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# A YEAR YUSU

# **EXECUTIVE SUMMARY**





BEN VULLIAMY
YUSU CEO
Ben Will;

HOW WE GREW IN THIS EXTRAORDINARY YEAR

We are proud of the pathway we established last year

2019/20 was, as everyone will be aware, a very eventful year. America selected its candidates for the 2020 US elections while we had another UK general election. Brexit negotiations continued to dominate parliamentary debate across the UK and onto the continent. More locally, the new University Vice Chancellor, Charlie Jeffery, had arrived in the midst of another round of industrial disputes across the UK. Then, late January, Union

officers and senior staff were called to ioin a Major Incident Response Team based on campus but firmly plugged into local and national public health teams as York became the first UK City to navigate the first confirmed Covid-19 case. Then President. Samara Jones, and the University VC briefed the Press on February 1st with Samara stating that 'many of our students will likely be worried by the news but will want to support one another'.

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While lockdown was still several months away the Union could see the huge impact on the student community and the wider City that the global pandemic posed. Work started promptly to try to work out how we would act swiftly and decisively, supporting the vulnerable, adjusting student life, enhancing communication internally and externally. Trustees, officers and staff worked with the University to establish and implement covid hardship funds as our students went into lockdown in Easter and to take a proactive approach to communications

within the organisation and with our student membership.

The end of the year certainly did not see the conclusion to the pandemic but warmer summer months and the impact of the first lockdown saw us able to review the year and start to think about what the impact on students might mean for 2020/21. The 2019/20 year had not gone as planned for anyone but had seen considerable success reducing the impact of the pandemic on both the Union itself and on our members. We are proud of the pathway we established last year;

Thanks to all the trustees,
elected officers, staff
and students for all your
support to help enhance
our impact on students
over the course of a really
challenging year.

to be civic minded, to find ways to bring our community together both virtually and face to face in the face of adversity. We are proud of the support we gave to the most vulnerable. We know many of our members suffered last year and continue to suffer as part of the ongoing pandemic. We think 2019/20 showed that students need an effective. principled students' union thatwho can protect the vulnerable. enhance student life as far as possible and try to provide a collective sense of confidence about student places in the University and wider society.

Thanks to all the trustees, elected officers, staff and students for all your support to help enhance our impact on students over the course of a really challenging year.



PATRICK O'DONNELL
YUSU PRESIDENT 2020/21





**SEPTEMBER - DECEMBER 2019** 

At the beginning of the year, YUSU was gearing up for over 5000 new arrivals for Freshers' Week. Like previous years, we delivered four flagship events across campus and the city

- Freshers' Festival, Comedy Night, Freshers' Fair and events saw huge numbers of attendees, with Viking Raid hosting 1,973 guests!

Viking Raid. These four staple

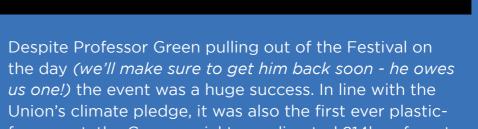
FRESHERS' Freshers' Fair FESTIVAL 2019





NIGHT





free event; the Commercial team diverted 214kg of waste from landfill and 100% of the waste produced on the night went to a malting plant to be composted and later used to fertilise local farmers' fields!





STARTING WITH A BANG!















## ACTIVITIES ACCESS GRANTS

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#### **YUSU DEVELOPS**

This first term saw our training and employability strand, YUSU Develops, really take off. A notable achievement was the success of our British Sign Language course which saw over 80 attendees in the first round, and continues to be our most indemand offering.

"A wonderful course that everyone should do!"

"It was positive, informative and always gave me a lift coming out of it, I always felt like I'd learned something useful."



For so many students, a big part of coming to university is trying new things and making new friends, but for some it can also be a bit of a financial stretch. We wanted to alleviate some of that pressure, so we introduced the Activities Access Grant!

Across the year a total of £835 was allocated to 50 first-year students who fulfilled at least one of the following criteria:

### 01.

HAD A HOUSEHOLD INCOME OF UNDER £35,000

02.

ELIGIBLE FOR DISABLED STUDENTS ALLOWANCE

The funds covered or contributed to the cost of joining any YUSU society. sports club, college sport programme, or media group with a membership fee. Individuals could be allocated up to £20 each. The success of this scheme means it has now continued into the new academic year, meaning we're now able to support more and more students to get involved in our activities.

03.

