSF's).

3. University House Development

3rd Floor development/external staircase

- Work with University staff to ensure staircase is built as quickly as possible and ready by end of October 2007.
- Completed in May 2008. - Very poor performance by contractor in hitting agreed deadlines.
- Clear out and store furniture and fittings from 3rd floor by 29th June. - Completed on time.
- Ensure internal work is completed on 1st and 2nd floors before start of Semester.
 - Meeting rooms to be completed in Wheatsheaf.
 - Remainder of 2nd floor to be clean and suitable for meeting use (including curtains - poor condition).
 - Booking system for new meeting rooms up and running by 1st September.
 - Work done by contractors as agreed and on line bookings on the system.

Keith Martin Terrace

- Furniture and decking to be re-stained by 15th June – wet weather.
- Planting to be in place by 8th June.
- Smoking Shelter completed by 27th July.

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- BBQ shack completed by 14th September – extra addition.

All completed on time with the exception of the BBQ shack not completed until spring because of extraction malfunction.

Continental Bar

- Cold water feed and 13 amp available for Xing no later than 3rd September. - Xing up and running on time for the start of semester.

Asylum

- Smoking shelter to be completed by 13th July.
 - New carpet to fitted and laid by 30th July.
 - Recovering seating completed by 30th July.
- All completed for start of semester.

Sanctuary

- Provide new padded seat swabs for all benches by 27th July. - All completed for start of semester.

Mall

- Design layout , purchase computers and arrange for network connections.
- Provide for joinery work and fixing. - All completed for start of semester.

Lobby 1st floor

- Design layout for WiFi stations and arrange for appropriate electrical sockets.

Provide for joinery work and fixing by 14th September 2007 - All completed for start of semester.

4. Identifying New Income Streams

Fundraising - Approval of transferring the Community Volunteering Project funds to the Union means we will have the capacity to fund raise from outside sources linked to specific projects.

- Define an appropriate Job Description for the post.
- Recruit a suitable candidate.
- Define specific fund raising projects and monitor progress to plan.

All areas completed but a review of fundraising will see a revised strategy in place for 08/09 looking at how all the objects of the Union can benefit from external funds. KSF 7.

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Food - to offset the potential for a drop in bars income, a short term plan to increase food sales will be developed which will include:-

- Increase in food sales in an evening through a specific evening snack menu.
- Rebrand Continental Bar with small refurbish and introduce Xing Smoothies, freshly made sandwiches etc.

Food sales increased by 21 %

Longer term plan required as University is reluctant to invest in the second floor refectory as agreed in the Millennium Makeover. Without investment, closure by the Environmental Health Office is likely following 4 years of threats. Withdrawal from this operation will leave us unable to fill the gap left with only one small kitchen for the whole building. The lease prevents us from formally offering food.

- Insist on a renegotiating of the Lease.
- Plan to reopen the Resnikov bar with small kitchen in existing service area.

University still not decided on way forward. KSF 5,7.

- Improve financial return from the Sports and Fitness Centre through new agreement - New agreement not forthcoming from the University. Trustees decided to hand management of SFC back to the University in June 2009.

5. Implement New Sports Strategy

Subject to the University agreeing the strategy and resourcing it

- Improve performance in BUSA league tables to be in top 30 within 3 years through
 - Employment of a coach supremo to manage all the part time coaches to agreed performance criteria.
 - Concentrate efforts on 10 identified sports where we can achieve substantial improvements.
 - Major on 3 of these to aim for premier league status within 3 years.
- Improve marketing of University Sport through consistent branding across all University representative teams - Team Hull.

Sports Strategy only accepted in outline with no additional funding.

Other than the formation of the Sports Development Group with 3 Union places, little progress has been made in improving sport and this lack of interest in funding sport was a contributing factor in terminating the management agreement for the SFC. KSF 4.

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6. Meeting Financial Targets

Meeting the budget this year will be difficult given the unquantifiable effect of the Smoking Ban on the Bars and the major alterations which will disrupt use of the first and second floors. Ensure extra food take is converted to profit through appropriate management controls (GP and wage%).

- Continue with planned performance monitoring identified elsewhere in the plan.
- Negotiate a favourable financial outcome to new SFC Management agreement.
Actual results £19k down on budget. The details are covered in the accounts.

Financial Review

Investment Powers of the Union

The General Manager and Secretary to the Trustees is authorised to make short and medium term investment, consistent with the objectives of the Union stated above. Long term investments are to be made on the advice of an Investment Manager (Manager) who is regulated under the terms of the Financial Services Act 1986. The Trustees are responsible for appointing an Investment Manager. The terms of such an appointment are to:

- Inform the Manager in writing of the extent of his or her investment powers and seek his or her written acknowledgement;
- Lay down a detailed investment policy and ensure that the Manager has received a copy of the policy and understands the objectives;
- Make proper arrangements for the Manager to report regularly to the Trustees on the performance of the investments; this will normally be on a half yearly cycle;
- Subject to the provisions of the Trust document enabling the Manager to act on behalf of the Trustees in buying and selling of investments. The limits of these delegated powers are to be clearly set out and, in particular, the Manager should not have the authority to depart from the Trustees' investment policy without written approval;
- Allow the Trustees to terminate the agreement with a particular Manager who proves to be unsuitable or whose performance is unsatisfactory.

The Trustees are to carefully consider and evaluate any of the initial investment costs, any annual management fees and commission paid to the Investment Manager, to ensure that such costs are properly justified and reasonable.

Any decisions by the Trustees to invest must be centred on the interests of the Union and not of the Trustees. Trustees may not exclude, to the financial detriment of the Union, a particular range or class of investments in order to give effect to some moral, political, social, environmental or ethical belief held by the Trustees but not directly related to the interests of the Union.

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Reserves Policy

	Total £000
The reserves at 31 st July 2008 stand at	4,871
Allocated to fixed assets less University loan	<u>3,435</u>
	1,436
Represented by	
Net current assets	692
Investments	<u>744</u>
Free reserves before designation	<u>1,436</u>
Less designated	
Outstanding balance of the loan from the University of Hull	478
Football Foundation pitch replacement commitments	71
Capital projects authorised for 2008/2009 expenditure	110
Capital projects building improvement contribution fund towards the provision of University House improvements under the terms of the lease	455
	<u>1,064</u>
Actual free reserves	<u>322</u>
The Trustees have recognised the following free reserves requirement:	
General fund for day to day operation of the Charity	150
Contingency of six months subvention	<u>324</u>
Target free reserves	<u>474</u>

It is intended that the target free reserves of the Charity of £474,000 will be achieved by generating surpluses in the future.

Plans for the Future

The Charity's main aims to deliver our objects for the next year are summarised below under the various areas of responsibility. Details of the actions planned and responsibility can be found in the strategy section of our website www.hullstudent.com :-

Trustee Board

- To secure the medium to long term financial stability of HUU.
- To have a constitution which is fit for purpose and meets the requirements of the Charity Commission.
- To promote continuous improvement in the quality and appropriateness of our work using the SUEI template for robust planning and review.
- To minimise risk.
- To have satisfied members, stakeholders and staff and monitor through regular surveys.

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- To ensure our members, stakeholders and staff are aware of what we are doing and how well we are performing.
- To ensure that services provided in Scarborough mirror as closely as practically possible those in Hull.

The Board will regularly review all the plans but will focus on the Community and Communications plans.

Community

Hull University Union recognises the impact that it has on the local community. One of the four charitable objectives of HUU is its community work. Therefore engaging and working with the community and devising a community strategy are integral to ensuring that:

- There is a high standard of living for students within the community.
- That the local community benefits from a large student population.
- There is a strong relationship between community groups and local residents.

These points have led to the drawing up of specific aims and how they will be delivered. The Hull University Union Community Strategy will be based upon activities from five key pillars that are recognised as the most important aspects of improving student life in the community and assisting the community in its work. The main aims are:

- **Safety**
To endorse crime prevention initiatives and promote personal safety. Facilitate the work of the police, community wardens etc.
- **Housing**
To promote the rights and responsibilities of students living as tenants. Ensuring a clear system of support offered by HUU.
- **Students Living in the Community**
To ensure that HUU actively contributes to local policy to achieve a good standard of living for students and also to ensure that students' presence provides clear benefits to the local community.
- **Volunteering**
To provide volunteering opportunities to allow students to make a positive impact on the community. Measuring this impact to establish HUU's benefit in the wider community.
- **Scarborough**
To ensure the four aims above are represented at Scarborough Campus – improving community links, measuring student impact and working on establishing a good standard of housing.

