
DURHAM\$U
ANNUAL PLAN
2019/2020

CONTENT

Introduction

What makes us who we are?

What are we trying to achieve?

Strategic Development Projects

- Overview
- Students will transform their education
- We'll make everyday life at Durham fairer
- We'll make Durham student communities stronger
- We'll be owned by students
- We'll be resourceful and intelligent
- We'll be trusted and respected

Core Service Plans

- Introduction
- Advocacy
- Representation
- Student Group support
- Democratic services
- Trading services
- Corporate services
- KPI's

Financial Planning

INTRODUCTION

Durham SU is moving into our full second academic year of a five year strategy, and we have already achieved great things.

We always want to do more though, and have aspirational plans to continue our big pieces of work in 2019/2020. We will continue to be accountable to our members and report our success into our Board and Assembly.

In the last year we gained a better understanding of where we are as an organisation, recruited new staff into key areas and made a commitment to the key core services of our business.

We maintain focussed on making year on year progress towards our nine goals, with a litany of projects underpinning this work.

Our Impact Report will show what we achieved in 2018/2019 and how much this work has informed our direction for 2019/2020

This year we took a collective approach to create this latest iteration of our Annual Plan and you will see this reflected in the tone through each of the projects across our Services and Campaigns directorate. There is also clear accountability for projects and these will now seamlessly be turned into objectives for career staff.

While we continue to work towards our strategic development goals, we are constantly evolving and working with College Common Rooms, University colleagues and Committees and the wider City and community. These will be referenced in our additional plans.

Our additional commitment this year is to also test where we are against our strategic goals through wider member research and ensure that we are still on the right path.

WHAT MAKES US WHO WE ARE?

Durham SU has developed further as an organisation with a purpose over the last year. But some things don't change about who we are. It's worth remembering why we are so special.

Our principles are at the heart of who we are; between strategies, elected Officer teams, senior staff members, Board members, governments – these are the things that matter to us. We stick to these even when it becomes difficult, inconvenient, costs money, or makes things more difficult. Because that is what makes us different.

We champion students

- We're a student rights organisation. Our collectivism makes us stronger.
- We know students make the best decisions about things that affect them. We trust our members.

We're proud of Durham

- We always recognise success, but we always strive for better.
- Our collegiate University means we do things differently here. We like that.

We make the future better

- We're a students' union with a purpose. We're relentless in pursuit of our mission.
- We make changes for students, with students, in their interests.

An organisation with these principles at its heart wouldn't be happy with merely existing in the day-to-day; a students' union who lives with these principles is purposeful and determined. We have continued to be the champion of every Durham student in the last year and that won't change as we go **Forwards**. This is why our strategy is so exciting and our projects in the coming year push the envelope even further. We believe in the student experience and want to enable students to have the *power and opportunity to transform their time at Durham*.

As the University powers forward with its own strategy, and undertakes a number of organisational reviews, we are positioned to support students in having a say and making a difference to not just their own journey through Durham, but for future students. We have a real opportunity to shape the horizon for our next generation who have not even considered University life yet. But when they do we will be here.

WHAT ARE WE TRYING TO ACHIEVE?

This year we have worked collaboratively across the organisation to help the Durham SU team understand our direction. Transparency is important to us and by working together we achieve a simple objective better: we can be collectively accountable for our work through reports to our Board and Assembly.

We used last year to gain a better understanding of the environment for our Education and Everyday life fairer strategies, and have solid insight into our next steps. We have worked tirelessly with departmental societies to grow learning communities and have won University investment to provide free membership so that all students have an opportunity to develop their educational journey. We recognised that the cost of living in Durham has risen exponentially year on year, and we spent many hours discussing with the University the *fairness* of this. We're now building the movement to challenge the unacceptable reality. We successfully lobbied for transparency of extra-curricular costs and with this transparency comes clarity on the disparity across the University..

Our Communities stronger strategy has consolidated our framework of support for student groups. We had challenging discussions with our student groups but we have now agreed an underpinning framework for them to support their members. All members need to feel supported so we are cementing this framework with development plans for groups to look at their sustainability for future members. Our Give it a Go programme is gaining momentum and we're attracting more groups to host, and marketing them to the wider student audience.

We want students to engage collectively and our Owned by students strategy is looking at how we listen to their voice, especially outside of those structures where students are engaged with us already. We spent the year working closely with student leaders to build relationships and equip students when they are in influencing spaces. This won't stop.

As part of our Resourceful strategy, we've profiled our finances towards our strategic goals, providing transparency for our Board and members to see where we have focussed efforts. This has proved to be so successful that we will continue, while supporting the development of our people plan and our digital footprint.

Relationships have been fostered over the last year through our work in the Trusted and respected strategy and we move forward with real intent to support all of our communities. We have exciting plans to work with the newly formed Parish Council, the Area Action Partnership and wider civil society. We'll work with the University Community Engagement Team and we're positioned to make real change for Durham students in the future.

All of this has been done with a strong financial strategy and our reported projections for 2019/2020 are positive. These link to work in project areas, within strategic themes. This enables us to be held clearly accountable for specific success. We continue to look at development of our home in Dunelm House, and working closely with the University, we have seen more investment over the last year. We know we need to do more though, so our aspirations won't stop. We will continue to use our trading income for development of the space as we develop our Commercial strategy.

STRATEGIC DEVELOPMENT PROJECTS

Durham SU wants to put its best efforts into achieving our strategic ambitions and here report our development projects for 2019/2020. These are the areas of work which, in our judgement, will bring us closer to the goals we've articulated in **Forwards**.

We've chosen these projects following a thorough planning process where we:

- Reflected on the challenges facing students, the University and our community, and how they might impact our goals.
- Reviewed the evidence we have of current opportunities to make the biggest difference in the areas we've prioritised.
- Considered the priorities of our elected Officers who each have their own mandate from students on the things that matter most right now.
- Asked a lot of stakeholders for views and advice, including the University, the local community, NUS, local politicians and others.
- Consulted our elected student leaders, our volunteers, our staff and our Board.

2019/2020 follows our consolidation year and really pushes the boundaries of organisational development, effective campaigning and service excellence. We are finally in a position to invest providing a framework for effective representation and fundraising in the complex context of Durham.

Our strategy projects demonstrate the challenging task we have set ourselves, with summaries for each strategic strand, and projects that align to the plans. We show where we want to be by 2020 with a few notes on where we expect to be by 2022. It will become clear that every Durham SU colleague has contributed in their own style and their passion.

OVERVIEW OF STRATEGIC DEVELOPMENT PROJECTS

This table shows strategy strands, plans and projects. Measures of success have been proposed and updates will be provided to each meeting of the Board of Trustees to ensure we maintain progress along the agreed direction of travel.