COMPLETED A UNIVERSITY OF YORK WIDENING PARTICIPATION PROGRAMME PRIOR TO ATTENDING UNIVERSITY

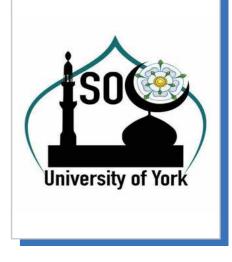
#### **SPOTLIGHT ON:**

# ISLAMIC SOCIETY'S CHARITY WEEK

ISOC is one of the many university societies that takes part in Charity Week, an annual event that raises money for Islamic Relief, a project that is 100% run by volunteers, and raises money for orphans and children in need for one week a year.



# IN NOVEMBER 2019, ISLAMIC SOCIETY (ISOC) RAISED AN AMAZING £6174.56 DURING THEIR CHARITY WEEK.











Mosque Bake Sales on Friday, a Football Event, Quiz Night, International Food Night and Auction, and a Church Bake Sale are just some of the events ISOC ran as part of their fundraising.

The society is particularly proud of taking part in the Whernside Peak Trek, where most members trekked to the top of the highest Yorkshire Peak with other universities' Islamic societies in the North to raise money for Charity Week.

The incredible sum of money that ISOC raised was increased when all the other participants around the UK (and the world) added in their amounts. The project was a huge success and contributed to a wider, more meaningful cause.





# ONE HUNDRED TREES

In 2019, we worked closely with the Woodland Trust and NUS on our sustainable activities and were fortunate enough to receive 100 trees to plant on Campus East, to give the wildlife a newfound place to thrive!



# FIGHTING FOR THE ENVIRONMENT

Our Commercial Team enlisted the help of over 40 local school children to help us plant those trees. They came along on a cold winter day and not only helped plant the trees but also learned about nature, the local wildlife, and how the trees they were planting will benefit the land - and got a bit muddy along the way!

#### **CHECK OUT THE ARTICLE IN THE YORK PRESS!**











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### YUSU RECYCLE CENTRE

We recognised that students don't have a lot of local, sustainable options for getting rid of their more unusual waste items such as crisp packets, old wires, clothing, and toothbrushes. Thanks to funds from the Latte Levy implemented on campus in 2019, we were able to purchase and install a recycling centre outside the YUSU Building. Each

'bin' benefits a different charity, and the initiative has become extremely popular with students and staff alike.

In only the first five weeks of term 1, we recycled over 1kg of sweet and crisp wrappers, 100 plastic bottles, 16.5kg of aluminium cans and 50 items of clothing and textiles.



#### **MEET PACHO**

# THE MAN WHO GROWS YUSU'S COFFEE

We have an incredible relationship with our coffee suppliers. Roastology is a Yorkshire-based company that specialises in sourcing the very finest ingredients available through sustainable and ethical, long-term partnerships with their producers.

In November 2019 we welcomed coffee grower and President of a group of Columbian coffee farmers 'Asoapia Pereira' to rainy York. Meet Francisco "Pacho" José Herra Gallego! Our Coffee Society came along to find out more about this brilliant man, the work he does to ensure the Columbian coffee farming market remains sustainable, and to hear about the blends Roastology makes for The Kitchen @ Alcuin.

PLEASE NOTE: Pacho's responses were given in Spanish and then translated.

#### **WORDS FROM PACHO:**

"We've seen a decrease in the number of families growing in the area and it can be difficult to compete with industrialised coffee farming, which happens mainly in Brazil. Still we are very proud of the fact that every coffee bean that ends up in our blends is handpicked by one of our members."

"Part of the work we do is to educate our farmers to work with the landscape and the many animals that inhabit it."

"Loss of crops can be really damaging for farmers as they can be left without an income for that time. The association helps to reduce these risks with communal funds."



## CIGARETTE BALLOT BINS

Discarded cigarette ends are a huge issue on campus - especially within our bars and venues. Thanks again to the Latte Levy fund, we were able to purchase and install five interactive cigarette bins which encourage users to 'vote' on a series of answers to a question installed on the bin.



### COMMERCIAL CHALLENGE:

#### **COURTYARD FLOODING**

Term 1 wasn't all great for us. Unfortunately due to excessive rainfall and an issue with the University's plumbing system in Derwent, our flagship venue The Courtyard had to unexpectedly close for a few weeks. Although a scary and unnerving time, our team worked tirelessly to organise an extensive programme of refurbishment, including full replacement of walls and flooring, new catering equipment, and redecoration. The Courtyard was back with a bang for its 11th birthday in January 2020.