The Key performance indicators are:-

- RAG to raise £10,000 in Hull and £1,500 in Scarborough; 50% to be donated to local charities.
- Recruitment of at least 30 volunteers for Walksafe.

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- Increase client numbers in Advice Centre for Accommodation issues (Hull and Scarborough).
- Presence of at least 10 students at every City Council ward forum in Hull and 5 in Scarborough (term time).
- Target number of volunteers: CV (Hull) – 200, CV (Scarb) – 50, HUSSO – 100, RAG (Hull) – 30, RAG (Scarb) – 30.

Communications

HUU recognises that we do not serve all sections of the student community as well as we should. The main aims for the coming year are:-

- To ensure all students know how HUU can influence and help their experience whilst a student through differentiated communications.
- To improve the quality and accuracy of the information on our website and its use by all sections of the membership.
- To ensure staff and local residents and dignitaries know what we are doing and trying to achieve.

The key performance indicators are to:-

- Increase number of Part-time student taking part in Satisfaction survey to 10% of overall turn-out, measured by results of Student Satisfaction survey.
- Increase participation of Part-time students in Clubs and Societies, measured by membership statistics on www.hullstudent.com.
- Increase participation in Elections by 25% measured by overall turnout – figures provided by BAM. KPI shared with the Union Secretary and Treasurer.
- To distribute 3000 "GIST" leaflet per issue and to have a 50 % readership level. Measured by question in Satisfaction survey.
- Increase number of NUS Extra Cards in 2008/9 by 15%.

President

The President's main aims are:-

Governance

- Constitution – the existing constitution does not accurately reflect the objects particularly with regard to the roles of the internal student trustees and representation on the Trustee Board. A review is necessary.
- Accountability – the independent trustees have expressed concern over the lack of accountability of the trustees' performance and the inability of the Board to remove members for serious breaches of

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Charity Law. The constitution review will take this into account as well as the regulations governing Sabbatical Officers' conduct.

Policy Formation Process – this is unwieldy and the use of Open Forums, whilst increasing consultation, has not improved the outcomes. This will be addressed in the review.

Community

- We undertake a wide variety of voluntary work in Hull and Scarborough through various areas of the Union. However this work needs to be focused to achieve defined outcomes.

Representation

- As part of our major aim of improving the awareness of our objects to our stakeholders, the quality and quantity of representation needs improving generally across the Union. Individual departmental plans will reflect this need. The President's area will focus on representation specific to the role.

The key performance indicators are to:-

- Obtain a top ten place in the Times Student Experience Survey on the question "good SU" – 2007 =7th.
- Staff Satisfaction Survey – Obtain an average score of 50% or better for staff answering "5" - strongly agree to questions 1-6 in the survey.
- HUU Annual Student Satisfaction Survey – Obtain 85% scoring "4" or "5" "agree" or "strongly agree" to the question "HUU plays an important part in my University life (vs 77% 2007).
- International Student Barometer – score of 93%+ on question "good student union".
- Attain and retain Gold Award in the Student Union Evaluation Initiative.
- Achieve the agreed budget of a net cost to HUU of £36,561.

Union Secretary and Treasurer

The UST's main aims are :-

- To achieve an increased turnout in the Sabbatical Officer elections.
- Ensure financial stability in the Sabbatical Areas over the course of the year. Including UST position.
- Drive up turnout at the Open Policy Forums and Referenda.
- Explore new revenue streams and improve on last year's commercial income.
- Secure at least a 10% turnout in the Governance Referendum.

The key performance indicators are to:-

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- Have at least 2500 (14%) members vote in the Sabbatical elections and have over 45 candidates standing.
- Ensure individual Sabbatical areas stay within their budgeted expenditure.
- Ensure the governance referendum reaches quoracy.
- Increase 2007/8 commercial income by 5%.
- Achieve the agreed budget of a net cost to HUU of £11,634.

VP Welfare & Equality

The VP(W&E)'s main aims are:-

- **Effectiveness of Volunteers**
Currently student volunteers do not engage sufficiently in the work of the Welfare Committees to delivering agreed objectives. A campaign to energise volunteer efforts is required.
- **More Effective Use of Resources**
Plans of action are not reflected in the financial budgeting process. This plan will aim to resolve this.
- **Combating the Effects of Student Debt**
With student debts increasing, there is a need to alleviate these problems by more pro-active training and education.
- **Crime**
Reduction in crime in the University and Newlands Wards areas is a key objective with emphasis being on lowering house burglaries.
- **Welfare Services**
Ensure that all welfare services operate effectively and give excellent service.
- **Reduce Anti-social behaviour**
Carry out social norms research and in order to carry out marketing campaign to reduce anti-social behaviour on campus.

The key performance indicators are to:-

- Improve the effectiveness of Welfare Committee volunteer officers - 100% of 12 officers doing 100 hours of volunteering each in 08/09 .
- Advice Centre (measuring the quality of Advice) - 95% satisfaction rating in Advice Centre (87% in 2006/07).
- Reduce crime statistics in heavily student populated areas Cranbrook Ave. and Auckland Ave. - KPI linked to police stats and targets.
- Reducing Anti-Social behaviour - To achieve a baseline figure through social norms research.
- Nightline - 100% of service users to recommend the service as good .
- Meet the agreed budget of a net cost to HUU of £88,039.

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VP Academic Representation

The VP(AR)'s main aims are to:-

- **Increase the visibility of HUU's academic representation to our stakeholders.**
The recruitment of student representatives is currently left to individual University departments. It is carried out in a variety of ways and once elected, representatives' names are collated in a database by HUU. Following training, without full attendance, representatives are sent back to their departments. Outcomes are not identified for them. Our main aim is that within 3 years all our members should receive HUU as the body responsible for guaranteed academic quality through focussed actions, management of the representative system and acknowledged value from the University of our input.
- **Focus on outcomes using available data**
Currently we do not use available data, e.g. NSS, to focus actions. Our future plans will address this.
- **Increase the level of resources**
If we are serious about improving our awareness amongst our members of our main responsibility for representation, resources must be reallocated accordingly. This plan must make a case for improved resources but with defined outcomes at the result.

The key performance indicators are:-

- Number of Candidates in Faculty level elections to be 50 at UG and 14 at PG.
- Academic Committee to meet bi-weekly and be quorate each time.
- Student Written submission to be complete by 19th January and to give a balanced view.
- Flow diagram and timescale for dealing with Academic Issues active for start of semester one 08/09 and for all issues to be dealt with in the allotted timescale.
- 50 People in attendance at the freshers events for each Postgraduate, Mature Students and Part-time Students committees.
- Feedback from Student Reps to filter into Academic Committee so as to influence policy.
- Meet the agreed budget of a net cost to HUU of £8,981.

Athletic Union President/Vice President Sport and Leisure

The VP(S&L)'s main aims are:-

- Improve Sporting Performance.
- Increase Membership.
- Ensure Financial Stability.
- Improve Image/Branding of the AU/Team Spirit (WE ARE HULL).

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The key performance indicators are to:-

- BUSA Ranking - increase from low 50's to 45th.
- Increase in AU membership from 1300 to 1500 members by June 09.
- Have less than 8 Walkovers over the entire Athletic Union – With not more than 1 per team.
- Have all primary accounts to be at zero or positive balance by end of season June 09.
- Have all teams representing University in Hull colours.
- Achieve the agreed budget of a net cost to HUU of £65,147.

VP(Media & Volunteering)

VP(M&V)'s main aims are:-

- **Societies**
We have never had problems in forming Societies, however activity remains low in a significant proportion of our 80+ ratified societies.
- **Media**
whilst our website has set the standards for all the 50+ SU's who use BAM, improvements are still possible in the other media areas in terms of quality and members use/readership.
- **Volunteering**
as HUSSO seeks to deregister, our main volunteering aim is to ensure a smooth transition into a coordinated volunteering unit balancing referrals with own projects.
- **Communicating what we are about**
the media area must play a key role in delivering one of our overarching aims – publicising our 4 objects and what we do to meet them.

The key performance indicators are to:-

- Improve usage of student union facilities for part-time and mature students as measured by surveys.
- Increase number of volunteers (CV–200 plus 50 in Scarborough; HUSSO-100; RAG-30 in Hull plus 30 in Scarborough).
- Raise £10,000 plus £1,500 in Scarborough and for 50% to be donated to local charities through RAG.
- Establish a volunteering brand for external volunteering as measured by having a recognisable logo, website and plan. All this to be ready by 1st September.
- All societies to be compliant with rules and regulations as measured by no avoidable incidents occurring.
- Increase number of society web mini sites from 5 to 25.
- Meet the agreed budget of a net cost to HUU of £45,744.

