Union: Leeds University Union

Assessment Date: 23 May 2011

Auditor: John Windle

Assessment Matrix

SUEI Theme	Rating
Theme A	Gold
Theme B	Gold
Theme C	Gold
Theme D	Silver
Theme E	Silver
Key Improvement Points	Gold

Overall Award:	**GOLD**

1. **Assessment Categories Matrix**

A1	**Participation**	**Silver**
A2	**Representation**	**Gold**
A3	**Governance**	**Gold**

B1	**Vision**	**Silver**
B2	**Objectives & Yearly Plans**	**Gold**
B3	**Member Focus**	**Gold**

C1	**HR Systems**	**Gold**
C2	**Targets & Indicators**	**Gold**
C3	**Roles and Responsibilities**	**Gold**

D1	**Impact**	**Silver**
D2	**Reputation**	**Gold**
D3	**Services**	**Bronze**

E1	**Communication**	**Bronze**
E2	**Finance**	**Gold**
E3	**Partnerships**	**Silver**

Assessment Dates: **23 May 2011**

SUEI Auditor: **J Windle**

Award: **Gold**

2. Executive Summary

The Union is to be congratulated on retaining its Gold Award. There is much evidence that the Union has progressed since the last SUEI Audit and has further enhanced the outcomes to its members. The students at the University of Leeds receive a first class service from their Union and pleasingly appreciate this by 90% of them indicating in a recent market research survey that the Union contributes positively to their lives.

The Union attained four gold standards in the six categories available. There were signs of good progress and much innovation throughout its work.

The Union fully addressed the Key Improvement Points from the last SUEI audit attaining 'excellent progress' in each point.

This is a Union that listens to its members, interprets what they are saying and changes appropriately in order to satisfy their needs. There is no doubt that the Union knows its membership well.

The work on the Sabbatical Elections in 2011 was excellent with both nominations received and voting figures attained reflecting the first rate strategy adopted.

There are excellent relationships with the University which benefits both parties appropriately. The Union's work in representing their students at the University is strong with some real outcomes being achieved. The School Rep system continues to improve and the Union claims over 600 wins for students through this process.

The Union has an effective Community strategy which benefits both its members and the community.

Student representatives, Sabbatical Officers, the Board of Trustees and staff members work well together to ensure that Leeds University Union continues to be a first class organisation.

In considering further continuous improvement it should make it clearer how it is to achieve its objectives and how this represents a move away from the traditional central control to achievement through accountable delegation. A prime example of this is its representative work and the role of Course Representatives in achieving tangible outcomes. Even though the Auditor had received a large amount of data from the Union it was only after questioning the Chief Executive at the end of the Audit day that these matters became clear. The Trustees should satisfy themselves that they are aware of this direction and that it remains measurable.

3. SUEI Process

The Union showed its commitment to continuous improvement by being one of the first Students' Unions to join the Students' Union Evaluation Initiative. At its first audit it gained the first Gold Award given by the SUEI Accreditation Panel.

Arising from the SUEI 1 audit a number of Key Improvement Points were identified and the Union was required to work on these points as part of its reaccreditation process.

In addition all Unions embarking on SUEI 2 were asked to contribute ideas to create a second stage model whilst retaining the five basic SUEI Themes from the original model. Participating Unions were then asked to agree five levels of attainment for each Key Line of Enquiry to be audited at this stage.

The Themes and their subsections are given below. For SUEI 2 there are three Key Lines of Enquiry for each subsection.

THEME A: WHAT'S SO SPECIAL ABOUT THE UNION?

A1. Participation
How does the Union encourage democratic participation with close and regular contact with all sections of its membership?

A2. Representation
How can it be demonstrated that representation is perceived as a key activity that is pursued effectively with desired results?

A3. Governance
How does the Union regularly review its governance structure, roles and responsibilities, decision-making processes and accountability to ensure they are effective and assist in improving outcomes for members?

THEME B: WHAT IS THE UNION AIMING TO ACHIEVE?

B1. Vision
How is the union forward thinking and innovative in providing a clear long-term vision of its role in satisfying the needs of its membership?

B2. Objectives and Yearly Plans
How does the Union provide specific objectives and comprehensive planning arrangements for all services and activities?

B3. Member Focus
Has the Union a strong membership focus; identifying their needs and taking appropriate steps to satisfy them?

THEME C: IS THERE GOOD PEOPLE MANAGEMENT?

