

Sheffield Hallam
Students' Union
www.hallamunion.org

annual report



Summary

2008/09 was an eventful year for Sheffield Hallam Students' Union. In this year, we started to implement our new strategic plan, to measure its impact on all our work, and on students. We have weathered the storm of the worst financial crisis in living memory, which in turn has led us to rationalise and streamline, and to renew our focus on core activities.

In this year, we have also laid the groundwork for significant change in the governance of the Union. At referendum in April, students voted overwhelmingly in favour of changes to the Union's constitutional arrangements meaning the introduction of a full trustee board in 2009/10.

At the end of 2008/09, we refurbished Bar Phoenix and the Eye, committing resources to improving facilities for students.

2009/10 promises to be just as eventful, as we move to appoint our Board of Trustees, and implement our governance reforms, as we continue to move through difficult financial times, and as we recommit to our core values of supporting and enriching the Hallam Student experience.

Gail Stephens, CEO

Statement of the year 08/09

Finance:- The financial year 2008/09 was a challenging year because of the economic climate. Commercial services had a difficult year with a large drop in income due to changes in student spending. Non trading areas have performed positively against forecasts by effecting lower staffing costs due to vacancies being filled in the new financial year.

Facilities:- Cleanliness and the overall care and maintenance of the building is critical to the everyday running of Hallam Union. Key Performance Indicators show that 91% of logged maintenance work was completed. KPI's also show that The HUBS accommodated 93% of the total number of room booking requests made by students.

Central Services:- The national staff turnover figure for Public Sector organisations in 2008 was 13.5%, informing the Hallam Union target of <13.5%. Although the actual figure for 08/09 was 17.5%, this can be put into perspective with the national figure for all sectors of 17%. It must be remembered that Hallam Union has undergone a number of staffing reviews and restructures during the 08/09 year.



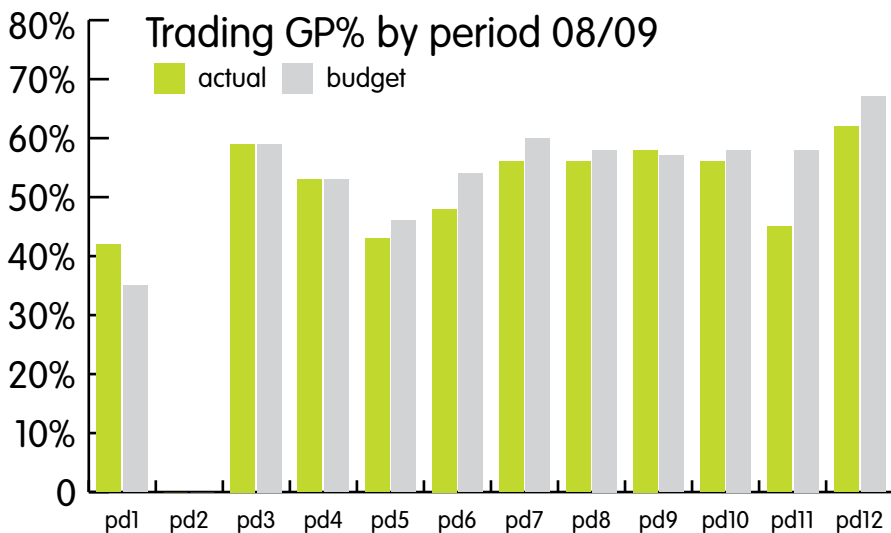
Key Performance Indicators

“Enriching the student experience through best use of our resources.”

TITLE	USE OF RESOURCES
Definition	Maximise use of resources to enhance the student experience
Target	To be financially viable and sustainable; to have a competent and motivated workforce; and to have physical spaces that are fit for purpose
Method of Measurement	<ul style="list-style-type: none"> • Financial management information • Performance management information • Survey information
Low Level Indicators	<p><u>Staff:</u></p> <ul style="list-style-type: none"> • Staff satisfaction • Staff turnover • Sickness absence • Take up of training and development <p><u>Physical spaces:</u></p> <ul style="list-style-type: none"> • User satisfaction • Occupancy levels • Unmet requests for space • Carbon Trust/Ethical and Environmental • Turnover per square metre • Maintenance programme • Percentage of unused space to usable space <p><u>Financial:</u></p> <ul style="list-style-type: none"> • Monitoring of performance against budget, GP percentage, staffing percentage, contribution • Cashflow • Reserves policy • Capital investment programme