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Scarborough Campus

The main aims of VP(Scarborough) are:-

- To improve everything we do by benchmarking against other SU's with similar sized campuses to Scarborough.
- To continue with the development of cross-campus interaction, communication and understanding. Incorporating the ethos of 'Two Campuses, One Union'.
- To improve services levels in all key areas of Students' Union service provision.
- To engage with and influence the university in the new build and development of Scarborough Campus – making sure the student experience is their and our main priority.
- To engage with the local community, raising the profile of the HUUUC and influence their behaviour on behalf of Scarborough students.

The key performance indicators are to:-

- Have 2 Academic Representatives per year per course.
- Secure a minimum of £3.5k sponsorship.
- Increase revenue from gym memberships by 5% year on year.
- Increase Advice interviews by 25% year on year.
- Increase shop sales 15% year on year.
- Ents income £4k vs budgeted deficit of £2k this year.
- Meet the agreed budget of a net cost to HUU of £54,912.

Helen Gibson

Chairperson

Date

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF HULL UNIVERSITY UNION

We have audited the Group and Union financial statements (the 'financial statements') of Hull University Union for the year ended 31 July 2008 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Union Balance Sheets, the Consolidated Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charity's trustees as a body, in accordance with section 43 of the Charities Act 1993 and regulations made under section 44 of that Act . Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As described in the Statement of Trustees' Responsibilities on page 16, the trustees are responsible for the preparation of the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 of that Act. We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the trustees' report is not consistent with the financial statements, if the charity has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's and charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements:

- give a true and fair view, in accordance with UK Generally Accepted Accounting Practice, of the state of the group's and charity's affairs as at 31 July 2007 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with the Charities Act 1993.

KPMG LLP

Chartered Accountants

Registered Auditor

Date:

Consolidated Statement of Financial Activities for the Year ended 31 July 2008

Income and Expenditure	Notes	Total 2008 £000	Total 2007 £000
Incoming resources			
Incoming resources from generated funds			
Voluntary income	2	1,116	1,328
Activities for generating funds			
Trading turnover: HUU Services Limited	3	2,203	2,314
Other service activities	4	1,112	1,066
Investment income	5	45	43
Incoming resources from charitable activities		594	593
Total incoming resources		5,070	5,344
Resources expended			
Cost of generating funds			
Fundraising trading: HUU Services Limited	3	1,677	1,638
Other service activities	4	1,227	1,151
Charitable activities	6	2,199	1,899
Governance costs	7	124	167
Total resources expended		5,227	4,855
Net incoming resources before recognised gains			
		(157)	489
Other recognised gains and losses			
Gains on investment assets and investment asset disposals		(59)	29
Net movement in funds		(216)	518
Reconciliation of funds			
Total funds brought forward		5,087	4,569
Total funds carried forward		4,871	5,087

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Consolidated and Union balance sheets as at 31 July 2008

	Notes	2008 Group £000	2008 Union £000	2007 Group £000	2007 Union £000
Fixed assets					
Tangible assets	10	3,913	3,913	3,480	3,480
Investments	11	744	744	713	713
		<u>4,657</u>	<u>4,657</u>	<u>4,193</u>	<u>4,193</u>
Current assets					
Stock		91	5	97	4
Debtors	12	89	387	133	735
Short term deposits	14	361	218	651	267
Cash at bank and in hand	14	271	230	207	172
		<u>812</u>	<u>840</u>	<u>1,088</u>	<u>1,178</u>
Liabilities					
Creditors:					
Falling due within 1 year	13	(353)	(381)	(194)	(284)
Net current assets		<u>459</u>	<u>459</u>	<u>894</u>	<u>894</u>
Creditors falling due after 1 year	14	<u>(245)</u>	<u>(245)</u>	-	-
Total assets less liabilities representing net assets		<u>4,871</u>	<u>4,871</u>	<u>5,087</u>	<u>5,087</u>
Unrestricted Funds		<u>4,871</u>	<u>4,871</u>	<u>5,087</u>	<u>5,087</u>

These financial statements were approved by the Trustees on 27th October 2008 and were signed on their behalf by:

Helen Gibson

Trustee

Date:

Consolidated cash flow statement for year ended 31 July 2008

	Note	2008 £000	2007 £000
Net cash inflow from operating activities	15	163	594
Capital expenditure and financial investment			
Payments to acquire tangible fixed assets		(777)	(174)
Purchase of investments		(90)	(50)
Proceeds from sale of investments		-	-
Proceeds from loan from University		700	-
Capital repayment of loan		(222)	-
		<hr/>	<hr/>
		(389)	(224)
		<hr/>	<hr/>
Decrease in cash and liquid resources in the year	15	(226)	370
		<hr/>	<hr/>

1. Principal Accounting Policies

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) and applicable accounting standards.

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Exempt Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

(b) Consolidation

The assets and liabilities of the trading subsidiary are combined with those of the Union in the consolidated balance sheet on a line by line basis.

In accordance with paragraph 397 of the Charities SORP 2005, no separate SOFA has been presented for the Charity alone. The Charity had gross income of £5,070,000 and had net outgoing resources of £216,000 (2007 incoming £518,000).

(c) Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

(d) Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for re-sale are included as income when they are sold. Donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers. Grant income is recognised in the year to which the award relates.

(e) Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Cost of generating funds are those generally incurred in services with a target objective and available to non-members. Charitable expenditure costs are those costs incurred directly in support of expenditure on the objects of the Charity. Governance costs are those incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements.

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All incoming resources and resources expended are categorised as being either fund generating or direct charitable according to their source. Funding generating activities include the Sports & Fitness Centre, Nursery, Continental Café, Trading subsidiary, investment income and grants, charitable activities include the President, Democracy, Media and Volunteering, Welfare, Scarborough Campus, Academic Representation, Sport and Leisure, Entertainments and Administration.

(f) Pension Scheme

The group participates in two pension schemes providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the group. The group is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and, therefore, as required by FRS17, "retirement benefits", accounts for the schemes as if they were defined contribution schemes. As a result, the amount charged to the consolidated statement of financial activities represents the contributions payable to the schemes in respect of the accounting year.

(g) Investments

Investments are stated at market value at the balance sheet date.

All gains and losses are taken to the SOFA as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later). Realised and unrealised gains are not separated in the SOFA.

(h) Fixed Assets and Depreciation

Tangible fixed assets are stated at cost. Depreciation is charged so as to write off cost less the estimated residual value of each asset, over the estimated useful life of the asset at rates of between 20-33%, with the exception of buildings, 2.6%.

Capital purchase items amounting to £500 or more individually are charged to fixed assets and depreciated over the life of the asset, relative to its perceived useful life.

The first stage of the Millennium Makeover was completed in August 2002. Depreciation of the buildings part of the works is over 38 years, the life of the lease with extension. Fixtures and fittings for the Millennium makeover have been categorised as either major or minor and depreciation will be for 18 years or 5 years respectively.

(i) Stock

Stock is stated at the lower of cost and net realisable value. Where necessary provision has been made for obsolete, slow moving and defective stock.

(j) Tax

The Union is exempt from tax on its charitable activities.

(k) VAT

Irrecoverable VAT is charged to the various areas incurring the relative cost applicable to the transaction or the agreed recovery level.

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(I) Cash and liquid resources

Cash, for the purpose of the cash flow statement, comprises cash in hand and deposits repayable on demand, less overdrafts repayable on demand.

Liquid resources are current asset investments which are disposable without curtailing or disrupting the business and are readily convertible into known amounts of cash at or close to their carrying values or traded in an active market.

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2. Donations, Legacies and similar Incoming Resources

Grant: University of Hull

A grant of £1,121,019 (2006/07: £1,254,322), is receivable from the University of Hull to enable the Union to pursue its objects. It is a substantial part of total income and the Union is dependent on its continuing receipt.

	2008 £000	2007 £000
University of Hull subvention	1,121	1,254
Others	(5)	74
Total:	<u>1,116</u>	<u>1,328</u>

3. Trading Subsidiary - HUU Services Limited

	2008 £000	2007 £000
Turnover	2,204	2,314
Cost of sales	(1,033)	(1,018)
Gross profit	1,171	1,296
Admin expenses	(992)	(954)
Net profit	<u>179</u>	<u>342</u>

Hull University Union owns 100% of the issued share capital of HUU Services Limited.