Plans	Projects	Measures
Students will transform their education		
Students are partners in education	Empower academic student leaders	Feedback from all representatives will measure the effectiveness of this support
Every student can and will succeed	Improve academic support	Every department has Mental Health First Aid trained staff
	Prioritise study space and resources	Agreed study space meets ratio as set out by the University Library
	Enhance our academic communities	Academic student groups shortlisted in National Society Awards
Education will be progressive	Encourage a diverse Durham education	A successful trial with three key departments in changing to a liberated curriculum
	Make the Durham academic experience welcoming to all	Report for Education Committee on increasing access Changed HR practices for academic recruitment
We'll make everyday life at Durham fairer.		
Every student will live in a good home	Empower students to choose good private rental properties	A platform developed for students to rate experiences of private housing
	Ensure student dissatisfaction the quality of college accommodation is heard	Toolkit developed for student use
The wider Durham experience will be financially accessible and represent good value for money	Reduce costs for students in the most important areas.	Clear reduction in costs where they really matter
	Increase the financial help available to those who need it most	Increased bursaries available through the University
	Improve transparency of costs	Published accommodation costs breakdowns
We'll lead the fight against sexual violence	Changing behaviour; sexual violence and hate crime	Pincident map turned purple

	Changing structures to prevent sexual violence and hate crime	Policies and procedures changed in the University and Durham SU Increased number of trained staff across both organisations.
ADDITIONAL WORK:	Mental Health First Aid for student leaders	Online Mental Health First Aid training available
	Equity of support services	Understand support needs of international students.
We'll make Durham student communities stronger		
We'll champion autonomous, successful student organisations	Student group outreach	Student Groups holding collaborative events with regional SUs
	Student group engagement	Showcase acts at Freshers, Re-freshers and University Induction events
	Student group development	Online hub of resources for all groups
	Introduction of Leadership Development Coordinator	Open invite into Common Room spaces
We'll share cultures and interests	Cross-cultural engagement	Cultural calendar of events Durham's Got Talent show
We'll contribute the best to our City	Community engagement	10 student groups working with local schools in their particular talent area
	Outdoor adventure trail	Creation of trail in collaboration with Experience Durham and student groups
We'll be owned by students		
High democratic participation will strengthen student leaders	We'll review our democratic framework to support student leaders to make a difference	External review of our democratic structures
	We'll clarify the relationship between student organisations	
Durham SU's leaders will be effective	Make best use of recognised structures and spaces	Committee support structure
	Officers support and coaching	Induction training programme
We'll invest in creating student leaders	Development and campaigns training for student leaders	Training material, communications and briefings provided

We'll be resourceful and intelligent		
Our finances will support our strategy	Support DUCK and DUCFS in their fundraising	Risk register rating reduced following implemented support
	Developing future income streams	Advertising in wider Durham spaces
Our people will be successful	People Plan activity continues	Investors in Diversity
	Student Minds	Affiliation and meet standards of requirements in workplace
	Barriers to volunteer participation	Understand barriers to volunteer participation
	Staff engagement	90% engagement
	Staff development	Attendance and representation at NUS events
Data and digital assets will make Durham SU the experts on Durham students	Digital working	Implementation of a CRM
	Digital and communication	A communication strategy that is transparent and available
	Data protection	One member of every student group trained in GDPR All career staff trained in GDPR
	Website	Tender document ready for 2020
We'll be trusted and respected		
We'll build relationships with the academic community	Focus on direct links with target departments	Annual Departmental Report
	Understand the nature of our relationships with departments	Model for relationships with all departments
Community leaders will support Durham SU's priorities	Community strategy embedded	Established relationships with key community players
We'll contribute positively to the national student movement	Proactively collaborate on campaigns with nearby SUs	North East Unions campaigning network established
	Celebrate student groups making an impact nationally	Campaigning toolkit designed Fund set up for student media

STUDENTS WILL TRANSFORM THEIR EDUCATION

Our Plans for 2019/2020

Students are partners in education

We will empower our academic student leaders

Our academic leaders represent the views of students on their education at a University level and should be supported to make well-informed and powerful contributions. We will support our academic representatives and improve our student representation structures by clarifying the role of our Faculty Reps and providing them with specialised training, support and coaching, and developing a bank of online resources. We'll provide our academic leaders with the opportunity to attend networking lunches/conferences throughout the year, to celebrate and recognise their contributions, and we'll help them to develop as leaders by offering skills workshops. In order to aid our collective thinking around academic representation and what this means to students, we will develop an SU Core Position on 'Good Academic Representation', in collaboration with students and key University stakeholders. To demonstrate the amazing work that our academic leaders do, we will commission an external academic representation celebration video.

Every student can and will succeed

Improve academic support

The demanding academic environment at Durham can put students under extreme pressure to succeed. We will develop a position on what good academic support is, to demonstrate to our students what they should be able to expect. We will lobby the University to have at least one staff member who is Mental Health First Aid (MHFA) trained in each department, using the Counselling Service MHFA trainer. In order to ensure underrepresented students feel supported while they are here, we will develop guidance for departments on allocating academic advisers with protected characteristics and make recommendations to the University. We will continue our work on PG supervision and in supporting PGs who teach. We will ensure the University maintains and funds independent support for Postgraduate Researchers that is fit for purpose in handling supervisory issues, such as an 'ombudsman'.

Prioritise study space and resources consistent with University expansion

Durham is changing and our student body is growing. We need to keep up with these changes and ensure that the University's desire to expand is not at the detriment of current students' academic experience. We will lobby the University for sufficient Study Space, at the appropriate ratio, and work to find better methods of promoting these spaces to students. We will encourage a culture change within departments regarding academic resources and ensure they consider the accessibility of resources while working to reduce the cost of access for all students. We will lobby the University to use money available in the bursary fund to create an academic support fund, which can be accessed by students struggling to pay for essential academic resources, such as books and equipment.

Enhance our academic communities

We will ensure all students have access to free academic society membership for the 2019/2020 academic year. We will work with them make best use of the money from University investment, to have the most impact for their members. In addition we'll award a grant for academic groups to host events, and support groups in accessing this money.

Education will be progressive

Encourage a diverse Durham education

A Durham University education should constantly evolve to keep up with the changing world and students should be a key part of this process. We will use our position on a 'Liberated Curriculum' to help students understand what it means to be taught a diverse curriculum.

We'll develop a 'change toolkit' for academic representatives to help them think critically about the content of their curriculum and support them in identifying ways to promote diversification. We will trial this in our three key departments and evaluate its effectiveness, with a view to making this resource available via our academic hub for all reps.