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# 2019/2

# DEMOCRACY AND REPRESENTATION

## FIGHTING FOR FAIRER PRICES AND HIGHER QUALITY ACCOMMODATION

It's no secret that student accommodation prices have sky-rocketed in recent years and, anecdotally, students were telling us about the low-quality rooms and houses that they have experienced both on and off campus.

Each year, the Sabbatical Officers lobby for fair accommodation terms and this year, thanks to tireless lobbying from Community and Wellbeing Officer, Steph Hayle and our Representation team, we saw some significant changes implemented by the University to tackle some of these issues with oncampus accommodations:

THE UNIVERSITY
MADE AT
LEAST 350
CAMPUS ROOMS
AVAILABLE AT
NO MORE THAN

E99/ WEEK THE UNIVERSITY CUT THE COST OF CATERED ROOMS AT FAIRFAX HOUSE TO

£139/ WEEK OFFICERS SECURED
A COMMITMENT
TO A FAIRER
ALLOCATION SYSTEM
FOR ON-CAMPUS
ACCOMMODATION,
BY MAKING SURE THE
UNIVERSITY CLEARLY
COMMUNICATES
THE QUALITY AND
PRICING OF THEIR
ROOMS.



FEGISTER, VOTE AND GIVE A SH\*T'...

# A SNAP GENERAL ELECTION

In December 2019, a snap General Election was called in the UK. Together with the GSA we worked on a provocative and eye-catching campaign to encourage students to register to vote, despite the barriers they may have faced in doing so: cold weather, confusion over where to register, or maybe just political fatigue. We wanted our students to overcome those barriers and get out to vote.

We worked with the University to situate preaddressed envelopes containing the registering to vote forms across campus.

Our Sabbatical Officers worked with the Library to hold regular pop-up 'register to vote' stalls.

We communicated with students some key information on registering and voting: what a polling card is and how to understand it, who you'll expect to see at the polling station, key deadlines of the election, and some do's and don'ts.

Once this period of registering was over, our focus turned to bringing our local parliamentary candidates onto campus for a hustings event for the York Outer seat. We had almost 200 people, both students and the general public, sign up to this event, which was chaired by our own Debating Society. We also teamed up with York St John to hold the York Central Hustings event on their campus which had 79 people attend.

During our 'registering' phase of the campaign we saw over 400 click-throughs to the gov.uk link for students to register.

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## SHOWCASING STUDENTS



# END THE YEAR WITH SOME FESTIVE CHEER

This academic year saw our first ever Christmas Market! What is usually a quiet time for events, the Christmas Market gave students a chance to showcase their societies and sell some handmade goods on a larger platform and spread some festive cheer!

#### **TAKING TO THE STAGE**

To so many students' dismay, nightclubs and venues in York were closing at an accelerated pace, which was compounded by YUSU not having a purposebuilt space for events. Our 2019/20 Activities Officer, Ollie Martin, worked really hard to bring students, city stakeholders, and partners (such as York Parties and representatives from independent city venues) together to tackle and discuss the issues facing York's nightlife by hosting a series of 'Events Forums' for students.

This issue provided us with a great challenge to provide spaces for student entertainment, but also a great opportunity to get creative. Thanks to our Events team and Ollie, The Lounge became a new space for students to host their own events, which we hope to see continue and thrive in future years!





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## LOOKING AFTER YOU

A NEW YEAR, A NEW TERM: ELECTIONS

JANUARY -JUNE 2020

We wanted to encourage students to make their voices heard, whether that meant standing as a candidate or simply voting.

How about some stats?

**4,896 VOTERS** 

**40,569**BALLOTS CAST

45%

£3,672

AVERAGE INCREASE IN VOTES FOR PART-TIME OFFICER POSITIONS

RAISED FOR CHARITABLE CAUSES, INCLUDING THE UNIVERSITY'S GENEROUS DONATION OF 75P FOR EVERY UNIQUE VOTER We always care about candidate wellbeing, but for this year's Elections we put a strong emphasis on it, after feedback from previous years.

So here's what we did differently:

1.

2.

**3**.

SHORTER CAMPAIGNING PERIOD, MEANING LESS TIME AWAY FROM STUDIES.