<u>Balance Sheet</u>	2008 £000	2007 £000
Current assets		
Stock	86	93
Debtors	78	115
Cash at bank and in hand	183	419
	<u>347</u>	<u>627</u>
Creditors: amounts falling due within one year	<u>(347)</u>	<u>(627)</u>
Net current assets	<u>-</u>	<u>-</u>
Net assets	<u>-</u>	<u>-</u>

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4. Income from Other Service Activities

	Café 2008 £000	Sports 2008 £000	Nursery 2008 £000	Other 2008 £000	Total 2008 £000	Total 2007 £000
Turnover	267	532	247	66	1,112	1,066
Cost of sales	(110)	(29)	-	(3)	(142)	(155)
Gross profit	157	503	247	63	970	911
Admin expenses	(150)	(465)	(242)	(228)	(1,085)	(996)
Net profit/(loss)	7	38	5	(165)	(115)	(85)

5. Investment Income

	2008 £000	2007 £000
	45	43

6. Charitable Activity Costs

	President 2008 £000	UST 2008 £000	Media 2008 £000	Welfare 2008 £000	Sports 2008 £000	Academic 2008 £000
Support costs	36	2	1	1	19	1
Rent	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Staff costs	8	19	46	102	14	2
Office expenses & running costs	14	9	28	8	138	-
Other	41	4	40	9	117	1
	99	34	115	120	288	4

	Scarborough 2008 £000	HUSSO 2008 £000	Ents 2008 £000	Admin 2008 £000	Total 2008 £000	Total 2007 £000
Support costs	15	-	15	2	92	77
Rent	1	-	-	156	157	146
Depreciation	-	-	-	183	183	162
Staff costs	55	-	147	536	929	826
Office expenses & running costs	27	-	78	87	389	363
Other	16	11	33	177	449	325
	114	11	273	1,141	2,199	1,899

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7. Governance Costs

	2008 £000 Total	2007 £000 Total
Insurance	-	52
Legal fees	1	2
Staff costs (Trustees)	122	111
Office expenses and running costs	1	-
Other	-	2
	<u>124</u>	<u>167</u>

The audit fee is reimbursed by the University of Hull in accordance with an arrangement made, as the Union and its subsidiary are obliged to use the same auditors as the University.

8. Staff Costs and Trustees' Remuneration

	2008 £000	2007 £000
Wages & salaries	1,836	1,714
National insurance	117	103
Pension contributions	114	97
Total emoluments	<u>2,067</u>	<u>1,914</u>

There are no employees with emoluments over £60,000.

	2008 Number	2007 Number
Average number of full time equivalent employees		
Charitable activities	9	8
Costs of generating funds	120	119
Management and administration of the Union	43	41
Total:	<u>172</u>	<u>168</u>

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Staff costs and Trustees Remuneration (continued)

The Trustees received remuneration from the Union as follows:

2008	2007	2008	2007
		£	£
Edward Marsh-Rowbotham	Ciarán Norris	13,128	11,072
Jay Webster	Peter West-Oram	13,128	11,072
Daniel Harrison	Erica Stephenson	13,128	11,072
Warwick Norris	Tracey Jenner	13,128	11,072
	Bryony Paice		11,072
	David Morris		11,072
	Alex Yarnley		11,072
	Mark Goodman		11,072
		<hr/>	<hr/>
		52,512	88,576
Helen Gibson	Edward Marsh-Rowbotham	1,638	1,599
Richard Jackson	Jay Webster	1,638	1,599
Alexander Hamilton	Daniel Harrison	1,638	1,599
Coralie Tringham	Warwick Norris	1,638	1,599
	Charlotte Hill		1,599
	Tom Metcalfe		1,599
	Hannah Shooman		1,599
		<hr/>	<hr/>
		6,552	11,193
		<hr/>	<hr/>
		59,064	99,769

The Internal Trustees are remunerated in accordance with a pay scale used by the Union to pay its employees. The amount is not related to the responsibilities of the roles, as it is for other staff members, but merely to reimburse them for cost of living expenses, as they are precluded from other full time work during their period of office. They undertake full time, full year executive managerial activities. Authority for payment is by HUU Constitution, Section VII, Item 4, para 2.

Trustee expenses	2008	2007
	£	£
Entertaining	217	263
Travel	409	85
	<hr/>	<hr/>
	626	348

9. Pension Schemes

The group is a member of the Universities Superannuation Scheme (USS) providing benefits based on final pensionable pay. Because the group is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis, as permitted by FRS17 "retirement benefits", the scheme has been accounted for, in these financial statements as if the scheme was a defined contribution scheme. At the last actuarial valuation as at 31st March 2005 the actuary identified the following:

The assets of the scheme at the valuation date were 77% of the accrued liabilities based on projected pensionable salaries with a past service deficit of £6,568 million.

Pension Schemes (continued)

The scheme is 126% funded using the MFR prescribed assumptions introduced by the Pensions Act 1995. The scheme is 110% funded in terms of the PPF regulations introduced by the Pensions Act 2004.

The contribution for the year was £44,343 (2007 - £36,989). It has been agreed that an employer contribution rate of 14% of pensionable pay will apply in future years.

The group is also a member of the University of Hull Pension and Assurance (UHPAS) providing benefits based on final pensionable pay. Because the group is unable to identify its share of the scheme assets and liabilities on a consistent and reasonable basis, as permitted by FRS17 "retirement benefits", the scheme has been accounted for, in these financial statements as if the scheme was a defined contribution scheme. UHPAS had a deficit of £13,436,000 at 31st July 2006. The contribution for the year was £68,462 (2007 - £77,152). It has been agreed that an employer contribution rate of 25.4% of pensionable pay will apply in future years.

10. Tangible Assets

Group and Union

	Leasehold Land & Buildings £000	Asset Under Construction £000	Motor Vehicles £000	Fixtures & Equipment £000	Total £000
Cost or Valuation					
At 1st August 2007	2,943	-	26	2,396	5,404
Additions	635	-	-	142	777
Disposals	-	-	-	(12)	(12)
Transfers	39	(39)	-	-	-
Balance	3,617	(39)	26	2,526	6,169
Depreciation					
1 August 2007	459	-	26	1,440	1,925
Charge in year	158	-	-	185	343
On disposals	-	-	-	(12)	(12)
Transfers	-	-	-	-	-
At 31 July 2008	617	-	26	1,613	2,256
Net book value 31 July 2008	3,000	-	-	913	3,913
Net book value 31 July 2007	2,484	40	-	956	3,480

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11. Fixed Asset Investments

Group and Union	2008 £000	2007 £000
Market value at 1 August 2007	713	634
Additions	90	50
Disposals	-	-
Realised and unrealised investment gains (loss)	(59)	29
Market value at 31 July 2008	<u>744</u>	<u>713</u>
Historical cost at 1 August 2007	639	589
Additions	90	50
Disposals at cost	-	-
	<u>729</u>	<u>639</u>
Unrealised gain	15	74
Market value at 31 July 2008	<u>744</u>	<u>713</u>
UK equities	322	381
Hedge funds	202	105
Sub total	<u>524</u>	<u>486</u>
Property	43	51
Fixed interest	177	176
	<u>744</u>	<u>713</u>

Hull University Union hold 100% of their investments within the following Cazenove funds:

The income trust for charities (fixed interest)	177
The growth trust for charities (UK equities)	170
The equity income trust for charities (UK equities)	152
The absolute return trust for charities (hedge funds)	202
Property	43
	<u>744</u>

No individual investment represents more than 5% of the portfolio value.

Investment in HUU Services Limited

HUU Services Limited is a wholly owned subsidiary which is registered in England and Wales. The capital and reserves of this company at 31 July 2008 amounted to £2 (2007 £2). HUU Services Limited pays all profits to Hull University Union under Gift Aid arrangements. Consequently it's retained profit for the year ended 31 July 2008 amounted to £nil (2007 £nil). See note 3 for further details.

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12. Debtors

	Group 2008 £000	Group 2007 £000	Union 2008 £000	Union 2007 £000
Trade debtors	43	72	41	69
Amounts owed by subsidiary undertaking	-	-	320	619
Other debtors	14	8	14	8
Prepayments	12	40	11	39
Accrued income	20	13	1	-
	<u>89</u>	<u>133</u>	<u>387</u>	<u>735</u>

Loans are given to members of staff on a concessionary basis and are interest free. All are repayable within 12 months.

Profit from the subsidiary company is included in amounts owed by subsidiary undertakings and is given by Gift Aid. £179,098 (2007: £342,005).