finance & central services

	ACTUAL	TARGET
TRADING GP % Trading GP % in line with the 08/ 09 revised budget	54%	55%
VARIANCE TO REVISED BUDGET Achieve revised budget contribution	-£35,841	-£36,504
MAINTENANCE PROGRAM Complete 90% of logged maintenance issues	91%	90%
USER SATISFACTION TRADING ACTIVITIES Achieve a score of 20 in the ultimate question	36	20
ABILITY TO MEET REQUESTS FOR SPACE Percentage of total booking requests accommodated	93%	80%
STAFF TURNOVER	17.5%	13.5%
SICKNESS ABSENCE Percentage of working hours lost through sickness	2%	



Statement of the year 08/09

It was an interesting and mixed year for student involvement. The Annual General Meeting failed to reach quoracy but the meeting did attract four lively debated policy motions from students.

Two referenda were called, the first failed to meet the required turnout but the second achieved quoracy, and was found in favour of making changes to the Unions governance structure. The Governance review created new opportunities for student involvement on Union Council, the creation of a new Assembly (Open Forum) and the requirement to hold two referenda a year.

Elections for student sabbatical officers had a turnout of 1766, down 16% on the previous year. We will be looking to increase this in 2009/10.

Over 1000 students were involved in the student rep system with over 50% receiving training from the Union. Work on reviewing and developing the system began in March, with students, Hallam Union and University staff reviewing the system from differing aspects.



A staffing review led to the creation of a new Development and Democracy team.

student involvement

Key Performance Indicators

“Empowering all students to have equal opportunity to be involved with their union.”

TITLE	STUDENT INVOLVEMENT WITH THE UNION
Definition	Using low level indicators, monitor level of involvement and track year-on-year changes
Target	To increase student participation with their Union by 10%
Method of Measurement	Monitor involvement with democratic processes, representation, campaigning, activities etc.
Low Level Indicators	<u>Democratic processes:</u> <ul style="list-style-type: none">• Elections - voting, standing, contested• AGM <u>Representation:</u> <ul style="list-style-type: none">• Student reps• Standing committees• Clubs/Societies• URC <u>Campaigning - informing, involvement</u> <u>Activities</u> <ul style="list-style-type: none">• Footfall• Website• Virtual services• Freshers

	ACTUAL	TARGET
UNION COUNCIL Number of places filled on Council	15	29
UNION COUNCIL Number of quorate meetings	67%	100%
ANNUAL GENERAL MEETING Number of attendees	92	462
ANNUAL GENERAL MEETING Number of policy motions	4	4
ELECTIONS Turnout for elections	1,766	2,100
ELECTIONS Number of votes cast	12,636	12,636



member services

Statement of the year 08/09

Student participation in sports, volunteering and student reps continued to be at high levels along with a growth in the number of new societies.

The development of our Advice Service was also a focus this year. A move to a more visible and accessible location in The HUBS has benefitted the service as has a staffing review, which has re-shaped the service.

The dedication and enthusiasm of students volunteering, in a wide range of activities across the Union, have been recognised through the Hallam Award and celebratory events such as Volunteer Awards nights and the Sports Ball.

The challenges for 2009/10 will be to develop and enhance opportunities, and enhance reward and recognition in a HE environment that is focused on employability.



Key Performance Indicators

“Providing a diverse range of opportunities and advice services to all our students.”

TITLE	PROVISION OF MEMBERS SERVICE AND OPPORTUNITIES
Definition	To demonstrate effectiveness of Member Services in developing and supporting students at Hallam
Target	To establish the Union as the principal provider of extra-curricular activities and representative opportunities and services
Method of Measurement	<ul style="list-style-type: none"> • Surveys • Statistics • Financial management information • Performance management information
Low Level Indicators	<p><u>Participation rates (activities):</u></p> <ul style="list-style-type: none"> • Volunteering • Sports • Societies <p><u>Student Reps:</u></p> <ul style="list-style-type: none"> • Recruitment • Active • By Faculty • By level <p><u>Advice statistics:</u></p> <ul style="list-style-type: none"> • Number • By type • Demographic <p><u>Hallam Award:</u></p> <ul style="list-style-type: none"> • Reward and recognition <p><u>Satisfaction surveys:</u></p> <ul style="list-style-type: none"> • Students • SHU <p><u>Performance/successes</u></p> <p><u>Partnership Working</u></p> <p><u>Students in the Community</u></p>