FEWER VOTING DAYS
AND SET HOURS
IN WHICH TO VOTE
AND CAMPAIGN,
COMBATTING PRESSURE
AND FATIGUE FOR
CANDIDATES JUGGLING
THEIR STUDIES AND
OTHER COMMITMENTS

PROVIDE INFORMATION
ABOUT THE
IMPORTANCE
OF STUDENT
REPRESENTATION

#### A POSITIVE APPROACH TO DIVERSITY & INCLUSION

More diverse student representation benefits everyone. This year we ran targeted workshops, specifically for BAME, working class, and disabled students, with the aim to:

1.

2.

**3**.

PROVIDE INFORMATION
ABOUT THE
IMPORTANCE
OF STUDENT
REPRESENTATION.

EXPLORE ACCESS AND PARTICIPATION AT YORK.

GAIN INSIGHT INTO THE BARRIERS TO PARTICIPATION AT YUSU.

## **FOUR OUT OF SIX**

ATTENDEES WERE ELECTED TO OFFICER POSITIONS!

## SPRING SUSTAINABILITY FAIR

BILITY

We do as much as we can to help out the environment and we want to encourage others to do their bit too. In March 2020, we held our first ever Spring Sustainability Fair! Societies, YUSU Commercial Services staff, and University staff all came to set up shop and tell people about the environmental work they are doing.

//////

Not only that, we asked people to bring their old cables to recycle - we ended up with a full box!



# A REFRESHING ROMAN RAID

Viking Raid is a hugely popular event which we hold during Welcome Week, which sees hundreds of students following their chosen bar crawl routes through York city centre. We saw the opportunity to replicate this for Refreshers' Week, but with a Roman twist, (inspired this time by an earlier period of York's diverse history). A whopping 1000 students attended!

## LATE NIGHTS AT ALCUIN

Not everyone likes to drink and we want everyone on campus to feel included and catered for. That's why we launched The Kitchen at Alcuin as our new late-night, alcohol-free venue on campus! Check out Nouse's review here.



**MAY THE BEST TEAM WIN** 

## **COLLEGE VARSITY**

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College Varsity is an annual sporting contest pitting the best sporting teams from the colleges of the University of York and Durham University against each other.



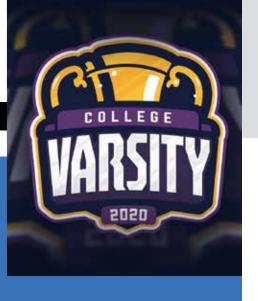
16 TEAMS

32 FIXTURES

16 VOLUNTEERS

70
HOURS
VOLUNTEER TIME

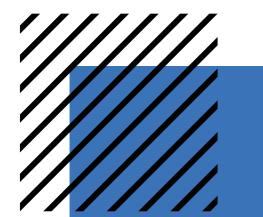
A WIN
FOR TEAM YORK!



#### A HELPING HAND...

Following the success of the Roses 2019 Volunteer Scheme, and the rise in interest in events-based volunteering, we set up a Varsity Ambassador Programme which involved students signing up to help out as stewards and ambassadors on campus for the fixtures taking place. Thank you to everyone who took part!

To everyone's joy here at York, our York sport teams collectively won 20 fixtures and beat the competition 76-52! Well done everyone!







#### **ACCOMMODATION**

## A 'SAFETY NET' FOR STUDENTS

Covid posed challenges to students on all fronts, not least their learning and teaching.

Following lobbying from the Academic Officer, Giang Nguyen, for a 'safety net' approach to academic attainment, the University developed a policy model which guaranteed that students would not achieve less in their end of year or final degree grade than they had achieved up to the point of the Covid-19 pandemic.

Working together with YUSU for a positive outcome, many provisions were made in the University's exceptional circumstances policy for the impact of Covid-19, including for students experiencing difficulties with learning and online assessments because of a lack of access to suitable equipment or reliable wifi.

The costs of student accommodation was one of their key anxieties when the national lockdown was called in March. As the Easter break approached, thousands of students living on campus not only faced the logististical challenge of vacating their accommodation and moving home during a pandemic, but were also extremely concerned that they would have to continue paying rents on homes they weren't sure they would be returning to.

In response, we lobbied the University and became one of the first Students' Unions in the country to secure a commitment from the University to reimburse all of students' rent from their term 3 accommodation -

equating to roughly £8.5 million pounds in total.

However, students living in University accommodation were not the only ones to be affected by accommodation costs during the pandemic. Private student housing and private landlords were also lobbied for rent reimbursements and early release from contracts, and students were provided with guidance on how to approach landlords and letting agents when renting privately during the pandemic.