13. Creditors: amounts falling due within one year

	Group 2008 £000	Group 2007 £000	Union 2008 £000	Union 2007 £000
Trade creditors	48	100	31	93
Amounts owed to subsidiary undertaking	-	-	8	85
Loan from University	233	-	233	-
Other creditors	44	64	42	64
VAT	1	15	47	21
Accruals	27	15	20	15
Deferred income	-	-	-	6
	<u>353</u>	<u>194</u>	<u>381</u>	<u>284</u>

14. Creditors: amounts falling due after one year

	Group 2008 £000	Group 2007 £000	Union 2008 £000	Union 2007 £000
Amounts owed to the University of Hull	<u>245</u>	<u>-</u>	<u>245</u>	<u>-</u>

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15. Group Cash Flow Information

	2008 £000	2007 £000
(a) Reconciliation of changes in resources to net inflow from operating activities:		
Net incoming/(outgoing) resources	(157)	489
Depreciation	343	314
Decrease/(Increase) in debtors	44	(11)
Decrease/(Increase) in stock	6	20
Decrease in creditors	(73)	(218)
Net cash inflow from operating activities	<u>163</u>	<u>594</u>
(b) Reconciliation of net cash flow to movement in net funds:		
Increase/(decrease) in cash in the period	64	67
Cash inflow (outflow) from movement in liquid resources	(290)	303
Movement in net funds for the year	<u>(226)</u>	<u>370</u>
Net funds as at 1 st August 2007	<u>858</u>	<u>488</u>
Net funds as at 31 st July 2008	<u>632</u>	<u>858</u>

	1 st August 2007 £000	Cash flow £000	31 st July 2008 £000
(c) Analysis of net funds			
Cash at bank and on hand	207	64	271
Liquid resources	651	(290)	361
	<u>858</u>	<u>(226)</u>	<u>632</u>

17. Capital Commitments

	2008 £000	2007 £000
Capital commitments	110	797
Authorised but not contracted for	21	9

18. Related Party Transactions

The Union provides a grant £11,077 (2006/07: £24,000) from its funds to HUSSO SCA, an associated charity responsible for Community Action whose Vice-President is also a member of the Union Executive Committee. At the year-end HUSSO owed the Union £3,452 (2006/07: £10,621).

The Chairperson of the Union sits on the University Council and Senate among others.

There are a number of transactions between the University and the Union including provision of a grant (subvention) of £1,121,029 (2006/07: £1,254,322) to enable the Union to continue to achieve its objectives and provision of support. However, the Union was by the same terms obliged to pay rent of £429,489 (2006/07: £332,518) in total.

Balances owing/due at the year end with the University of Hull:

	2008 £000	2007 £000
Due from	17	9
Owing to	479	27

19. Contingent Liabilities

There are no contingent liabilities.

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The following pages do not form part of the audited statements and are for management information purposes only.

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Appendix

SUEI Implementation

Objectives	Achievements and Performance	KSF
A <u>What's so special about the Union?</u>		
A.1 <u>Participation</u>		
A.1.1 <u>Elections</u> Increase number of candidates Produce Hullfire special election edition More hype before Xmas and encouraged to speak to sabbaticals. Election timetable for all areas to be created before Xmas – week 8 of semester and published in all media. 2 sabbaticals to contact Exec to get e-voting info – visit Essex Union before leave end of June – to copy Marketing and e-voting + results declaration party. Increase turnout	Actual 31 vs 20 last year Completed Publicity using “Heroes” theme published on web and on large posters end Nov 07 Completed E-voting implemented in March X-campus elections Turnout increased to 1845 vs 1383 last year	1,4
A.1.2 <u>Promotion</u> More Open Forums. What's On boards across campus - by week 5 Short video to be created of sabbatical activity on website. Newsletters to all members outside semester via www.hullstudent.com (2 in summer, 1 in Xmas and 1 in Easter). More use of facebook to informally/word of mouth activities and promotion (trial with 2 promotions in weeks 3 and 4 of semester 1).	Held every 3 weeks before Council meetings. Turnout varied between 30-50 Not completed because of individual departments having to approve and agree poster positions. To be implanted 08/09 as part of duties of new marketing position Voter turnout Not completed Completed Completed but Facebook use has its drawbacks particularly dealing with negative feedback and criticism	1,4

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Objectives	Achievements and Performance	KSF
Regularly update TVs/computer screens in HUU displaying "what's on"	Completed. Screens in SU have scrolling "what's on" from website calendar.	
<p><u>A.1.3 Information</u> Use of more video clips.</p> <p>Sabbatical activities to be placed on www.hullstudent.com. Use of You tube.</p> <p>Email links of www.hullstudent.com to all students of what is going on that week.</p> <p>More use of revamped www.hullstudent.com.</p>	<p>Some use on web but not enough – an action point for 08/09</p> <p>Not completed</p> <p>Regular What's on newsletter sent out via email</p> <p>Expansion of both content and design has been continuous throughout the year. We have been consistently top of the "hits" league for Bam's 30+ Union sites.</p>	2,7
<p><u>A.1.4 Needs</u> Analysing results of satisfaction survey and proposing an action plan</p> <p>Focus groups being set up for all commercial areas and acting on results.</p> <p>Values published for each dept by 1 Sep and exhibited</p> <p>Mystery customer visits in shop/bars/SFC/Continental Café checking values are being met. Target - 10 visits per department per semester. Act on visits.</p>	<p>3 major surveys carried out – Freshers, Annual Satisfaction and Graduation. Results used to focus management actions. Staff surveys indicated areas for improvement particularly in progress reviews (see B1.4 below)</p> <p>Sporadic use – difficult to ensure student attendance</p> <p>Completed</p> <p>Completed</p>	7
<p><u>A.1.5 Consultation</u> Referenda to be held on major decision following Open Forums.</p> <p>Council will be more of a scrutiny body</p>	<p>Completed</p> <p>Poor response from Council with few questions</p>	1,4

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Objectives	Achievements and Performance	KSF
	asked until last meeting of the year when the Green Paper on Constitutional change discussed. One of key aims of the changes is to overcome this low level of scrutiny	
<p><u>A.1.6 Volunteers</u> Separate day to be set up for volunteers and media in welcome week (separate to Societies and AU). Plan for Thursday</p> <p>Look at UCAS forms to see if people play sport and volunteer and Union to contact accordingly. Seek approval from University by August 14th</p> <p>Increase number of Home students joining ISA</p> <p>Increase participation of Scarborough International students through more events and trips linked with Hull</p> <p>Increase democracy and accountability of ISA Exec</p> <p>Increase turnout in ISA elections and number of candidates - each position contested</p>	<p>Separate day but poorly attended – reverting to joint day with Societies in 08</p> <p>Staff Committee member of the newly formed Sports Development Group tasked with this but has failed to respond</p> <p>Not increased</p> <p>New International officer created at Scarborough Exec C/T with joint trips to sight- seeing destinations. 77 out of 140 International students in Scarborough voted in ISA Exec elections HUU finished 1st in last 3 national International Student Barometer surveys</p> <p>All position contested and filled</p>	4
A.2 <u>Representation</u>		
<p><u>A.2.1 University Committees</u> Review of academic year, listing the major achievements of the year to be sent to all reps. (Review of VP(AR) and reps.)</p> <p>Hullfire to be used more for Academic Representation achievements - section in every edition.</p> <p>Ensure attendance at all University Committees by Union Representatives - substitutes if needed.</p>	<p>Not completed</p> <p>Not completed</p> <p>Attendance records not compiled</p>	2,3
<p><u>A.2.2 Informal Networking</u> Repeat handover dinner each year</p>	Completed	3