Make the Durham academic experience welcoming to all

Durham can and should do better in widening participation. We will work with our Associations to establish what an inclusive educational experience might look like at Durham and make recommendations to the University through work with the Access and Participation team. We will specifically research the ways in which Durham could increase access for students from BAME backgrounds, as this is an area in which Durham is particularly poor. We will work with the HR Director to ensure that diversity of staff is a priority for the University in academic recruitment decisions, recognising the importance of faculty diversity in attracting and supporting a more diverse student body, and in providing an excellent education for all. We will develop a video campaign celebrating the diverse Durham student body to be used at open days and in our marketing materials.

Our Plans looking forward from 2020 to 2022:

Students are partners in education

With the new Faculty Rep role embedded in our academic representative framework, we will seek to support them to develop stronger academic communities within the departments in their Faculties, and foster a campaign culture amongst academic leaders. We will build on academic leader networking lunches and skills workshops, and review online resources to aid in continuity of practice within the representation system.

Every student can and will succeed

Following the recommendations made to departments on academic adviser allocation, we will work with the University to trial implementation and review success. We'll ensure study funds are made available to as many students as possible and that these are well publicised. We will review activities run by academic societies and go further by facilitating space for collaboration between our academic student groups.

Education will be progressive

We'll roll out the change toolkit trialled in our three key departments further, across the University. We'll review engagement with the content on our academic hub. Following research in 2019/2020 on access routes into University, we will campaign for diversity at the heart of all of outward communication so that BAME students feel welcomed and wanted.

WE'LL MAKE EVERYDAY LIFE AT DURHAM FAIRER

Our Plans for 2019/2020

Every student will live in a good home

Empower students to choose good private rental properties and protect their rights as tenants in the Durham community

The national student private housing sector is renowned for being difficult to tackle, due to poor regulation and a lack of a necessity for engagement from external agents and landlords. Durham is no exception. We will challenge this by providing students with more effective means to choose good homes, and initially create a platform that enables students to rate their experiences of private renting. We will develop a position on good student homes, and pressure the University to deliver on their promise to implement a rent guarantor scheme. We will expand our facilitation of student led housing support, including contract checking workshops, housing talks in College and tenants' union training. We'll build the digital content on advice webpages, by adding student-led content on tenants' rights.

Ensure student dissatisfaction with college accommodation is heard and support passionate students to take action

Durham SU has continuously lobbied the University to reduce the cost of College accommodation, among the most costly in the UK. This places a huge financial burden on some students, and does not represent good value for money. We'll provide a toolkit of messages and actions for students who feel passionately about this issue to take themselves, to challenge year-on-year above-inflation increases. We'll run our #RippedOff campaign into a more effective briefing on the broader factors in the fees campaign.

The wider Durham experience will be financially accessible and represent good value for money

Reduce costs for students in the most important areas

We'll build on our position on value for money by identifying areas of the Durham experience which are not delivering for students. We'll recognise the different elements in the cost of attendance, including the cost of international tuition fees, extracurricular costs, post-graduate study costs and accommodation costs, and understand which of our initiatives can most effectively reduce the impact on access and participation in the Durham community.

Increase the financial help available to those who need it most

The introduction of the new tiered bursary system is a good start to improving financial support for students, but we know there is more that could be done to help students who need it most. We will critically review the pathways to financial support and the barriers to accessing that financial support from the university. We will campaign for an increase in the number of bursaries available to students, which address needs such as 'study extras' costs.

Improve transparency of costs so students can evaluate if they're getting value for money

We will campaign for transparency to all students on where their money goes, with a priority to illustrate clearly how accommodation fees income is spent.

We'll lead the fight against sexual violence

Changing behaviour - sexual violence and hate crime

Sexual violence is a symptom of a culture which tolerates discrimination and harassment, which is a precondition for higher rates of violence including hate-crime. From 2019 to 2022, we will lead the fight against both in Durham. We need more members of our community to be aware, able and engaged in calling out, reporting and talking about incidents of discrimination and harassment.

So we'll train more students as active bystanders, and turn our Pincident map purple. We'll make local venues aware of the importance of intervention, and collaborate with them on promoting a zero tolerance approach. We will also implement recommendations from our recent research, and become a hate crime reporting centre ourselves.

Changing structures to prevent sexual violence and hate crime

Culture change must be supported by rigorous structures, policies and support that all members of the community can trust and access. We will critically review the University's hate crime and sexual violence policies and practices, and ensure the needs of underrepresented groups are supported by these services. We will train more Durham SU staff in sexual violence awareness and build a stronger relationship with the University Student Conduct Office so we can proactively shape the way the systems support students.

ADDITIONAL WORK

The headline goal for this strategy is a majority of students agreeing that their wellbeing is good. There are a number of reviews and projects looking at student support, and there may be an opportunity to contribute positively to emergent opportunities.

Mental Health first aid for student leaders

The Durham SU Welfare Rep residential training has been a great start in creating a culture of outstanding student support at Durham. We'll build on this with the support of the University Counselling Service to develop and deliver online mental health first aid training for all students, as well as creating a specific online training programme for student leaders. We'll work with Student Minds to improve the support and training for Welfare Reps, and expand that to other volunteers across campus. We'll help make disparate services more intuitive to find and access, especially for new members of the Durham community.

Equity of support services

The University's increasing focus on globalisation brings specific challenges. Barriers exist that prevent students from other parts of the world accessing appropriate support. We'll seek to better understand the unique support needs of international students in Durham and push for services delivered by a diverse professional support services team.

Our Plans looking forward from 2020 to 2022

Every student will live in a good home

We'll have introduced our Rate My Landlord platform, and we'll start to call out and tackle rogue agent and landlord behaviour. We'll expand our peer-led housing support offering to even more students for the 2020/2021 academic year and publish guidance on direct action.

The wider Durham experience will be financially accessible and represent good value for money

We'll build on our position on the cost of the Durham experience and work with student leaders to agree commonality of action on reducing cost in the collective interests of students. We'll campaign to require the University to publish information on how accommodation fees are spent overall, and we'll mobilise students in Colleges to push for more specific breakdowns of where their money is spent.

We'll lead the fight against sexual violence

Once we've turned the Pincident map purple, we'll work closely with the Police Commissioner, local business and other stakeholders to hold the wider Durham community to account in having zero tolerance for sexual violence and hate crime.

WE'LL MAKE DURHAM STUDENT COMMUNITIES STRONGER

Our Plans for 2019/20

We'll champion autonomous, successful student organisations

Student Group Outreach

Our student groups benefit from opportunities to collaborate with external student societies, so we'll incentivise collaborative events with our regional partner SU's. Many of our student groups hold award winning activities or attend national competition events, so we'll support them to host awards evenings or competitions at a regional or national level.