member services

	ACTUAL	TARGET
PARTICIPATION Students taking part in activities	3,171	3,171
REWARD & RECOGNITION Students recognised for Hallam Award	191	226
REWARD & RECOGNITION Students achieving Hallam Award	92	114
ENQUIRIES (ADVICE) Number of enquiries and casework	6,984	6,984
GROWTH & RETENTION Number of new societies and clubs	19	1
INCLUSIVITY Post grad & part time versus full time	16%	16%



Statement of the year 08/09

Commercial services had a difficult year due to a large drop in attendance to the weekly events, equally there was a decline in student spending resulting in a lower spend per head.

The financial year 2009/10 will be a challenging year with the effects of the recession still being felt and the spending patterns of students unknown. The Students' Union will be in a strong position as the economy recovers with POD 4 now established for a year, a refurbished Bar Phoenix, a new entertainments program and a refurbished upstairs venue. User satisfaction ratings are consistently high in the trading areas which will result in people using the facilities more often as the economy recovers.

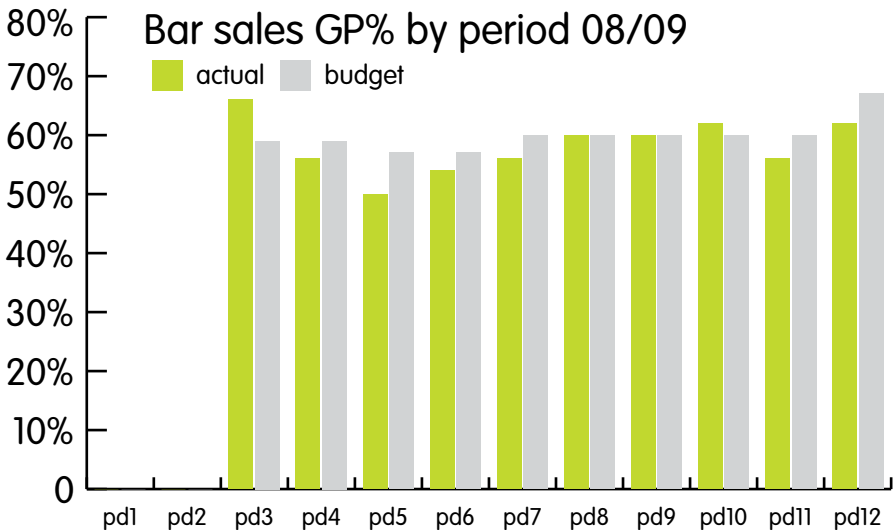


Key Performance Indicators

“Standing at the heart of the student experience providing fun, safe, varied and sustainable social activities.”

TITLE	SUSTAINABLE AND RELEVANT COMMERCIAL SERVICES
Definition	Monitor profitability and relevance of all commercial services
Target	To sustain profitability and provide relevant services
Method of Measurement	<ul style="list-style-type: none">• Financial performance information• Satisfaction surveys
Low Level Indicators	<ul style="list-style-type: none">• Financial KPIs - GP percentage, turnover, staffing percentage, contribution• Attendance• Spend per head• Customer satisfaction• Best Bar None• Staff satisfaction• Volunteering programmes• Standing committees• Training opportunities

	ACTUAL	TARGET
TRADING GP % Trading GP % in line with the 08/ 09 revised budget	54%	55%
OVERALL EVENT ATTENDANCE Target based upon last years actuals.	1,953	2,783
SPEND PER HEAD Based upon the 3 event nights.	£7.77	£8.00
CUSTOMER SATISFACTION Based upon Bar Phoenix, Pod 4 and Events	22	15
SECURITY COSTS FOR BARS Based on a 0 % variance against budget	-26%	0%
STAFF RETENTION Based upon Commercial student staff only	71%	50%
INCOME PER SQUARE METRE Based on commercial areas over 270 trading days	£4.72	£7.00



Statement of the year 08/09

Taking the economic climate into account Marketing has had a good year in terms of income generation, showing an overall increase in advertising sales revenue of 27%.