The Community and Wellbeing Officer coordinated with University management at York and York St. John University to send out correspondence to private landlords, asking for their leniency towards student tenants in this difficult time and to support them by:

- Offering students penalty-free early releases from tenancy agreements.
- Where possible, to subsidise, reduce or waiver rents for students that have been impacted financially by Covid-19, or are unable to use properties or fully vacate because of the lockdown.
- End all evictions for tenants for the duration of the pandemic.
- Suspend all rental increases for a 12 month period.
- Demonstrate leniency for students forced to overstay on tenancy agreements because of travel restrictions and their adherence to the Government's advice.

We know that some of our members were able to use these resources to negotiate some goodwill from their landlords.



# KEEP ON KEEPING ON

While the global pandemic was challenging on every level, YUSU found new ways of carrying out business as usual. Many of our events and activities went online, including our annual Awards Season.

We collaborated with University Radio York to produce our five digital award ceremonies, which all premiered via our YouTube account. All in all our Awards Season had over 2.300 views!

In addition to these digital changes, we also added three new award categories to the Love York Awards:

- The Green Award
   Recognised the efforts of students to make
   greener choices easier by making changes, big
   or small, to sustainable efforts.
- The YUSU Student Staff Award
   For those who had gone above and beyond in their role at the Union.
- The Liberation in Leadership Award
  Rewarded those who have made a positive
  contribution to equality, inclusivity and
  diversity. (Nominees for this award had to
  identify as one or more of the following:
  BAME, LGBTQ, Disabled, Woman, Non-Binary,
  Working Class).



#### VICTORIA CORNFORD

WINNER OF THE LIBERATION IN LEADERSHIP AWARD 2020

Her nomination:

Victoria Cornford has been an absolute stellar disabled woman, activist, leader, and stalwart rock for disabled students in particular. From organising amazing, inclusive, and creative disabled student events on York's campus (which has some of the best engagement I've seen across universities across the UK all year) such as the Accessival that was in October. Further, Victoria has relentlessly campaigned on behalf of disabled students - from highlighting barriers to digital accessibility, challenging the university on its Covid response decisions, to everyday signage issues and VI banding.

MAY THE BEST TEAM WIN...

### VIRTUAL ROSES

As with everything else, Roses had to change this year. But we didn't let that stop us! We teamed up with our counterparts over at Lancaster to bring students together online. In May 2020, an array of online challenges and fixtures were hosted on Facebook, some of which welcomed non-sports teams to participate in, alongside fundraising at both institutions.

This year, York Sport President Maddi Cannell and the York Sport Union Committee decided to let clubs choose which charities they wanted to fundraise for.



- NHS Charities Together
- Age UK
- Cancer Research UK
- Chance to Shine
- Independent Domestic Abuse Services (IDAS)

AND AS WE HAD HOPED, YORK **TOOK HOME THE VIRTUAL TROPHY, WINNING 2337 - 1971** 





# MENTAL HEALTH CHAMPIONS

Last year, we launched a three-year partnership with mental health charity Student Minds as part of its Students' Union Support Programme. The Programme is a unique pilot designed to explore effective strategies for students' unions on student mental health. As part of this, we recruited and trained students to become Mental Health Champions to promote better understanding of mental health and to enable students to provide each

other with information, resources, and support. We successfully recruited 20 Mental Health Champions in the 2019-2020 academic year, who were all trained and supported by YUSU and Student Minds in mental health literacy and peerpeer support. Unfortunately, Covid-19 meant that the face-to-face sessions could not go ahead, so they were repurposed over the summer term for online delivery in the 2020-2021 academic vear.



"Higher education is in a state of a mental health crisis, as a student I recognised that it is my duty to help. This is why I decided to apply to be a Mental Health Champion. The scheme being run in partnership with Student Minds reassures me that the training I received and will deliver is of the highest quality and follows best practice. There is no correct way to go about tackling mental health issues, the training recognises this and instead is great in providing potential ways to support and signpost. The world is currently full of uncertainty, students are isolated and only know the people they can open up-to are those they train, socialise and work with. In my opinion providing the 'Look After Your Members' training online is a huge step forward in making sure that every student has someone to turn to."

#### **AGM 2020:**

## REFLECTING AND LOOKING AHEAD

At an extremely difficult time, we were able to deliver an online AGM that was accessible to students across the world. We partnered our Sabbs with key stakeholders from the University and the City, who delivered pre-recorded conversations reflecting on the past year and also looking ahead to future challenges and opportunities. This approach was particularly effective and apt in the context of Covid, with the need to focus on the future challenges in a much-changed world.