Student Group Engagement

Following the success and positive reception of a performance schedule at Refreshers 2019, we'll provide student groups the opportunity to showcase themselves in front of hundreds of students at Fresher's Fair. We'll increase engagement with Refresher's Fair performances in 2020. We recognise that the University offer plenty of events and induction activities where student groups could showcase what they do so we'll build links with Departments where opportunities may be available. We know that not all student groups perform but carry out fantastic work we would like to promote to our campus community and beyond. We'll highlight these achievements through our student group showcase scheme where ground-breaking campaigns, community events and show stopping activity can be celebrated.

Student Group Development

In an increasingly regulated environment we recognise the need for further investment in our student group support. Development plans will be part of our annual registration process and will support us to provide appropriate training. We will launch student group masterclasses throughout the year with involvement from internal and external stakeholders. We'll develop online materials to complement our training offer, further to our digital first policy. DUCK needs to establish a clear and ambitious direction for the future so we'll invest time in supporting them to create a strategy for growth and development, with oversight from the Board's new Fundraising Committee. We want to champion groups that are going above and beyond to engage with the community, promote inclusivity, operate democratically and run successful events and so we'll launch our Quality Student Groups Scheme.

Common Room leaders support

We have both duty and opportunity to better support student leaders in Common Rooms, and help them make their student organisations successful and autonomous. To this end, we have designated funding for a two year project and will employ an additional member of staff to support elected student leaders to deliver a collective plan of work and priorities, coordinate delivery of a training and development programme and work collaboratively with the University Colleges Office and Experience Durham on shared projects.

We'll share cultures and interests

Cross-cultural Engagement

Durham SU cherishes the diversity of the student community. We support a wide variety of cultural and international groups who offer an exciting programme of events and activities. We'll curate a calendar to capture the fantastic festivals and activities of these groups, and encourage students to engage in cross cultural activities. We will target financial support through our cultural grant to these activities to encourage bigger and bolder celebrations. We'll recognise and celebrate talented students, staff and groups by holding our very first 'Durham's Got Talent' and host our first academic showcase event for departmental societies. We'll offer an exciting range of local and regional Give It A Go trips to explore the rich cultural heritage of the North East.

We'll contribute our best to our city

Community Engagement

Our student groups have so much to share with the local community. We will therefore propose a student groups in schools programme, to share talents and ideas with young local people, alongside a general student groups in the City programme, where student groups can be supported to get involved in community activity and share their own opportunity.

Outdoor Adventure Trail

Our Calisthenics Society have begun an exciting project around outdoor fitness equipment, that can be used by the society and members of the community. Experience Durham and Durham SU have agreed to collaborate on the creation of an outdoor adventure trail of exercise equipment between the racecourse and the Maiden Castle Sports centre. This will further our relationship with Experience Durham while sharing interests with the wider community. The trail encourages recreational exercise and provides free physical activity.

Our Plans looking forward from 2020 to 2022

We'll champion autonomous, successful student organisations

We'll engage regional partners in North East Societies Varsity. Student group performances will be a regular feature across the campus, fully integrated into Open Days and induction activities. An E-learning offer for student groups will be fully integrated into training provision and student led workshops will complement student group masterclasses. The DUCK strategy will support a sustainable growth model.

We'll share cultures and interests:

We will develop 'Durham's Got Talent' in collaboration with student groups and Colleges. We will develop new inter-cultural events such as an international food festival, and separate cultural and international group fairs to further the University's focus on Global activity. We will continue to develop our GIAG trips to incorporate activities from across the UK.

We'll contribute our best to our city

We'll offer the student groups in schools offer with an increased number of school partners. We will explore relationships with other potential partners for groups to undertake community engagement activities and increase engagement with Community Give It A Go programme.

WE'LL BE OWNED BY STUDENTS

Our Plans for 2019/2020

High democratic participation will strengthen student leaders

Review the democratic framework

High democratic participation means students understand and engage collectively in making the world better, through making their voices heard. This can be through the traditional platforms of voting or running in elections, but may also be through writing articles or social media content that changes, challenges or leads student conversations, or creating independent petitions or polls which capture strength of student voice, or taking direct action to challenge unfair practices in service provision. There are many ways we 'do democracy' but clear messaging, and good conversations will increase and broaden quality participation. We'll invite external review of our democratic structures, including Assembly, its committees, and our operational support and seek advice on accessibility, relevance and effectiveness.

Clarify the relationship between student organisations

The review will support us in building a culture that normalises student power, and clarify how we describe, measure and communicate this alternative type of democratic participation in a way which is rigorous, authentic and honest. The relationship between Durham SU and other student organisations like Common Rooms will be considered and a proposal for a better working relationship presented to student leaders and the University.

Durham SU's leaders will be effective

Making best use of recognized structures and spaces

Student leaders are best able to affect change through their seats on the University's Committees, Task and Finish groups and Forums. We will create a new student representation structure, following a 2019 review, making best use of the amazingly talented range of student leaders. We will also develop a more specialised committee support framework that includes briefings alongside coaching and political strategy development, working with student leaders to understand the interests of University leaders. We will make more active contributions to University agendas through submitted papers.

Officer support and coaching

Student Officers make difficult decisions very early in their roles. We've developed an in-depth induction programme for Officers for their first few months of term, incorporating focussed learning with Common Room Presidents, and NUS's 'Lead and Change' programme. We will accelerate Officer effectiveness in challenging circumstances through coaching and personal effectiveness review.

We'll invest in creating student leaders

To enable the democratic culture we believe will best serve Durham students, we need to support effective and engaged leaders. We will understand these leadership needs and provide support and year-round briefing to a broader range of student leaders, with a focus on Common Room Presidents and Union Reps. They will be effective ambassadors in conversations and spaces which impact students.

Our Plans looking forward from 2020 to 2022:

High democratic participation will strengthen student leaders

We'll deliver the support initiatives, piloted in 2019/2020 and our challenge over the two years will be to continually evaluate and introduce the next iteration of this support. We'll ensure this provision is sustainable into the future. This will mean designing a partnership model with our Common Rooms, based on a full analysis of student leader support across the University and a shared understanding of where we can add value.

Durham SU's leaders will be effective

We'll carry forward the recommendations from the democratic review. We'll change our language and behaviour to embed an alternative democratic culture in our work. We'll set and achieve goals to make participation deeper and wider, and propose effective health measures for the effectiveness of student leaders.

We'll invest in creating student leaders

We'll build on the research done into digital democracy and use insights from Durham students to invest in the development of new methods of democratic participation, and new ways of raising student voice in spaces of power.