The new Hallam Union website has been a large scale project led by the marketing team, this has provided a much needed first point for information and resources for student groups, the website will continue to be developed in the coming years to respond to student demand.

Overall the year has been one of preparation and audit, building a new staff team and making plans for effective communications going forward. Future Key Performance Indicators will be focussing on these projects and monitoring footfall, web traffic and also measuring the effectiveness of communications and campaigns.



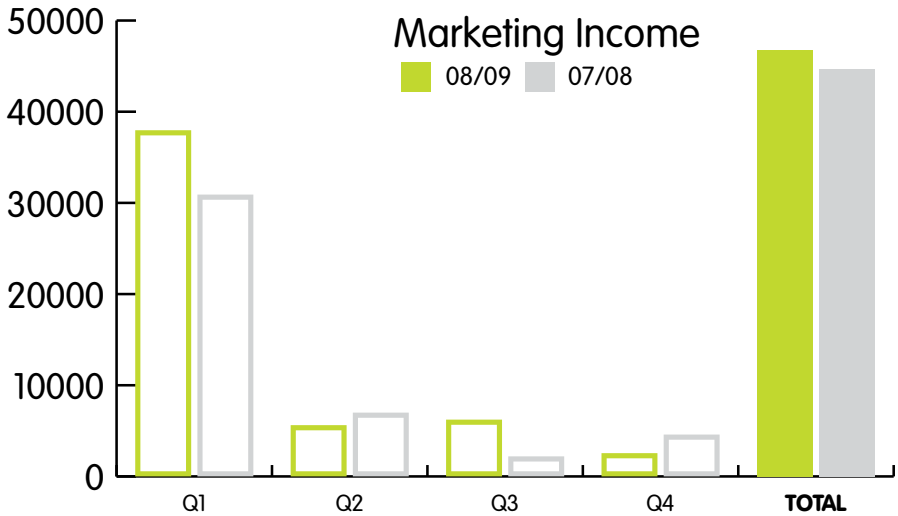
Key Performance Indicators

“Effective communication with the membership.”

TITLE	EFFECTIVE COMMUNICATIONS WITH THE MEMBERSHIP
Definition	Timely and effective communication with relevant stakeholders
Target	Achieve effective and relevant interaction with 50% of the student population
Method of Measurement	<ul style="list-style-type: none">• Surveys• Monitoring press coverage• Financial management information• Number of awards/amount of recognition
Low Level Indicators	<ul style="list-style-type: none">• Greater understanding of the membership through market research• Website - interaction, advertising• PR exposure• Awards culture• Stakeholder audit• Increase advertising revenue by 15%• Effectiveness/audit of communications

marketing & communications

	ACTUAL	TARGET
INCOME GENERATION To increase total revenue by 15% year on year	27%	15%
ADVERTISING CONTRACTS To increase the number of advertising contracts by two each year	3	2
FRESHERS WEEK EVENTS To increase the number of freshers week events by 10% each year	21	21
FRESHERS FAIRS To increase attendance by 10% each year	<u>2008</u> Sport: 6,500 Activities: 6,000 Commercial: 8,000	<u>2008</u> Sport: 6,500 Activities: 6,000 Commercial: 8,000



Finance Overview

The main sources of income to the Union are grants receivable from Sheffield Hallam University and surpluses generated by trading activities.

The main expenditure of the Union consists of the provision of student services and operating expenses.

	2008/09	2007/08
Income	3,109,635	3,479,906
Expenditure	3,145,477	3,314,536
Surplus/(deficit)	(35,841)	165,370



Financial overview

£	2008/09		2007/08	
Fixed Assets				
Tangible Assets		451,624		299,287
Investments		5,460		5,460
		457,084		304,747
Current Assets				
Stock	27,349		18,529	
Debtors	159,426		197,765	
Cash at bank and in hand	278,989		441,379	
	465,764		657,673	
Creditors: Amounts falling due within one year	(468,608)		(469,010)	
Net current liabilities		(2,845)		188,663
Total assets less liabilities		454,240		493,410
Represented by:				
Deferred capital grant		77,921		81,250
Reserves				
General Reserve		376,319		412,160
Total		454,240		493,410

financial review of the year

Hallam Union's financial statements for the year ending 28 June 2009 show an overall negative contribution of £35,841. This compares unfavourably to the last financial year's results of £165,370.