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Objectives	Achievements and Performance	KSF
<p>Continue to attend Table 13 lunches in Staff House when asked</p> <p>Christmas Buffet for all influential University staff and contributors to HUU's success.</p>	<p>Regular invitations to VP M&V + one for all sabbs and elects</p> <p>Completed</p>	
<p><u>A.2.3 NUS</u></p> <p>Continue to send full delegations to conferences. President to put together written report of Conferences to go in Hullfire and on website (within 1 week of meetings).</p> <p>Be more involved in NUSSL through attending all meetings.</p> <p>Ensure X campus election for representatives to regional conferences</p>	<p>All completed</p>	<p>1,3</p>
<p><u>A.2.4 Local Community</u></p> <p>Continue current good practice in Hull - attending Ward Forums /Residents meetings/ RAG funding local groups</p> <p>Ensure smooth transfer of Community Volunteering Programme from University to Union and carry out programme of referrals of student volunteers to local charitable organisations</p> <p>Scarborough need to do more networking - councillors being invited to handover dinner. Plan required.</p>	<p>All University and Newlands ward forums attended</p> <p>Over 60 organisations taking part in Hull and Scarborough. Over 220 signed up. At least 80 volunteer regularly.</p> <p>Little progress</p>	<p>3</p>
<p><u>A.2.5 Structures</u></p> <p>Review new initiatives at end of semesters 1 and 2 looking at:</p> <ul style="list-style-type: none"> - Open Forums - UEC surgeries - Referenda <p>Reports to be available for next Trustee meeting after end of each Semester</p>		
<p><u>A.3 Governance</u></p>		
<p><u>A.3.1 Responsibilities</u></p> <p>Publish strategic plan on www.hullstudent.com.</p> <p>Ensure the new Trustee/UEC organisation works. Review at end of Semester 2 2007/08</p>	<p>Completed</p> <p>Review of constitution under way (see above). New Board structure being proposed to include an independent trustee chair and a qualified accountant to act as Honorary Treasurer</p>	<p>7</p>

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Objectives	Achievements and Performance	KSF
<p>A.3.2 Outcomes Make KSFs more accessible to students and put up in Scarborough + on the website, Scarborough leaflets.</p> <p>Put sabbatical posters up in halls of residence and photos (by week 1 2007/08).</p> <p>More photos of student exec.</p> <p>Hold surgeries in halls of residence.</p> <p>Welcome packs used to explain about Union Council training.</p> <p>More referenda/surveys.</p>	<p>Completed</p> <p>Not completed</p> <p>Not completed</p> <p>Limited – President held one in Needler and Roadshows held by VPS&L and VPW&E</p> <p>Not completed</p> <p>See above</p>	
<p>A.3.3 Legislation Take action points from audits to ensure DDA compliant.</p> <p>Report and accounts need to meet SORP 2005.</p> <p>Risk review to be undertaken and completed for inclusion in Report and Accounts.</p> <p>Noise at Work Regulations</p>	<p>Completed</p> <p>Accounts compliant – report not – to be addressed for 07/08</p> <p>Completed</p> <p>Implemented</p>	
<p>A.3.4 Conflict of interest Create conflict of interest documentation.</p> <p>Create conflict of interest training as part of managers' induction.</p> <p>Register of interests with potential conflicts of officers and staff (by end of September 2007).</p>	<p>Completed</p> <p>Ongoing</p> <p>Completed</p>	
<p>A.3.5 Training Continue to record each individual training session from UEC training weeks.</p> <p>Record handover plan/create structure for each handover as needs different for each individual elect and officer.</p> <p>Mentor "logs" to be available for each meeting where HODs need it (optional)</p>	<p>Evaluations led to reorganising the schedule for the 08 Sabbatical training</p> <p>Much improved handover with checklists and written documentation</p> <p>Logs made available.</p>	6

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Objectives	Achievements and Performance	KSF
<p>B. <u>What's the Union aiming to achieve?</u></p> <p>B.1 <u>Vision</u></p>		
<p>B.1.1 <u>Performance & Values</u> Make sure objects are visible in Union building and in media (by 1 Sep). Commercial HODs to display department values (by 1 Sep). KSFs - Make available in Scarborough (by 1 Sep)</p>	All Completed	
<p>B.1.2 <u>Innovative</u> Attend relevant NUS/AMSU/NUSSL meetings regarding the future.</p> <p>Introduce new website provider with better functionality + web 2.0 capabilities (end of July 2007).</p> <p>Develop ways of exploiting "facebook" to gain feedback and promote activities (informally).</p>	<p>GM a member of the NUS Critical Friends group All NUS Strategic conversations attended on the new NUS constitution.</p> <p>Completed –improved functionality. Much use made of surveys, voting and mini sites. Incredible level of hits</p> <p>Facebook used to good effect for the campaign to have the library opened longer at exam time.</p>	<p>4</p> <p>4</p>
<p>B.1.3 <u>Review</u> Continue regular reviews of strategy (4 weekly at UEC - every Trustee Board Meeting) to ensure actions are always met and identify and monitor KPIs.</p> <p>Continue with strategy meetings twice yearly.</p>	<p>Reviews carried out regularly and lessons learned has led to a much improved plan for 08/09 particularly in terms of measurable KPI's</p> <p>Completed</p>	
<p>B.1.4 <u>Totality</u> KSFs linked to departmental plans and individual progress reviews. Continue everything we do now</p> <p>Reminders to keep HODs having meetings.</p>	<p>Layout of managers progress review form changed to focus on 6 key survey questions with score targets for next survey in 08/09</p>	6
<p>B.2 <u>Objectives and Yearly Plans</u></p>		

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Objectives	Achievements and Performance	KSF
<p><u>B.2.1 Strategic Objectives</u> Communicate through www.hullstudent.com (update every month) and council updates to strategy.</p> <p>Discuss strategy within the open forums and review at AGM.</p>	<p>Completed</p> <p>Poor attendance at AGM because of poor advertising. A key objective next year is to improve attendance</p>	<p>4</p>
<p><u>B.2.2 Yearly Plans</u> Extend yearly plans for all areas (non-commercial).</p> <p>Review of objectives set by sabbaticals via open forums and AGM.</p>	<p>08/09 Strategy contains plans for each management area not just commercial areas.</p> <p>See governance review – current poor level of sabb scrutiny identified and new student trustee structure realigns them to one specific object with a scrutinising committee.</p>	<p>4</p>
<p><u>B.2.3 Publication</u> Plans and update to be placed on www.hullstudent.com with feedback available to be given.</p>	<p>Plans put on the web but not updated regularly</p>	
<p><u>B.3 Customer Focus</u></p>		
<p><u>B.3.1 Connections</u> Monitor responses from questionnaires to see if responses are from a good cross section of students</p> <p>Freshers week survey - what are we doing differently?</p> <p>Hold more Sabb surgeries every 4 weeks, keeping a record of when and what was said, for effective response. Making sure they are held at differing times for members needs i.e. Early in the morning.</p> <p>Get the 'what's on' boards up around the university so the union has a presence outside of University House. (by wk 5 Semester 1)</p>	<p>Done – Some paper based rather than electronic questionnaires used to balance the demographic responses.</p> <p>Sunday of week 1 has been totally redesigned to be much more of a chill out day. No compulsory video.</p> <p>More surgeries held but poor publicity meant low turnouts. Better planning required.</p> <p>Not completed (see A.1.2 above)</p>	<p>4,7</p> <p>7</p> <p>1</p>

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Objectives	Achievements and Performance	KSF
To publish the results of the surveys more widely in the union and in our media.	Published on web – need to do more in other media	
<p><u>B.3.2 Consultation</u> New open forums next year will open up consultation and debate for the members (minimum 2 Open Forums per semester in Hull and Scarborough). Continue with sabb surgeries to help to have a more direct consultation between Sabbs and members (minimum 2 per semester per UEC member).</p> <p>An AGM will be held in November for consultation and debate.</p>	<p>Forums held as planned (see A.1.2, A.2.5 above) (see B.3.1 above)</p> <p>Held (see B.2.1above)</p>	1
<p><u>B.3.3 Member Needs</u> Focus groups for each dept Again Open Forums and Sabb surgeries Student mystery shoppers Continue with current surveys Survey ISA members to confirm their expectations</p>	<p>(See A.1.4 above) (See B.3.1 above) (See A.1.4 above)) Not done by HUU but carried out by ISB with excellent results (see A.1.6)</p>	1,5,7
<p><u>B.3.4 Member Views</u> (See A.1.4 above)</p>	(See A.1.4 above)	
<p><u>B.3.5 Feedback</u> Continue to respond and evaluate results from all the surveys and Forums</p>	(See A.1.4 above)	1,5,7
<p><u>B.3.6 Empathy</u> Continue to recruit staff who are empathetic to the needs of an SU</p>	All panel interviews and certain structured interviews include direct questioning about working in a student union environment	6
<p><u>B.3.7 Complaints</u> Better publicised complaints procedure to members.</p> <p>Clearer channels of communication and action that is being taken to members. “You said we did” feedback. Keep close to Facebook to see what members are talking about</p>	Response mechanisms on most web pages and “you said, we did” comments published in departments and on the web.	1,7
<p><u>C. Is there Quality Stewardship?</u></p> <p>C.1 <u>Well Managed?</u></p>		
<p><u>C.1.1 Key Performance</u> More work required with KPIs in non-commercial areas and sabbatical areas i.e. HRM and Finance Manager producing annual HR stats, etc. (by July 31st)</p>	With the new Board in place, it was quickly	