C1. HR Systems
How can the Union demonstrate that it has good HR systems reflecting good practice?

C2. Targets and Indicators
Does the Union set specific objectives based on member needs and undertake rigorous performance review and outcome measurements?

C3. Roles and Responsibilities
How has the Union defined the roles and responsibilities of elected representatives and staff to ensure increased outcomes for members and effective political management?

THEME D: ARE THERE QUALITY OUTCOMES?

D1. Impact
Does the Union contribute positively to all its members' time at University and do they appreciate it as a valuable organisation to which they belong?

D2. Reputation
How well regarded is the Union and does it have positive local impact, identifying and using opportunities to influence?

D3. Services
How does the Union provide all its services and activities to meet member needs effectively and efficiently?

THEME E: WHAT UNDERPINS THIS QUALITY?

E1. Communication
How does the Union ensure accurate and timely information is given to members and other stakeholders to promote accountability and transparency?

E2. Finance
Does the Union work within a regularly reviewed medium to long term financial plan with explicit assumptions understood and associated risks assessed? How does it ensure effective financial scrutiny, budgetary control and compliance with financial regulations and procedures?

E3. Partnerships
How does the Union work to be a good partner regularly considering delivery of current and future services through a range of partnerships?

The Union has been undertaking work on these Themes and the Key Improvement Points during the past two years.

4. The Final Audit Process

The SUEI Final Audit was based on the following:

- A review of progress on the Key Improvement Points from the previous SUEI Audit Report
- Key Lines of Enquiry Evidence.
- Self Assessment Statements.
- Financial Information
- IIP Status

- Interviews of:

    - Full Time Student Officers
    - General Manager / Chief Executive
    - Union Staff Members
    - Senior University Staff
    - A Group of Non Involved Students

Arising from information submitted and the interviews undertaken during the audit visit, the Assessor followed a pre-determined Scoring Template. This Scoring Template has weighted scoring, giving some evidence higher relevance.

The weighting of the major two elements of the Model were as follows:

Key Improvement Points	25%
SUEI Matrix	75%

The Assessor's scores and general comments have subsequently been scrutinised by the Students' Union Evaluation Initiative Advisory Panel who have made the final decision on the level of the Award.

Membership of the SUEI Advisory Panel

A Vice Chancellor (Current Vacancy)
Ed Marsh, NUS Vice President (Union Development)
Head of Charitable Services, NUS
Dr Gillian King, Deputy Director (Audit) Reviews Group - QAA
Su Sayer, Chief Executive Officer - United Response
Will Spinks, Chief Operating Officer - Loughborough University

5. Audit Findings

The audit findings are split into two main sections.

Comments are made concerning progress on the Key Improvement Points from the first SUEI audit. A Level of Achievement for each KIP is indicated.

Comments are also made on each of the three subsections within the five SUEI Themes.
Where appropriate, recommendations on possible continuous improvement work are also given.

6. Key Improvement Points from SUEI Audit Report June 2008

As part of the process of the SUEI 2 Model the Union was requested to pursue a number of Key Improvement Points from their original SUEI 1 Audit. The progress on these matters which were observed during this Audit is given below, together with a scoring category which forms part of the overall SUEI 2 Audit Score.

6.1 To continue improvements in voting figures and student satisfaction.

The Union is to be congratulated on an excellent Sabbatical Election strategy. Substantial innovation was shown and this resulted in an election turnout in 2011 which doubled the previous year. 8116 students voted which represents 24.7% of the current student population. It is noted that there is a target of 10,000 students voting by 2014.
The elections were branded 'The Leadership Race' and this and the associated advertising were particularly effective. It was good to note that a SUEI recommendation to all Unions to make information about the Union available to all the candidates was implemented – this included giving them details of latest market research which no other Union has done.
An 'elevator pitch' by individual candidates was made available on the website and this was very effective. Not only a good innovation in itself but the candidates themselves were innovative in how they used the time allocated.
The Union had a Clear Channel Board off campus which encouraged people to vote.
It is pleasing that the effort going into this work was well rewarded by such an increase in turnout.

The number of candidates and turnout in Sabbatical elections is a measure of legitimacy used by major stakeholders of the Union and it is therefore appropriate that the effort and resource which obviously went into this had multiple outcomes.