Non-trading areas have performed positively against forecasts by effecting lower staffing costs due to replacements falling in to the new financial year.

Trading areas have shown a positive contribution of £18,987. This is a decline of £102,802 against last year. Trading was extremely difficult due to the financial climate affecting the whole country. Student spend per head was down due to a change in spending patterns. At Hallam, more students chose to stay in and spend less, this has been reiterated by research at a national level by NUS Services Ltd.

It is acknowledged that in the new financial year, Hallam Union faces an increasingly competitive trading and economic environment. Performance will be monitored weekly and new cost controls put in place alongside a new purchase ordering system.

For 2009/10 funding from the University and income generated from trading activities is forecasted to provide a surplus for the year. Capital expenditure on the Bar Phoenix refurbishment will be spent to improve trading and make the bar more flexible for live events. Further capital expenditure has been provided by the University to improve the Bar Phoenix toilets, P Pod and an upgrade of the Venue area.

The review of the management structure last year means that the Hallam Union management team will continue to focus on sound financial and performance management.



Affiliations

2009	£
Advice UK	280
Advice Pro	705
AVECO	23
British Universities American Football League	15
British Universities Gaelic Games	150
British Cheerleading Association	30
British Cycling	88
British Korfball Association	73
British Mountaineering Council	257
British University Sports Association (BUSA)	
• BUSA Affiliation	11,295
• Volleyball	12
• BUSA (North East & Yorkshire)	140
British Universities Snowsports Council - Ski	160
British Universities Snowsports Council - Snowboard	160
Canoe England	110
Child Poverty Action Group	60
Citizens Advice	607
England Basketball	488
England Volleyball	143
Sheffield and Hallamshire County FA (Mens and Womens)	106
London Advice Services Alliance	69
Legal Action	70
National Autistic Society	45
National Council for Voluntary Organisations	36
National Union of Students	45,377
NUS Services	353
Pennine Sailing Club	955
Rugby Football Union for Men	20
Rugby Football Union for Women	120
Student Rugby League	195
UK Council for International Students Affairs	328
Yorkshire Rugby Football Union	26
Total	62,496

Hallam Student Union
New Policies 08/09



POLICY: ACTIVITY ONLY NIGHT

HALLAM UNION RESOLVES:

- That one night a week the pods upstairs shall be kept free of commercial events for the use of Activities.
- That this free night should remain consistent throughout the year.
- That the night may be changed with agreement from the societies, volunteering and sports committee.

POLICY: BUSINESS GIFTS

HALLAM UNION RESOLVES:

To adopt the same policy that applies to staff. This policy can be found in the staff handbook and the following has been adapted for the Executive Committee:

Business Gifts

Hallam Union recognises that from time to time suppliers may offer gifts in recognition of business provided by the Union. The Executive Committee should be aware of the following guidelines in order to avoid such gifts being considered as either inducements or bribes:

- All gifts are the property of Hallam Union.
- Gifts of significant value should be reported to the Executive Committee and consequently recorded in the Executive Committee minutes.
- Executives are reminded that since such gifts are sent to a limited number of employees, they should distribute to other members of staff where appropriate.
- All gifts shall be declared within three weeks of receipt.

POLICY: CAMPAIGN FOR A BETTER EDUCATION FUNDING SYSTEM

HALLAM UNION RESOLVES:

- Hallam Union will support NUS 'broke and broken' campaign in the creation of an alternative higher education funding model.
- Hallam Union will continue to fight to keep the cap on top up fees until an improved model is created.
- That the Union and its Officers will lobby the University through the vice chancellor to support the NUS in creating the best possible funding system for its students.
- That the Union and its officers should campaign to ensure the current cap is not lifted.
- To campaign for the University to give the best possible support to students on funding issues.

HALLAM UNION MANDATES:

- That the Union and its Elected Officers should adopt this policy and actively support it regardless of personal political beliefs and what it may say in their election manifestos.
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POLICY: SPORTS TOURS

BACKGROUND

1) In 2007/2008 problems occurred when a Basketball tour clashed with the women's team getting through to the British Universities Championships Finals weekend in Sheffield. Due to a perceived lack of foresight of this competition and its timing with tour, some students were affected in that they had to decide to play the Championships or go on tour. Requesting strongly that some players choose the championships over tour, the Sports Union subsequently helped with some costs on a 50/.50 basis with the club/student concerned to fly players out to tour later than the scheduled tour travel in order that players would be available for the finals. Several tours clashed with the British Universities Championships and some teams played with weakened sides due to players being on tour.