Engagement was much higher than previous AGMs and students interacted constructively by asking questions using the Zoom chat function.



#### **MAY 2020:**

#### **COVID FORUM**

In May 2020, we launched the Covid-19 Forum, as a kind of Covid-oriented pilot for the **YUSUggestions** *platform*. The Forum enabled students to ask questions, share their experiences and views, and suggest ideas for change during the first phase of the global pandemic. We felt it was important to give students an accessible, and digital, platform to interact quickly with the Sabbatical Officers during the early stages of the Covid-19 pandemic and

initial lockdown, but we also wanted to be able to answer student questions quickly and respond to ideas for short-term change in a dynamic way.

The main focus was on understanding what students wanted YUSU to prioritise and how we should be influencing the University in this challenging time. We received really positive engagement, particularly in the weeks just after the launch, with 20

suggestions submitted. The Sabbs were able to respond quickly to questions raised by students and the Forum crystallised what students wanted YUSU to prioritise during the Covid-19 outbreak, namely a safety net approach to assessment and ensuring students were not left out of pocket in terms of their accommodation. We took this on board and lobbied hard for our students. making significant progress in both areas.

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P.36



**ADVICE AND** 

**SUPPORT** 

### **FURLOUGH**

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In the 2019/20 academic year, YUSU's Advice and Support Centre (ASC) dealt with 598 new cases, supporting students with a range of issues related to academic progress, navigating University policies and processes, and personal and wellbeing issues.

"I just wanted to say how much I appreciated your help and support with my case. I can't tell you how helpful and reassuring you were."

As so much changed with the pandemic ASC, one of our most essential and indispensable services, had to adapt to appointments via email, telephone and online. They also played a huge role in developing Covid-19 guidance and briefing documents on new and updated University

**Keeping staff and students** safe, maintaining financial stability within YUSU, and providing financial stability for our staff were all issues we had to face when Covid-19 hit. Here's what we did to help our student staff:

01.

During the first lockdown, all eligible student staff were furloughed and YUSU topped up their salary to 100%

02.

Student staff contracts were extended right up to the end of July, protecting student staff income at an unpredictable time.

...........

#### **GIVING A HELPING HAND**

Some of our furloughed staff members decided to volunteer their time towards helping York's Covid heroes. Dedicating over 140 hours of their time, they teamed up with the University to pack hundreds of lunches for NHS staff - a truly worthy cause. There were also some of our staff who worked with York CVS to help deliver essential medicines and shopping to elderly and vulnerable local residents.

03.

When the time came for us to recruit for the new academic year, we made sure that we reached out first to those members of staff who had been furloughed before opening recruitment out to the felt this was particularly important this year.



### **OUR FINANCES**



We couldn't do what we do here at YUSU without keeping an eve on our finances, and never has that been more important than in a year when we faced the financial consequences of the pandemic. With such a large part of YUSU's income coming from our commercial venues, we needed to pull out all the stops to make sure we could limit our losses and continue to invest in student support and online activity. It does mean we ended the year with a deficit, but a far smaller one than we could have faced without all of our teams pulling together to find ways to adapt and reduce costs.

#### THE BREAKDOWN

#### IN THE 2019/20 ACADEMIC YEAR WE HAD AN INCOME OF £3,112,851 WITH AN EXPENDITURE OF £3,248,278. HERE'S WHERE THAT MONEY CAME FROM:

51% - Block Grant from the University 1% - Other grants and funding 10% - YUSU events and marketing 38% - Commercial Services

#### AND HERE'S WHAT WE SPENT IT ON:

**46%** - Commercial Services (incl. Retail) 14% - Student Opportunities 6% - Wellbeing and Community 10% - Representation and Democracy 12% - YUSU Events and Marketing 12% - Central Resources



## **LOOKING FORWARD**

FROM BEN AND PATRICK

2020/21 will see the effects of the pandemic continue to hit students and wider society hard. We know we will be having to lobby and campaign on issues like rent, academic support. student mental health and more. But we also believe that we can work with York students to try to harness the power of their creativity and their ambition to create new venues and new student opportunities. We think our students will want the student life they are paying for but they will also want to help wider society to respond to the global health crisis and start our recovery. We know that York students are at their best when they work together. We know students are most positive when they are given access to the key debates and supported to share their frustrations and work with others to solve problems.

THE UNIVERSITY OF YORK STUDENTS' UNION