The Union has continued to survey its members on an annual basis and tracks student satisfaction. In asking the SUEI Killer Question the Union experienced dips since the last SUEI audit but in the last year is back at previous levels with 90% of people stating the Union has made a positive contribution to their University experience. This remains one of the highest results of Unions undertaking SUEI and one of which the Union should be justly proud.

AUDIT LEVEL **EXCELLENT PROGRESS**

6.2 To further raise the profile and importance of the democratic and participative processes in line with student expectation

The Union is in touch with its membership through the various forms of engagement and connections processes which are well established. It is therefore aware of student expectations and knows its members well. The reform of the governance systems continued during the current academic year with the introduction of Union Forums, of which there are three: - Better Union, Better University and Better Leeds.
In these Forums any student can submit ideas for discussion. The Union reports that these have been a great success with some change arising. Attendance at all Forums has been good and feedback from the Reps has been good with the following achieved:

- 88.2% rated the quality of the discussions high and simple to access
- 82.4% of Reps consulted students before the meeting

Randomly selected student panels attend the Forums to vote on ideas discussed. The method of selection is excellent utilising the University data to ensure that the student panel is demographically representative of the membership. Equal opportunity forms are used to verify this data at the Forums. Feedback from the Panel members indicated that 100% rated their Forum experience as either good or very good.

The Forums fit well into the democratic structure with the Trustee Board having an appropriate veto over any decisions that are either in their remit or do not align with Union strategy determined by the needs of members indicated in research and other consultation.
The Forums are well serviced and appropriately resourced. They also offer an opportunity for members to hold Sabbatical Officers to account by questioning them on their activities and decisions.

Recommendation

The Union should monitor both the qualitative and quantitative outcomes of the Forums. It should encourage student members and Forum members to consider and make suggestions on a wider and more complex range of issues in future years.
It is appreciated that this will not be an easy task and does not infer that the progress currently be made through the Forums is anything but impressive.

AUDIT LEVEL **EXCELLENT PROGRESS**

6.3 To create more demonstrable outcomes for members at Trustee Board meetings or in Teaching and Learning issues

The Union has addressed this Improvement Point by having all papers submitted to the Trustee Board indicating at the end how they contribute to 'wins for students'. This is an excellent and simple way of ensuring the Board retains its focus on increasing outcomes for students as well as its scrutiny role. A number of Trustee minutes and papers were reviewed and this was seen to be working well.
It was reported that the Board and its sub committees were working effectively and it reviewed its work through 'reflective sessions' at the end of meetings.

The Union submitted good evidence on how it had achieved outcomes for students in Learning and Teaching issues. Of particular note was its work on:-

a) Helping students and staff to work in partnership to co produce learning at Leeds
b) Student involvement in University Restructures
c) Taught Postgraduate Fees
d) Student Engagement
e) Plagiarism
f) Student Choice Awards

Once again this was very impressive and a great deal of effort had gone into this work and building the appropriate relationship for initiatives of these kinds to be successful.

AUDIT LEVEL EXCELLENT PROGRESS

6.4 To broader the definition of diversity to fully incorporate the wider range of under represented groups in order to improve service delivery.

The Union has addressed this in its Big Ideas document with Theme 9 being 'Building a community for all our members.'
The Big Ideas within the Theme are being there for part time, international, postgraduate students and students with dependants. The four groups were selected based upon research demonstrating that the Union experience of these groups falls furthest behind other groups.
The Union is using the response to the 'SUEI Killer Question' as a benchmark which is entirely appropriate and is to be commended in utilising this measure.
A Manager has been allocated to this Theme and he is spending 20% of his time in co-ordinating the work on this issue.

Recommendation

The Union should consider allocating additional resources to investigate how services/activities could be delivered differently to the four targeted and other under represented groups.

AUDIT LEVEL **EXCELLENT PROGRESS**

6.5 To have a rolling three year Financial Forecast in place which is in line with strategy and has agreed assumptions

The Union has a 4 year financial target which is in line with its strategy. The forecast is comprehensive and is based on realistic assumptions. It gives both P/L and Balance Sheet projections.
Revised projections are submitted and discussed through appropriate committees.

Recommendation

Although the net commercial projections are based on reasonable expectations the Union may consider if it is more appropriate to assign a slight downgrading of expectations from 2012 onwards.

AUDIT LEVEL **EXCELLENT PROGRESS**

7. SUEI Matrix

Theme A: What's so special about the Union?