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Objectives	Achievements and Performance	KSF
<p>Include KPIs in 2007/08 plans.</p> <p>Check strategic plan has smart objectives - specific, measurable, actionable, realistic, timely.</p> <p>Create customer satisfaction KPIs in Progress Reports.</p> <p>Commit to putting KPIs in to strategic plan</p>	<p>recognised that this plan did not have enough measurement of outcomes i.e. KPI's. The plan for 08/09 has been simplified and includes measurable KPI's for every area</p>	
<p><u>C.1.2 Empowerment</u> Analyse results of new IIP assessment against new leadership focused standard.</p> <p>Good result with few comments for action - continuing emphasis on leadership within management and supervisory staff particularly in training plan Leadership course</p>	<p>SUEI has taken precedence over IIP. IIP will be pushed out to a 3 rather than 2 year assessment</p> <p>Leadership, assertiveness and appraisal training carried out by SLDT</p>	6
<p><u>C.1.3 HR</u> Create formal HR strategy focusing on key themes of development, communication, leadership and recruitment. Will include KPIs (completed by October 2006 to be updated in July 2007).</p>	Completed	6
<p><u>C.1.4 Staff Opinion</u> HRM to create staff survey using 12 questions from "Break All the Rules". Completed Nov 2006, repeat 2007.</p> <p>Create a benchmark and communicate results to managers and staff.</p>	<p>Staff survey carried out but numbers completed lower than previous year mainly because of a different distribution method. Progress reviews for management now contain the 6 key q's and their performance will be measured against their staff scores. Target 100% return</p>	6
<p><u>C.1.5 Learning</u> Attend Hull Business Forum (bi-monthly)</p> <p>Continue attending and supporting existing networks (as identified in existing evidence)</p>	<p>2 attended + Hull Biz</p> <p>Week seminar on the local economy</p>	3
<p><u>C.1.6 Good Practice</u> Continue with good practice identified within example evidence.</p>	<p>Good progress with SUEI has meant we have mentored on an informal basis other SU's taking part in other cohorts and</p>	7

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Objectives	Achievements and Performance	KSF
	08/09	
<p><u>C.2.3 Financial Targets</u> Continue with current monitoring and feedback via P&Ls and regular meetings</p>	Carried out – see financial results for areas of over and under performance	
<p><u>C.2.4 Non financial targets</u> HRM and Finance Manager to produce KPIS (see above)</p>	(See C.2.1above)	
<u>C.3 Political Management</u>		
<p><u>C.3.1 Roles</u> Roles of Trustee Board and UEC will need constantly clarifying until new Constitution is bedded in</p>	Political problems when the new constitution was proposed meant a number of areas were amended/removed by Council who found it difficult to align power with responsibility. The independent trustees wish to resolve this in the constitutional review. (also see B.2.2 above)	1
<p><u>C.3.2 Accountability</u> New independent Trustees to be responsible for reviewing compliance of UEC with their individual and team plans (nearest meeting to end of semesters 1 & 2).</p> <p>Insist on formal feedback to Union Council at Council meetings nearest to end of semesters 1 & 2</p>	<p>Lack of measurable KPI's did not help this though reports were given as to progress in Board Reports and reports to Council. This has resulted in more measurable objectives in 08/09 plan</p> <p>Few questions were asked at Council again prompting a review of the Constitution to improve accountability</p>	<p>1</p> <p>1</p>
<p><u>C.3.3 Staff</u> Role of staff clarified in numerous documents identified in evidence. No major change envisaged</p>		6
<p><u>C.3.4 Objectives</u> Increased accountability for Smart objectives from independent Trustees, Council and GM/HRM.</p>	(seeC.3.2 above)	

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Objectives	Achievements and Performance	KSF
Plans with Smart objectives for approval by end of Sep 2007.	Plans available but not smart enough	
<u>C.3.5 Officers</u> Independent Trustees to review how meetings are working at end of semester 2 in 2007.	See constitutional review	1,7
D. <u>Are there quality outcomes?</u>		
D.1 <u>Impact</u>		
D.1.1 <u>Research</u> Put together comprehensive market research programme to include all student services (end July 2007). Survey graduating students asking what impact Union had on their lives (by end June 2007). Continue with mystery shoppers - programme agreed by mid-Sep.	Completed – Freshers, Satisfaction and Graduate surveys all completed and reports produced for management action Programme completed with action taken	7 7 7
D.1.2 <u>Participation and Satisfaction</u> On line questionnaire to Reps based on QAA principles Analyse candidate numbers and election nominations and votes for each area Look back at numbers over past 3 years Analyse how many volunteers in each area and put a benchmark and record volunteer hours. Report by sabbatical for each area including sports, student activities, welfare, etc. Can analyse by hullstudent.com The first year will form the benchmark and then ongoing years will be evidence of improvement and change Analyse market share in bars and shop -v- estimated spend by student from UNITE survey	Not needed. Using national student survey and focus groups. No progress Not achieved – project for Scarborough Union manager 2008/9 to help us quantify volunteering impact for 08/09 Trustees report	4,7 4
D.1.3 <u>Members</u> Remits ISA, SCA and Campaigns. Need detailed plans from ISA on what they will be doing More activity in Mature/ Post Grad committees. Attendance at meetings	Detailed plans agreed for ISA and SCA which form part of the 08/09 Strategic Plan. Average 20 students over summer	3,4

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Objectives	Achievements and Performance	KSF
<p><u>D.1.4 Change by University</u> Alumni involvement for donations to HUU projects To be progressed in University</p> <p>Ensure recycling initiative continues</p> <p>Formation of joint Union/University Sports Development Committee</p> <p>Podcasts with careers on websites</p> <p>Ask Student Recruitment to add a few questions relating to how helpful they found the Union on Open Days and how it affected their decision</p>	<p>Funding of £1k for Walk Home Safe campaign for use in 08/09</p> <p>More bins in place all paper/glass/cans and plastic in University House recycled</p> <p>This has been achieved with 2 meetings so far. Little progress has been made because of University not providing any budget</p> <p>Ongoing – being looked into</p> <p>Questions sent to Hilary Jones by GM – feedback positive</p>	<p>7</p>
<p><u>D.2 Reputation</u></p>		
<p><u>D.2.1 Strategy</u> Ensure appropriate Complaints/Advice Procedure regarding student accommodation is in place</p> <p>Continue with existing plans to maintain our standing in the community SSHH, Smart Water, Club Watch, Meeting residents, Information about noisy functions, inviting Lord Mayor to functions</p> <p>Creating a PR plan for the year by end Aug 2007</p>	<p>Despite numerous meetings progress has been slow. Agreement now reached to rejoin the Scheme on a 2 year trial to establish appropriate and unbiased complaints procedure.</p> <p>All undertaken with no noise complaints received for the entire year including the Ball. Mayor attended 2 functions.</p> <p>Not achieved but comprehensive costed communications plan in place for 08/09</p>	<p>2,3</p>

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Objectives	Achievements and Performance	KSF
<p><u>D.2.2 University</u> Ensure investment in Hull and Scarborough facilities are carried as per agreements.</p> <p>Be fully involved in the planning of new facilities in Scarborough.</p> <p>Influencing University policy through committee work.</p> <p>Ensure acceptance of University Sports Strategy</p>	<p>3rd floor and staircase completed. Decisions on 2nd floor awaited</p> <p>Detailed brief produced for SU accommodation but in abeyance pending completion of 1st phase arts building.</p> <p>Library hours in exam periods extended significantly</p> <p>Sports Strategy approved by SMT though with significant cuts from original proposal.</p>	
<p><u>D.2.3 Community</u> RAG - focus on giving more to local charities with organised give away at end of Semester 2</p> <p>Ensure close liaison with ERCFA, Hull KR, Hull City</p> <p>Better quality media - adverts with local companies</p>	<p>Children in Need, Dove House Hospice, Genes, Breast Cancer Care, Caudwell Children's Trust, Hull Samaritans, Women's Institute, Lifeboat Association</p> <p>Regular meetings already started – focus now with Hull FC</p>	3,4
<p><u>D.2.4 Union Staff</u> Hold staff survey within the year. Comparisons with previous year to generate actions</p>	<p>Held in November. Survey results published with low responses mainly through new distribution method. 08/09 survey planned for later in the year (Dec) with managers being measured on their depts.</p>	6
<p><u>D.2.5 Other Stakeholders</u> Carry out annual Satisfaction Survey amongst students and take action where necessary</p> <p>Review results from University recruitment days.</p>	<p>See above</p> <p>Good results</p>	5,7