2) There are many issues around tours regarding the health and safety of the venues and hotels used;

- The influence of alcohol and binge drinking which is heavily promoted by several tour companies.
- Excessive drinking as promoted by individuals on tour, quite often led by the older members or old boys/girls.
- Many companies have bad reputations due to incidents that have occurred to students at other institutions.
- Drinking on coaches.
- Playing sport whilst dehydrated due to the effects of alcohol/drugs.
- Playing sport whilst under the influence of alcohol and/or drugs.

3) In 2007/08 sports club tours were coordinated between the Sports Union office and tour organisers, where in previous years this had not always happened. In some instances deadlines for payments were missed and some students appeared to not pay their full balance.

RULES:

- All clubs must abide to the following conditions:
- The restriction on your choice of tour is that they must be part of the tour watch group.
- Travel in the university Easter holiday period (2009: Sat 4th April - 19th April).
- Under no circumstances consume any alcohol on coaches.
- No consumption of alcohol at games or set activities.
- All groups must set aims and objectives for the reasoning behind going on tour, stating what they intend to get out of the tour.
- Sports Clubs must attend ALL fixtures and report back to the Sports Union with results and photos. (travelling distance for the fixtures must be seriously considered).
- Only current students can attend tour. i.e. 'old boys/girls' are not permitted
- All tours must still be centrally controlled by the group lead area in the Union. e.g sports union, societies
- All payments must be completed on time.

- Accurate records of payments must be kept to ensure deposits and balances are paid in full and on time.
- Everyone must have a valid Sport Hallam membership or societies membership
- Sports Clubs must have completed a Sports Union registration form.
- Embrace money cannot be used to fund tour.

POLICY: CHARITY APPEALS

HALLAM UNION RESOLVES:

- That Hallam Union should support 4 Charities, an International, National, Local and Regional Charity and these charities should be decided by the Rag Society.
- In the event of a disbanded Rag Society, Union Representative Council shall decide which charities to support.
- That there should remain an 'exceptional circumstances' option in the policy so that in the event of a disaster we can fundraise to support those affected.

POLICY: FREE WEDNESDAY AFTERNOONS

HALLAM UNION RESOLVES:

- Fully support a motion for the campaigning for free wednesday afternoons for all Sheffield Hallam University students to get involved.
- Work with NUS to fully support a campaign for 'Wednesday Afternoons FREE - 'Students have the right to a total student experience'.
- Lobby the University to offer Sheffield Hallam students free afternoons on wednesday so that they can take part in student activities.
- Hallam Union will continue to support the relationship established between NUS and BUCS.
- Liaise with other Universities to support keeping wednesday afternoons free across the UK.

POLICY: SHEFFIELD TRAIN STATION BARRIERS

HALLAM UNION RESOLVES:

- To support the campaign to keep Sheffield Train Station open to the public.
- Add Hallam Union to the list of organisations opposing the installation of barriers/ ticketing.
- Encourage students to sign the petition against the installation of barriers.
- Publicise and raise awareness of protests and demonstrations which occur at the station in opposition to the introduction of barriers.



Trustees Report

This year has been an important one for Hallam Union with many changes being made to the Union in order for us to comply with new charity legislation and enable us to be best fit for purpose. The most notable piece of work undertaken this year was a review of Union governance. The review, requested by URC, looked at both the governance and the representation of the Union. New Articles of Governance were written to initiate changes, both changes that were necessary in order to comply with charity law but also to make sure that the Union's membership are truly represented. A proposal, written in consultation with student groups, was put to the membership in a referendum in April and was passed with an overwhelming majority of 96%. The new Articles of Governance are being implemented throughout the 09/10 academic year with a noticeable change being the introduction of a new Board of Trustees. Along with sabbatical officers, this board will also comprise of external trustees and elected student trustees. Once implemented, Hallam Union will be ready to register with the Charity Commission and continue to be sound and secure to serve our membership.

Dani Beckett, SU President



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your **union.** your **choice**