A1: Participation

Section 6.1 of this Report highlights the excellent work the Union has undertaken on its election strategy with 2011 resulting in significant increases in both nominations and voter turnout for the Sabbatical elections. There was much innovation and creativity shown which represents best practice.

The current Sabbatical Officers have improved the connections they have made with members by adopting the 'five a day' policy at the commencement of the year. As well as this specific commitment contributing to the increase it is good to record that connections have become embedded through the governance changes particularly this year with the operation of Student Forums. This has increased both the accessibility and accountability of Sabbatical Officers.
The current team are particularly adept at sustaining connections made through informal networking. There is a real sense that that the Union has further enhanced its desire to 'act differently towards students' by listening and understanding their needs. The current Sabbatical Team estimate that they spend up to 25% of their time outside their portfolio remit, in connecting with students.
This is enhanced by the fact that Officers are more exposed to students in the course of their work.

Recommendations

a) The Union should consider allocating more challenging targets to the Sabbatical Team to increase their connections with members, with the emphasis on listening. The results of this should be used to supplement the Focus Group results in establishing key strands for market research.
b) The Union is very successful in allowing its work to be devolved giving responsibility to student groups. It should consider a new definition of participation identifying different categories within this to ensure that it can claim credit for this 'enabling' work.

A2: Representation

The full time Officers contribute effectively to the University representation process. They have a good attendance record and participate well in meetings. They also understand the need for informal networking in increasing their influence and there is good evidence that this has been undertaken successfully.

Pre meetings are held prior to major University Committees and some reports are subsequently written highlighting major discussion points.
The Course Representative system is excellent with good resource and focus.

There is good evidence of this work on representation achieving significant, specific outcomes. Many examples were given, but of particular note are those in relation to:

- Postgraduate Taught Fees
- University Partnership Agreement
- Additional Contact Hours
- Over 600 wins through the School Representative system

It is worth noting at this point the excellent 'Meeting Expectations Through Partnership' document which was prepared to indicate how the student experience could be enhanced at the University of Leeds. It showed how the Union could further assist the University in enhancing the student experience. This was a well argued, well presented document which once again represents best practice.

Recommendation

The Union should further clarify its longer term strategy regarding representation clearly identifying responsibilities and targets.

A3: Governance

The Union progresses with its well constructed Governance changes and it is reported by all interviewed that these are increasing outcomes for students and providing challenging scrutiny for elected officers and permanent staff.

The Trustee Board has now been in existence for a number of years. They make well informed decisions and have good understanding of the strategic and cultural objectives of the Union.
Officers reported that they had an effective induction into their role as Trustees and feel comfortable making contributions at meetings. They are also aware of their dual roles as trustees and representatives, together with the dilemmas arising from this.
A particularly useful initiative as indicated in Section 6.3 of this Report has been the 'wins for students' identified at the end of the reports being considered by the Trustee Board.
A statement was received to confirm that the Union complies with all current legislation, legal and licensing requirements.

Recommendation

The Union should consider the skills required of non student Trustees when a vacancy becomes due. This should include consideration of appointing Trustees who may be the source of additional income or other resources for the Union.

Theme B: What is the Union trying to achieve

B1: Vision

The Union has considered the impact that it wants to have and actually has on its members. A current strategy is in place which was derived from a vision determined as part of a market research exercise in which over 4000 members participated.
Arising from this base the 'Big Ideas' document was formed which is in a particularly accessible format for Union members. There is an excellent Action Plan derived from this document and there is good progress towards identified targets.
There has been a definite strategy to satisfy the needs of all parts of the membership and this is covered in Theme 9 of the Big Ideas document 'Building a Community for all our Members'. Within this four distinct groups have been identified based on member segments scoring below average when asked if the Union was positively contributing to their time at University. These student groups are:-

- Mature and Part Time
- International
- Postgraduates
- Students with dependants

Recommendations:

a) The Union should divert further resources to investigate alternative delivery of services/activities to hard to reach groups
b) The Union should consider if it does enough to scan the future horizon looking for innovation. There was evidence that this is undertaken but in striving to retain its position amongst other Unions there may be a need to increase this activity.
c) The Chief Executive should consider if his work on future scanning is sufficiently challenging. Consideration should be given to identifying other organisations/people which will take him outside his 'comfort zone' and outside organisations that are familiar and more complex than the Union

B2: Objectives and Yearly Plans

The Union achieved maximum marks in this category. All major departments have effective plans which can be easily understood and monitored. These all derive from the Unions strategy.