WE'LL BE RESOURCEFUL AND INTELLIGENT

Our Plans for 2019/20

Our finances will support our strategy

Support DUCK and DUCFS in their fundraising endeavours

DUCK and DUCFS have done amazing work and raised a phenomenal amount of money for charities, but the nature of activity and size of funds raised means that the risk profile is still a little high. The newly formed Board Fundraising Committee will be supported to have oversight of these risks, and will review current activity. We will also seek to align College fundraising done under the auspice of DUCK and develop relationships with College stakeholders to better understand the management of this activity.

Developing future income streams

Durham SU's media package is well established and we need to get to the same point with our venue hire package. The Commercial team will bring these together to make the best use of our access to the student market. We can make much better use of the non-term time offer, and use long standing relationships with external users of the building which bring the community into our space. We'll focus on better relations with Visit County Durham and Durham Business Improvement District (BID).

Our people will be successful

People Strategy Activity

In the second year of our People Plan, we intend to achieve Investors in Diversity status, which will need appropriate time and effort. We want to scrutinise our actions and activity to become a leading example of good practice for the University and the sector. This will also strengthen us in lobbying the University to improve their own performance. Following an NUS review, senior SU staff have undertaken Race Equity training and we intend to roll this out to all of career staff. Following the success of our second annual away day in January 2019, we will continue to support a staff conference which allows for solid reflection, challenging conversations and real commitment to shared purpose.

Student Minds

We are committed to continuing our commitment to supporting wellbeing in the workplace and have signed up to the inaugural cohort of Student Minds programme work, to allow us to scrutinise our practices in this area and consolidate our staff Mental Health First Aid work.

Barriers to volunteer participation

As the strength of our offer increases we will research the motivations and barriers to volunteer participation and success.

Staff Engagement

The 2019 Staff Engagement survey provided excellent results, but areas of improvement were identified and we have committed time and resource to making further workplace improvements. We also provide a space for our People Council to seek to present ideas to the senior leadership team and have budgeted to support delivery.

Staff development

We will invest in engaging with the reformed National Union of Students, such that the Officer team have influence and a national profile. We will work with University partners and others to articulate a comprehensive Learning and Development programme for career staff. We implement a revised and more effective annual review process for career staff and student staff, which allows for more focussed conversations about development.

Data and digital assets will make Durham SU the experts on Durham students

Digital Working

We need better version and access control of our documents, to support the large number of technical documents, stakeholders, student groups and partners that we interact with. We will adopt corporate customer relations management (CRM) tools to provide a seamless approach for all interested parties and an inward ability to influence stakeholders.

Digital and Communications

We'll develop a Communications and Digital strategy to develop the way we use data to effectively communicate with our students, understand how they engage with us in digital spaces and communicate with them effectively – all in alignment with our organisational strategy. This work represents the next step in our work with a brand, launched in 2017/2018. It will allow us to build on our previous member insights research and implement annual communications plans that are shaped by a dynamic understanding of how our members seek, respond to and engage with communications from different stakeholders.

Data Protection

We continue to develop skills and expertise in our staff team around data protection and we will seek to share this knowledge with our student groups, keeping them skilled in managing their data and reducing the risk to the organisation. We'll implement a data protection framework for student groups, so that we can accurately assess and manage risk.

Website

With the upcoming review of our website provider in 2020, we will research what we need from our digital assets as a whole, review our website needs specifically, and blend this into one package of specifications. This will clearly set our stall for 2020.

Our Plans looking forward from 2020 to 2022

Our finances will support our strategy

We will start work on a collaborative business model to support Common Rooms, and will continue to work closely with DUCK to maximise their fundraising efforts, particularly through Common Room fundraisers.

Our people will be successful

The third year of the People Plan ensures all new processes are embedded and reviewed. We will research accreditation in a national volunteer excellence framework.

Data and digital assets will make Durham SU the experts on Durham students

We will use our data and trial new digital tools such as new CRM, work more effectively internally, and communicate more effectively with our stakeholders and members. We will develop our networks and share our successes with partner students' unions.

WE'LL BE TRUSTED AND RESPECTED

Our Plans for 2019/20

We'll build relationships with the academic community

Focus on direct links with departments

We need good working relationships with academic departments in order to achieve the ambitions of our education strategy. In order to do this, we'll create opportunities for staff and Officers to build relationships with Heads of Departments in person, and discuss our shared ambitions for education at Durham and how we can mutually support our work. We'll tailor our materials and communications with administrative staff in each department to make promoting Course Rep elections easy for Departments. We'll trial an Annual Report with our three key Departments, providing an overview of student representation throughout that year, and gather examples of best practice across the University.

Understand the nature of our relationships with departments

We know relatively little about academic Departments which makes it difficult to exactly determine what local student leadership is, and should be. We'll build up a picture of engagement across Departments to identify where student representation works really well, and where it could work better. We'll build on our focussed work with our key Departments to develop a model that may be attractive to other Departments.

Community leaders will support Durham SU's priorities

Community Strategy

Durham University, and its students, have a significant impact on the City of Durham and the wider region. Students and the longer-term resident community have long known the challenges created by a high-turnover population in a small world-heritage City but, recently, a sharper focus on the progress of the University strategy has identified unanticipated and unaddressed consequences to student life. We're bringing our attention and resources to making changes in the broader City in the interests of students, with students.

We'll contribute positively to the national student movement

Proactively collaborate on campaigns with nearby Unions

The student voice is strongest when it is collaborative, and we have a great network of friends on our doorstep that we could do more to work with. We will provide space for SU Officers across the region to network and campaign together. We'll establish an NE Unions Campaigning network, bringing relevant staff together to share best practice and lead student campaigning support in the region. We'll prepare NUS delegates to shape the new organisation and make significant contributions that lead the sector.

Celebrate students groups making an impact nationally

We will develop a campaigning toolkit for our campaigning groups and host open campaigning workshops throughout the year. We will fund for student media to attend national student group events and gather media content for a blog series on our website.

Our Plans looking forward from 2020 to 2022

We'll build relationships with the academic community

We'll develop the engagement strategy for target departments to identify the value we add to the broader academic community, based on broad, rigorous research.

Community leaders will support Durham SU's priorities

The Durham SU Community strategy articulates longer-term goals against a vision of a community where we live well together, sharing space and interests, shaping our collective future. We'll be focussing our resource on achieving:

- Good public services
- A vibrant economy
- Community safety
- The opportunity to share community activity
- An end to homelessness in Durham
- Regulation of high-quality student homes
- A competitive and fair private rented sector market
- Presence, participation, and respect for students in local decision-making bodies
- Representatives committed to our priorities

We'll contribute positively to the national student movement

Durham SU officers and staff will have a clear standing in national networks, enabling us to have collective influence in reducing costs and adding value for ourselves and our partners.