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Objectives	Achievements and Performance	KSF
Continue with Schools football coaching and form Team Hull Juniors running various age group teams playing at University.(subject to funding from University - part of Sports Strategy)	Schools coaching continues as part of Football Foundation commitments but no funding made available in SS	
D.3 <u>Services</u>		
<p>D.3.1 <u>Efficiency</u> Best Bar None - Re-enter each year and gain accreditation</p> <p>Usage monitoring through scanning University cards on entry in an evening.</p>	<p>Accreditation received</p> <p>Software problems and slow speed meant introduction limited</p>	4
<p>D.3.2 <u>Improvement</u> Market research in 2006/7 will give us a baseline for future years measurement</p>	Survey changed from previous year. Baseline starts in 07/08.	7
<p>D.3.3 <u>Monitoring</u> Continue with monitoring of financial performance through individual and team meetings See market research above</p>	Financial monitoring kpi met by the finance team.	
E <u>What underpins this Quality?</u>		
E.1 <u>Communication</u>		
<p>E.1.1 <u>Innovation</u> Scarborough bi-weekly newsletter to be reactivated (Scarborough Guide) - being put in Standing Orders to ensure it happens.</p> <p>Improve on Hull/Scarborough communications to arrange regular meetings from VP(M&V) officer in Scarborough.</p> <p>Look at adapting Nursery session times to correspond with lecture times.</p> <p>Ensure new website hosting is up and running by 1 July 2007 (can deal with web 2.0 technology/e-voting, etc.)</p> <p>Internet café/wifi areas to be created to enable surfing (not currently allowed in library/24 hour Computer Centre) to be open at start of Semester 1</p>	<p>One edition of Scarborough Tide produced in Sem 2.</p> <p>This objective was extended across the UEC but with a few exceptions, visits to Scarborough did not meet expectations</p> <p>Not practical for economic reasons</p> <p>This has been a major success with hits consistently the highest of the 50+ BAM sites.</p> <p>Completed and opened on time – a very popular</p>	7

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Objectives	Achievements and Performance	KSF
	addition to the building	
<p><u>E.1.2 Strategy</u> Publish Union strategy on www.hullstudent.com. Post out Student Union Annual Report to students (State of the Union Report)</p> <p>Sandwich idea for showing students in a certain format of how their money is spent.</p> <p>Create a Welfare and What We Do for Students Strategy.</p> <p>Feedback work of AR reps and how system is model of good practice.</p> <p>Rewriting Standing Orders</p> <p>Include Scarborough staff in HUU Staff Newsletter.</p> <p>Committees being set up by each Exec member to hold account and minuting actions in Scarborough</p> <p>VP(Scarb) and Scarborough Union Manager meet the Dean once a month - create action points.</p> <p>Staff Newsletter - include the Dean in circulation.</p> <p>Continue with existing Annual Report circulation to external stakeholders</p>	<p>Strategy on the web. Annual Report still to complete and send out</p> <p>Wall to side of shop entrance to be used to show how the income from University and commercial services is distributed (Sept 08)</p> <p>Not completed</p> <p>Updated versions following new constitution for 2007/8</p> <p>Scarboro staff invited to communications meeting to help with creation of Newsletter</p> <p>Not completed</p> <p>Actioned</p> <p>Done</p> <p>Planned for October 08 when available</p>	<p>1</p> <p>2</p> <p>6</p> <p>1</p> <p>3</p>
<p><u>E.1.3 Future Plans</u> Semester reviews to be set up to update on sabbatical year at end of each semester.</p> <p>Put presentations from UEC/HOD Away day on www.hullstudent.com.</p> <p>Publish strategic plan on www.hullstudent.com. Incorporate a Scarborough strategic plan into main Union one Welfare plan as above.</p>	<p>State of the Union Report – to be published</p> <p>Not done</p> <p>Completed</p>	
<p><u>E.1.4 Transparency</u> Links to minutes be improved on the homepage.</p> <p>Agendas to be produced for Hullfire and JAM meetings</p>	<p>Completed</p> <p>Available on www.hullstudent rather</p>	

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Objectives	Achievements and Performance	KSF
New Committees to produce minutes and publish on the website.	than other media Completed	
<p><u>E.1.5 Feedback</u> Sabbatical surgery rotas to be created so that membership knows when they are.</p> <p>Marketing action plan in commercial areas needs adhering to and feedback given to membership "You said - We did"</p> <p>Handover pack being worked on for Exec in Scarborough</p> <p>Look at Complaints Procedure for Scarborough.</p>	<p>Held but with poor publicity and planning</p> <p>Completed</p> <p>Handover worked well for VP/VP(elect) but not for others</p>	1,2,3
<u>E.2 Finance</u>		
<p><u>E.2.1 Viability</u> Rolling 2 year cash forecasting required</p>	Completed. Three year forecast required from SUEI assessment feed back	
<p><u>E.2.2 Models</u> Estimates for further refurbishment needs putting together to estimate reserves required.</p>	Establish cost & produce long term cash flow	
<p><u>E.2.3 Risk Assessment</u> Capex - evaluate how much revenue the project will generate (return on investment) and analyse within 6 months predicted result and whether happening and ongoing after 1 year with help identifying risk e.g. with Wicked Coffee.</p> <p>Quarterly budget reviewing to check all OK and being met. Policy being created to follow through Capex/spend. GM to check portfolio of investment regularly.</p>	<p>Forms for review available but no projects to review as yet.</p> <p>Regular review carried out</p>	
<p><u>E.2.4 Review Plans</u> Quarterly budget reviews.</p> <p>Sabbatical reviews will be more proactive from this. Trustees will review the plans</p>	<p>Completed</p> <p>Quarterly reviews to build on period reviews</p>	
<p><u>E.2.5 Scrutiny</u> New Board of Trustees will scrutinise spend in the Union and financial information - minutes will be available.</p> <p>Capex review - 6 months and yearly as mentioned before. Board minutes for HUU Services Limited produced.</p>	<p>Scrutiny carried out and minutes published</p> <p>Completed</p>	1

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Objectives	Achievements and Performance	KSF
<p>E.2.6 <u>Regulations</u> Charity Commission will monitor the accounts too.</p> <p>Some limits of authority for change with new Trustees - how much can UEC and Finance approve?</p>	<p>Appointed day postponed to Oct 09.</p> <p>Limits of Authority created.</p>	
<p>E.3 <u>Partnerships</u></p>		
<p>E.3.1 <u>Evaluation</u> To make informal partnerships more formal, so a set plan is in place.</p>	<p>Formality not brought in but this is addressed in the 08/09 communications plan</p>	
<p>E.3.2 <u>University</u> Ensure next phases on floors 2 and 3 are carried out in the next 18 months.</p> <p>Renegotiate a favourable new management agreement in 2007/08 (College federation)</p> <p>Keep departmental notice boards updated with relevant academic information</p> <p>Encourage more reps to volunteer as Chairs</p>	<p>Awaiting University decision on 2nd floor catering. Outline plan with catering has been costed</p> <p>Completed</p> <p>Monitored by VP AR</p> <p>No numerical evidence to support this</p>	3
<p>E.3.3 <u>Building Alliances</u> Ensure revised Complaints Procedure is in place by Sep 2007.</p> <p>Allocation of HEFCE Active Fund from University to Union will give an opportunity to build referral volunteering opportunities for students within many varied community groups.</p> <p>Continue to support annual campaigns - World Aids Day (1 Dec), Chlamydia testing, etc.</p> <p>Continue to support all identified local initiatives.</p> <p>Continue to support Club Watch</p> <p>Continue with current work in Scarborough</p>	<p>Completed</p> <p>Transfer to Union has seen referral opportunities increase to over 60 organisations in Hull & Scarborough. Increase in signed up volunteers from 90 to over 200.</p> <p>Support given. 2 screening campaigns held in Union. All meetings attended</p> <p>Some progress but more built into 08/09 plan</p>	4
<p>E.3.4 <u>Suppliers</u></p>		
<p>E.3.5 <u>Collaboration</u> Being quite remote from other Unions, sharing resources with them is very difficult - use NUS mailing lists to share knowledge. Network at events.</p>	<p>SUEI has been a catalyst for working with others</p>	4

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Objectives	Achievements and Performance	KSF
Teesside Job Shop Manager visiting to look at SUEI. Continue working with the University and LGMB to bring in training at low or nil cost to the Union.	though sharing work with other unions has not progressed Review of training outcomes produced by HRM.	