Permanent staff have effective SMART annual objectives which are derived from departmental plans. They are particularly well presented following the Leeds 'one page' principle.
The system is sufficiently flexible to incorporate change as required through priorities which will inevitably occur during the year.
Student staff have one to one reviews and receive appropriate information about their department and the Union generally.
There is a good review system and scrutiny for Departmental Plans.

B3: Member Focus

The Union achieved maximum marks in this category. An annual on line survey is conducted each year which supplements a major research exercise every 3-4 years. The last survey was completed by over 2500 students equating to 7.8% of members. There is excellent interpretation of results which is so essential and good follow through to make the necessary changes.
Equality of opportunity is also monitored effectively through research.
As stated previously targets for improvements in engagement with members are set by Sabbatical Officers.
This is a Union which sets out to understand its members as a whole and identifies member segments to aid further understanding. The Union is passionate about its desire to focus on the needs of its members, which it does extremely effectively.

Theme C: Is there good People Management

C1: HR Systems

Staff were consulted on the values adopted by the Union and these are discussed at induction training. There is good evidence that staff display the Union's values in their work.
A Staff Opinion Survey was undertaken in 2011 which has a good structure and produced excellent results. The interpretation of the results is good and recommendations for subsequent action are very comprehensive.
Amongst the outstanding results were:-

- 96% enjoy their job
- 88% love working for the Union
- 92% proud to work for the Union

Managers in the different departments are sent their departmental results and are asked for their proposed corrective action. This is monitored through the H.R. department.
The only disappointment regarding the Staff Opinion Survey was that the number of responses declined from the previous year. It is down to 66% of all employees with monthly paid staff being down to 68% from a previous year response of 82%.

Staff interviewed felt that the Chief Executive provided effective leadership to the organisation.

Recommendations

a) The Union should ensure that staff are aware of the improvements planned resulting from the analysis of the Staff Opinion Survey.
b) Return rates for the Staff Opinion Survey should be significantly improved. The Union should consider how this may be done.

C2: Targets and Indicators

The Union achieved maximum marks in this category. It has an established record of recruiting and retaining key staff. Strategic Plans can be achieved with existing management capacity, particularly with the recent recruitment of a Director of Development, which is a new post.
The recruitment process was reviewed for this post and was seen to be appropriate and effective.
The Union also sets and achieves challenging but realistic financial targets.

C3: Roles and Responsibilities

The Union achieved maximum marks in this category.
There is an excellent relationship between the Sabbatical Officers and the Chief Executive . Responsibilities for elected officers and staff are well defined and understood. Sabbatical Officers and senior staff have mutual respect for each other and this promotes efficient and effective working relationships.

There is a good relationship with the University which is managed, effective and appropriate. A critical part of this is the work of the School Reps who within their Schools complement the work being undertaken on a corporate level by the Sabbatical Officers. It is envisaged that School Reps will become even more influential and significant in the Unions representation work.
The major intervention and influence will take place at the School level promoting change and that this is the area where members will find such changes effective. This is an excellent strategy which should be shared with other Unions.

The Chief Executive has a well established and effective Review system which incorporates the setting of objectives which are reviewed during the year.

Recommendations

a) The Union should articulate its Representation strategy to other Unions
b) The Chief Executives Personal Development goals are currently not all strictly personal or developmental. They should be more developmental and challenging.

Theme D: Are there Quality Outcomes?

D1: Impact

In its 2011 survey, comprising 2516 respondents (7.7% of members), 90% stated that the Union was contributing positively to their time at the University. This is in line with the result in the previous SUEI audit. The Union should be very proud of this result, particularly with such a large student population. There is also evidence that members feel the Union is improving with 26% of final year students feeling the Union had improved a lot and 58% stating that the Union had improved a little, according to a 2011 survey of final year students.
The Union is to be congratulated for its interpretation of the data collected in market research, particularly in identifying trends in different member segments.

D2: Reputation

The Union achieved maximum marks in this category with this being measured amongst three major stakeholders other than members.
Staff interviewed felt that the Union was effective in providing services and activities for its members. The University representative interviewed indicated that the Union is highly regarded by the University, which is also evident from other evidence presented as part of the audit procedure. The Union has also derived benefit from its impressive community strategy with community representatives indicating that relationships with the Union are very good.