CORE SERVICE PLANS

The majority of Durham SU's resources – human, intellectual, financial – are invested in six core services. These services have evolved over the last year and we have reviewed the key performance indicators following 2018/219 reporting to check they are fit for purpose. We have made some minor amendments to reflect the current context. These are stretching, and will drive our plans forward for the coming year.

We have six core services:

- Advocacy
- Representation
- Students group support
- Democratic services
- Trading services
- Corporate services

This part of the annual plan articulates:

- A positioning statement for the service in the year ahead.
- Achievements in 2018/2019.
- Plans for 2019/2020 to develop the function and demonstrate high quality services.
- A table of KPIs and measures that we will present to Board and Assembly to show progress against our plan.

ADVOCACY

Defending and extending student rights is, above all, the reason why students' unions exist

Durham University has a rich, enviable, heritage of student support; there are few environments where more people feel taken care of by their peers. The University, however, can't offer students advice when their rights are infringed because there's often a fundamental conflict of interest. This has always been the case but has more recently been recognised by the University. Students need an independent, free, confidential, service to fight for their rights. Advocacy is one of the most fundamental things about being a union.

The policy framework for student rights has never been more exciting – or more complex. Durham students have clear rights under their academic contract, to value for money, to fair treatment under University regulations, to freedom from discrimination, in their homes, as citizens, as adults, and as members of their students' union. The ability to challenge authority when rights aren't respected, however, requires power and opportunity. Students often lack knowledge and confidence to get what they're entitled to, or to right a wrong. We use our collective resources to offer professional support to navigate complex situations.

Durham SU's professional advice services supported hundreds of students in 2018/19:

- Independent professional advice for students affected by the University and College Union's industrial action on campus.
- The embedding of a digital advice hub on www.durhamsu.com.
- Supporting tenants at Dun Holm House to complain and win compensation for below-standard housing.
- Management reporting

This is a new way of thinking about advocating for students' rights

We have continued to offer face to face appointments, but the investment of time and effort into two areas of delivery where we had been behind the curve have proved very popular: our range of high quality digital resources helps students whenever and wherever they need advice, and has been one of the busiest pages on our website. We've also worked with the incredibly rich network of peer-support volunteers to develop workshops that help students help each other with common concerns that don't require advocacy – how to budget well, for example. We'll continue to build on our strategy of digital resources and peer support, but we'll also look for opportunities to make a wider impact. We intend to challenge University support services to provide relevant training and support to welfare staff in both academic office and Colleges such as Mental Health First Aid and Active Bystander.

We don't want any student to be taken through a University regulatory process such as an academic misconduct charge, or a behavioural disciplinary allegation, without knowing they can access independent, free, confidential advice. We'll need to do some more work to ensure this expectation is met, but it's considered a hallmark of a culture where student rights are safeguarded, year on year.

REPRESENTATION

Durham students are adult members of a democratic community, with ideas, voices, and a right to be heard

Students' unions are evolving; we're no longer about 'reporting problems as soon as possible' and transacting individual complaints. A modern, successful, students' union like Durham SU contributes positively and confidently to the University's academic, social, and corporate development, supporting student volunteers with training, support, and information. We use our insight and access to stimulate discussions about what we want Durham to be, and our collective strength helps us achieve it. Nobody wants Durham to be an excellent University more than its students and, through them, their students' union.

In short, we represent the student interest. No University department or survey could do this; our independence makes us legitimate. This annual plan supports an ambition to represent students well but we can't escape the fact that a majority of our students are not confident that we represent them; we have the lowest student satisfaction with representation of their academic interests in the UK (NSS 2018). We have an urgent obligation to refocus our efforts on this essential core function of a students' union.

Elected student leaders, backed by volunteers and a professional team, have done great things in 2018/19:

- Supported elected student leaders in colleges to take a lead in pressuring the University in the #RippedOff campaign
- Continued the success of Pincident with renewed, targeted focus. We're helping students who experience harassment, violence or discrimination report it, so that we can more effectively tackle this behaviour in partnership with the University and community.
- Challenged the University when they shied away from piloting the Rental Guarantor Scheme, widening access opportunities for students who struggle to live at Durham because of a requirement for third-party backing for rent payments.
- Put the rights of students who work for the University – whether postgraduates that teach or casual – high on the agenda, requiring urgent action to ensure that every employee is treated well and fairly.
- Ensured that policies under review reflect the student interest, including on student non-academic misconduct, sexual violence, and academic representation.

It's difficult to predict exactly what 'the student interest' may be, but we can ensure we're able to support it

Our 2018/2019 business plan had three very simple focuses: use of the National Student Survey, Postgraduate Taught Experience Survey, and Postgraduate Research Experience Survey to inform a priority area of policy development and campaigning; investment in student representatives at programme level to use the survey insight to make powerful contributions to University decision making; support for Durham SU Officers to make macro-level change through University Committees, informed by local experiences across the University.

STUDENT GROUP SUPPORT

Creative self-organised student groups make the memories that outlast the time at Durham

Durham SU's student group support is a professional service which balances bigger and better student group ambitions with effective planning and risk management. If we get this right, thousands of students will make lasting social capital while at our University, valuable for the rest of their life. In the recent past, Durham SU under-supported student groups; this business plan describes a further year of consolidation as we create policies and processes and develop staff alongside day-to-day delivery.

In 2018/19 we were proud that our student group support helped Durham students to:

- Get Blood Society and the Durham University Charity Fashion Show nominated for National Student Awards.
- Pass the £500000 mark for charitable funds raised through DUCK and the Durham University Charity Fashion Show.
- Continue our collaborative work with Experience Durham to deliver joint Freshers and Refreshers Fair, with showcases at the Refreshers Fair

We also went back to basics: student groups, to our mind, are such essential parts of the Durham experience because they're self-organised and democratic, create exciting opportunities to make friends and do new things, and involve so many different sorts of people. We've created more robust systems and processes that help us measure how well we're doing these important things, so we can invest the time and effort in the future to get even better.

The year ahead looks exciting

We receive a restricted grant to fund student group activities, and have refined criteria for the awards which aligns to Durham SU's strategic priorities. We've investigated a sustainable investment programme for media groups, building on the achievements of Palatinate, Purple Radio and the Bubble in previous years and are working to garner support from the University.

Student groups are led by volunteers, who need to be confident enough to manage the needs of students who participate in these activities. We have to make sure that the training and support package for student group committees covers the nuts and bolts like health and safety, data protection, and so on. We'll support training academies and face to face development plan meetings this year, but are looking at our online resources with a critical eye in the coming year.

We spent a lot of time firming up the good governance and sustainable funding arrangements for our student groups and, in particular, our student fundraising group, DUCK. We now have a lot clearer idea of where risks lie, but more importantly we can clearly provide more support to groups now we know where to place that support.

DEMOCRATIC SERVICES

Durham SU's democratic services are the foundation to our legitimacy

Democracy helps us to demonstrate that our elected student leaders have a mandate to speak for Durham students. We're therefore interested in how our services contribute to a democratic culture at our University; we don't just see democracy as seasonal events such as elections. Democratic services are the way in which we help students articulate, negotiate, and determine their collective interests.

In 2018/19 we were proud that our democratic services supported:

- Over 3101 students to vote in our elections across the year.
- Durham SU leaders to propose the motions that fundamentally reformed NUS, and saved the organisation from collapse.
- Assembly to agree core policy positions, which set out of fundamental views on the things that matter to students most. We're changing the way we do policy away from specific actions and trying to get to the heart of what's important.

And what are we planning in the year ahead?

We need to be in spaces where students are, talking with them about the things they care about, helping them understand and shape the big issues at our University and in our community. We'll free our Officers and our staff to continue 'quality conversations' – which we have not focussed as much of our time on in 2018/2019– and we'll reach at least 200 new students each week.

It's important that we recognise the student communities that already exist at Durham, and we try to help a culture thrive from the grassroots by sharing what we know and what we're doing with Common Rooms and sports teams, for example, and listening to what they know and care about. We'll reach out to every student community at Durham and unite students around our collective interests. Durham SU knows that democracy is a culture, not an event.

We'll continue to count the number of students who vote in democratic elections, of course, but we'll view our collective strength as incorporating Course Rep and student group elections because any student who stands up to vote for what they care about is important to Durham SU. We're confident we can demonstrate that a solid number of Durham students are democratically active, but we're more interested in culture and reach.

We've chosen to particularly invest in the most identifiable student leaders in this annual plan – the Durham SU Officers and the JCR Presidents – and we'll ensure that their support framework is excellent. We are recruiting a specific role for this after a good year in 2018/2019 where we assisted in induction and further support in governance issues.

TRADING SERVICES

Trading in line with our values creates value for money for individual students, and independent income for our union

Durham SU's trading services are special because Durham students, through their union, are really just trading with each other. This means our spaces are managed on students' terms – our venues are fun, safe and, above all, about giving students spaces to take it easy. It lets us manage products and prices to suit a student market – so what we offer and how we sell it is more important than profit. The surplus we do make goes straight into students – into student groups, independent advice, campaigns and representation.

In 2018/2019, we were proud that our trading services helped:

- Growth of income from Riverside increased significantly from the previous year - from £233k to £245k.
- Hosting our first LGBTQ+ Club Nights, which have become a great success.
- Seen significant increases in sports viewing and one off late night events that meet demand from our students.

We're going to build on our success

We know that we need to invest in our trading services. We want spaces that students want to be in. We need staff that love serving students and do it really well. And we need our customers to recognise that we're a different sort of firm and recommend us to their friends. Riverside Bar and Kingsgate Café will be refitted after a challenging (but successful) project set-up with the University Estates team, and we will continue to be in a position to benefit from the increased footfall from the Dunelm House Lecture Theatre. We also have ambitions to make the Ballroom a significant income space in the evening with bigger and better events. Through increasing our permanent staffing in this area, our investment in the customer experience and our student staff is evident.

We're going to position ourselves as part of the wider Durham City venue hire offer and become the go-to-space for business hire. We continue to take a careful approach to the NUS digital product, TOTUM, as this year they have not developed the product as expected.

We'll continue to take business decisions in line with our values. We pay our staff the Living Wage and we review and modify our development and performance programme that helps us ensure the student staff team are awesome. Durham SU will also comprehensively address our safe spaces policy, continuing to support our zero-tolerance policy to sexual violence into real action. Finally, we'll work towards meeting our environmental responsibilities, reducing plastic use further and committing our services to fully recycle their waste, while working closely with the University in the shared space.

Trading services are reported within the commercial management accounts. Current budget policy is that trading services are expected to bear the full cost of all staffing and overheads for commercial activity, with a reasonable proportion of costs shared with other services such as senior leadership staffing costs, and cleaning contracts. Trading services are profitable, and will generate a surplus that supports the further delivery of Durham SU's strategy.

Durham SU does not have a separate trading subsidiary company, and there are no current plans to do so.

CORPORATE SERVICES

Durham SU is a professional organisation, even if we're not like a usual company or charity

Durham SU's corporate services – finance, human resources, and governance support – help keep the rest of our students' union operating smoothly. It's fair to say that we're coming out of some years where organisational change means that we've paid less attention to looking after Durham SU's foundations than we should have; we're confident that we're doing this work well now, but we've got a bit of work to do in assuring these processes. The business planning for our corporate services seeks to assure our quality all year round, to give our members, management, Board, and regulators confidence in our ability to keep Durham SU on track.

In 2018/2019, our corporate services took some important steps:

- We worked through the first year of our People Plan, setting up working groups and agreeing changes to policy as appropriate to support our teams.
- We agreed our continued funding and support arrangements with the University, also getting agreement on common space management of Dunelm House by the University Estates and Facilities department. This has led to some significant improvements made in our home.
- Resolve an outstanding anomaly with the way we've treated retrospective discounts and disbursements to the University, highlighted by our auditors, and invested that resource into student leadership.

And what are we planning in the year ahead?

We've developed better financial reporting methods, and we need to continue the scrutiny of our income and expenditure, but the development of our longer term financial strategy will continue to support better stewardship of our resources.

We take our responsibilities to our staff seriously and we need to make good progress on the areas of our people management that are important to us all. We'll continue work with our Virtual Director of People to embed good practice across Durham SU: we'll ensure that one-to-ones, team meetings, development conversations, performance management, and reward and recognition are happening well and often, and we'll expect to see positive increase in our staff engagement survey results for both career and student staff.

There'll be a significant investment in our good governance in the coming year: a reflection on the Articles of Association and Standing Orders, as well as a continuous requirement to address the new Charity Governance Code and demonstrate good governance, means that resource will be allocated to developing our Board and its ability to lead the organisation through the next stages of our strategic development. We'll develop a dashboard to monitor our progress against the hallmarks of good governance.