D3: Services

The Union is an extremely flexible organisation, understanding the requirement for constant renewal and reinvention to satisfy the needs of members. Evidence of how this is currently being done was submitted. As stated previously the excellent process and timetabling of market research and the translation of this into action leads this understanding.
The Union provides a wide range of services and activities which are well used and regarded by its members.

It is a little surprising that the Union has not been more innovative in ensuring its benchmarking and efficiency measures represent new thinking. The Union should consider if its current involvement in Finance Counts, the relationship with Foundation Housing and the monitoring of prices in commercial service and its own Best Value Reviews are sufficiently appropriate and challenging.

The Union should also consider if it is doing enough to consider if it is offering it services and activities in an innovative, non traditional way even though the

use of new technology is good. Once again, for a Union leading the way is in so many areas of its work it is a little disappointing that resource has not been assigned to this over the SUEI 2 period. It is, however noted that this is part of the Chief Executive's current year's objectives and a paper has recently been produced on this issue.

Recommendations

a) The Union should ensure that it measures its efficiency more effectively through appropriate benchmarking and more sophisticated best value reviews.
b) The Union should consider allocating additional resources to investigating offering alternative delivery of its services and activities to achieve additional outcomes for its members.

Theme E: What underpins this quality?

E1: Communication

The Union scores poorly in this category as two of the Key Lines of Enquiry are audit tested by the student group interviews only.
Only two of the twenty four students present knew who the Sabbatical Officers were and the impact of their work and only seven felt the Union communicated effectively with them.
There can be many reasons for this result and the Union must decide the validity of these results when compared with its own market research. In a subsequent discussion with the Chief Executive he stated that the Unions policy of devolving responsibility to students for key activities such as representation mans that the Sabbatical Officers have a lower profile.
The vagaries of selecting the group of students interviewed could also be a factor, but this was done by the Union.
It was unfortunate that half of the group were postgraduates whereas they represent only 25% of the student population. 37% of the group were also international students.
Having stated that the experience of other Unions audited in this round of SUEI audits has been that postgraduates and international students have been over represented on these panels but the results have been excellent with Unions gaining extremely high scores on both communication and recognition of Sabbaticals and knowledge of their work.

There is evidence that the Union has a sophisticated and strategic plan for electronic communication which is delivering results for the organisation. The e-communications are providing the Union with a tool for measurement of other objectives, including that of seeking to increase levels of student participation and engagement.
The Union launched a new website in September 2009 utilising MSL content management. It was rebranded in 2010 and subsequently total visits are up by 27% with page views up by 47%. Over 84% of students have visited the website and 96% found it useful.

Recommendations

a) The Union should ensure that student groups selected for future SUEI audits are more representative of the student body
b) The Union should not immediately dismiss this poor score as a vagary of the make up of the students interviewed. It should carefully consider if there are any issues it should address through these results.
c) The Union should consider the impact the profile of the Sabbatical Officers has on its stakeholders' opinion and perception of the Union. Whilst the strategy of devolved responsibility is appropriate and to be applauded and should be extended, consideration should be given to the need for the Union to be promoting its work effectively as both a positive and a defensive strategy.

E2: Finance

The Union has good financial systems, forecasting and monitoring procedures which are appropriate for an organisation of its size.
An excellent financial forecast is in place which is based on realistic assumptions.
There is also a comprehensive risk register which is appropriately reviewed.
The Union is currently doing well financially, particularly in Commercial Services when compared to other Unions. It is pleasing to see that the long term problem of the bookshop has finally been resolved.

Recommendations

a) The validity of the Summer Ball in its current format should be considered.
b) The Union should continue to closely monitor the performance of its commercial services and be ready to make appropriate changes very quickly should the market change.

E3: Partnership

The Union has done well in building strong and effective alliances with the local community. Student representatives are contributing to the agenda for community networks based on student need. The Safe Leeds strategy and work on Student Neighbourhood Watch are particularly noteworthy.

The Union has not prioritised working with partners to increase outcomes or reducing expenditure. As stated previously it should also consider this in trying to provide services and activities differently.

The Union should guard against insular thinking in providing its services and activities. Considering partnership working may also create new challenges for the Union.

Recommendation

The Union should consider working with partners to offer more services and activities for its members or to reduce costs.

8. Thanks

Thanks are given to all students and staff involved in the SUEI 2 process. During the audit the students and staff interviewed greatly enhanced the process with their friendliness and honesty.