KEY PERFORMANCE INDICATORS FOR CORE SERVICES

We will report to the Board and Assembly against Key Performance Indicators below

Key performance Indicator	Reporting date	Source
Advocacy		
70% of visitors to Durham SU's digital hub found what they were looking for and found it useful	Termly	Feedback from website
70% of face to face visitors were satisfied with the level of support and usefulness of advice given	Termly	Direct feedback on case completion
20% of students taken through University regulations access Durham SU Advice Service	Termly	AdvicePro reporting
Representation		
National Student Survey, Question 26: Durham SU represents students' academic interests (and postgraduate equivalent) at 40%	Survey in March 2020 Formal report August 2020	NSS
Course Rep effectiveness at 70%	Easter 2020	Evaluation survey
Faculty Rep effectiveness at 70%	Easter 2020	Evaluation survey
75% contribution to Committees of Senate and Council	Termly	Attendance/Contribution/Outcome in Minutes
Student Group Support		
50% satisfaction with student group events and activities by members	Termly	Evaluation survey
70% student leaders more actively engaged with support and development opportunities	Termly	Evaluation survey
45% of Durham University student population will be members in our student groups	Termly	Membership Data on Union Cloud
Democratic Services		
30% voter turnout in all democracy elections	Termly	Election system stats
200 quality conversations per week with students	Termly	Monitoring tool
1 student community contribution per term	Termly	Monitoring tool
100% effectiveness of Assembly	Termly	Attendance/Contribution/Outcome in Minutes

Trading		
Sales Income at £626024	Monthly	Management Accounts
Achieve Gross Profit (profit contribution) of £82393	Monthly	Management Accounts
75% customer satisfaction with all Services	Termly	Evaluation Survey
Corporate Services		
10 management accounts reported by 25 of month	Monthly	Management Accounts
Staff engagement at 90%	Yearly	NUS Survey
10 DUCK accounts reported by 25 of month to DUCK Chair	Monthly	Management Accounts
80% of career staff will have monthly one-to-ones	Monthly	Monitoring tool
Board business cycle, assurance reporting and statutory reporting met	Monthly	Assurance

FINANCIAL PLANNING

Durham SU's financial objectives within the strategy sit within the Resourceful and Intelligent strategy theme, and are committed to the strategy projects. These are:

- Diversify income streams with five distinct profitable activities
- Support a 2:1 block grant to commercial ratio in unrestricted income
- Manage the risk related to student-led fundraising
- Raise £500000 in charitable funds
- Profile budget against strategic priorities, and plot infrastructure, staffing, and programme costs against sector averages
- Support collaborative enterprise between Common Rooms

Durham SU observes regulatory guidance on reserves policy and has cash to fund existing commitments for three months.

Income in 2019/2020

Durham SU is principally funded through a grant from Durham University, which has been confirmed for 2019/2020 at £918395. The University also provides a restricted fund for student group grants, which has been confirmed at £38605.

In addition, to enable the consistent low-risk raising of £500000 in charitable funds, a charge of £30000 will be taken from DUCK funds raised during 2019/2020 to facilitate the employment of additional support in the Opportunities team.

In addition, Durham SU currently holds on its balance sheet £85000 of retrospective discounts generated through sales in College bars. The Durham SU auditors, as well as the University Assurance Service, have made recommendations relating to the disbursement of these funds and Finance Committee has responded by ending previous practice. The funds have been designated for use in a two-year programme including a Leadership Development Coordinator post to support Common Room leaders in induction, support and impact. As this is a designated fund, it will be treated similarly to restricted grants on the balance sheet, and not reported through the unrestricted fund management accounts.

We have also requested a single £30k grant from the University to provide policy support for the Officers recently made members of UEC Boards. This will be treated as a restricted grant fund. The UEC Boards will be reviewed after one year, so a view on this grant will be considered again for 2020/2021.

Trading services budget shows £626024 income across four streams: cafe/bar trade, other retail, venue hire, and media sales. This represents significant growth on both the 2017/2018 accounts (£494451) and on the forecast for 2018/19 (£475488). This increase in turnover comes from the opening of the new Kingsgate café, and from additional events in the ballroom. Durham SU's trading services have exhibited consistency in most existing income streams (with perhaps some small unavoidable drops in Media Sales and from withdrawal of the NUS Extra card). This consistency enables us to venture with more confidence into new income streams. Net profit margins after all cost of sales, salary costs and general costs are anticipated to average at 13% and will make a £82393 net contribution to the organisation's funds. This is not significantly higher than 2018/2019, despite the additional income, but is after absorbing the additional costs of paying the Living Wage Foundation National Living Wage. The intent particularly with the new bar/café is not to make additional funds, but to provide high quality social space.

Management of restricted accounts

Durham SU's Raise and Give fundraising (commonly known as the Durham University Charity Committee, or DUCK) will bring in around £500000 of income in each year, with a large single event (the Durham University Charity Fashion Show) accounting for much of this (£208000 in 2018/2019). We can compare this to 2017 income of £353565 and 2016 income of £355180. Overall income in 2017/2018 was £467589. Considerable work has been done by the Opportunities team, with legal support, to steer DUCK into a position where governance is more clearly under the auspices of the Durham SU Board. Risk Management is enhanced by the additional staff support, which will also relieve some of the operational burden on the DUCK volunteers.

The restricted accounts are anticipated to bring in roughly the same amount of income as 2018/2019, based on a similar number of student groups and charitable fundraising teams; the sum total is in the region of £950000.

Expenditure in 2018/2019

The move to Durham SU budgeting and reporting its management accounts against strategic themes was completed in 2018/2019 after transition in 2017/2018. This now reflects the Board's desire to understand how resource is committed across the organisation, and demonstrates core services exist to further strategic interest. The table below identifies that the focus on profiling expenditure in this way has resulted in a clear prioritisation of resource against strategic goals.

Budget area	2018/2019 (£)	2019/2020 (£)	Variance (£)	2018/2019 (%)	2019/2020 (%)	Variance (%)
Core	162512	158088	(4424)	11	10	(3)
Education	151367	148623	(2744)	11	9	(2)
Every-day Life	154705	147438	(7267)	11	9	(5)
Communities	218446	264584	46138	15	16	21
Owned by students	136086	149697	13611	10	9	10
Resources	157723	173405	15682	11	11	10
Trusted	40136	19194	(20942)	3	1	(52)
Commercial	402189	543631	141442	28	34	35

Capital expenditure

The delayed build of Kingsgate café is now scheduled to commence on 5 August 2019 and will cost £85k. Further work will be done to move reception and to improve the current Riverside bar during the year, further strengthening established income streams, and proposals for reception and the bar will be brought to the Board during the year.

Further capex will support retirement of old PCs, which will have unsupported software from December 2019. All hardware will have been renewed since 2018.

Summary statement

Durham SU will reflect on the financial objectives in the coming year, with a priority focus on:

- Consolidating performance within existing income streams, focussing on controlled costs and profit returned.
- Providing enhanced/different reporting for Restricted and Designated funds for the new Committee structure so that there is transparency and clarity and clear division of funding.

- Reducing risk associated with charitable fundraising and DUCK by enacting the plans described above.
- Identifying benchmarks for budgeted infrastructure, staffing, and programme costs in peer students' unions.
- Capital expenditure, with a view to realise additional café/bar trade through investment.