

How the national organisations will deliver

Surfing the Wave

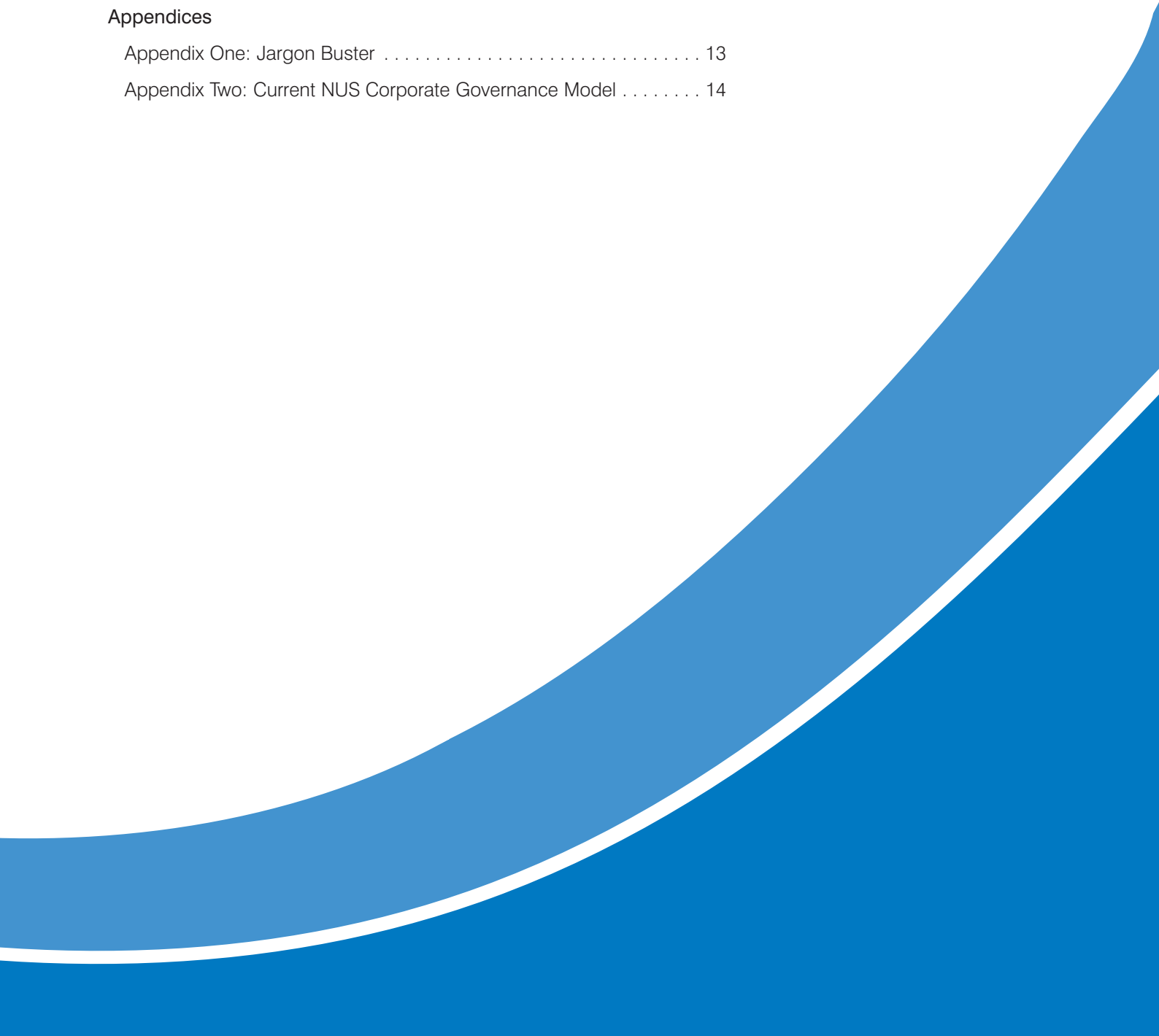


national union of students



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Foreword

This document outlines proposals for designing a national infrastructure that would support students' unions to achieve the ambitious agenda outlined in *Surfing the Wave*, and should be read in conjunction with that document.

Summary of *Surfing the Wave*:

- In spite of the challenges we face over the coming years, we are ambitious and optimistic about the role the student movement can play in transforming students' lives
- If we are to have a positive impact on students' lives we need to understand the needs of all students better – we need to be the experts on students' lives
- Our primary aim should be improving the educational and learning experience of all students
- We need to demonstrate the positive impact we make on students' lives – to students, to institutions, to the Government and to wider society
- Achieving this goal will require outstanding leadership at all levels, underpinned by excellent students' union officers and staff
- We need national organisations that empower students' unions to achieve the above.

This document focuses on the last bullet point, and follows extensive consultation with students' unions.

Wes Streeting, NUS President

Matt Hyde, NUS Chief Executive

Executive Summary

National Collaboration

The NUS and NUS Services boards agreed to merge all back office operations within the two organisations by summer 2010 to eliminate duplication and deploy resources more effectively. Value-for-money studies have taken place on all back office functions. The AMSU trustees are proposing AMSU be integrated into NUS which would have responsibility for students' union staff development.

Legal Vehicles

A new model of corporate governance is proposed that would be clearer, simpler and more transparent, ensuing greater overall coherence and goal alignment (taking in to account the collaborative work with NUS Services and AMSU). The new model would preserve NUS' existing political campaigning ability, enable access to new income streams, maximise tax efficiencies and limit liability.

Student Movement Talent Management Strategy

It is people who change lives. It is people who create great organisations that then deliver amazing things. We have to do everything we can to allow talent to blossom and to retain it within students' unions. On the assumption that AMSU merged with NUS, an indicative talent management strategy is outlined for the student movement.

Building an Inspiring Brand

The NUS brand is the standout brand of the student movement – recognised across the country as being synonymous with the student voice and students' unions. We will review our brand values and brand alignment following research in summer 2010.

Towards Seven Million Voices

The student movement has one of the largest memberships in the UK, representing a total of seven million individuals. Its potential as a force for positive change is immense. For us to realise our potential, we need to be able to contact all students at the touch of a button. We propose a number of key steps designed to accelerate the building of students' union databases that will create a campaigning force of seven million voices for the student movement.

Funding the Future National Organisations

For 2010–11 it is proposed to increase the amount of hardship funds available through the creation of a 'recession fund', as well as ensuring there is no additional fee for traditional 'AMSU' benefits. We will ensure free membership of the National Council of Voluntary Organisations (NCVO) (or equivalent in the Nations) for all students' unions. It is also recommended that we review the current affiliation fee model in 2010–11, set targets to diversify NUS income streams and continue to reduce reliance on affiliation fees and students' union funding over the next five years and beyond.

Estates Strategy

A short-term lease (three to five years) in London is currently being negotiated for NUS HQ. It is proposed that preparations begin now to re-structure the NUS balance sheet in order to purchase a freehold property in London following the end of this lease. This would be the NUS National Student Centre which would accommodate: NUS staff; conferencing and training space; other education, youth and student organisations; and franchised/commercial space. We will review all other lease agreements and freehold properties within the NUS portfolio.

Ensuring Effective National Support for the Student Movement

a. National Collaboration

“Our stories are singular, our destinies shared” Barack Obama

For more than two years discussions have taken place about how we might better serve the needs of students and students' unions from a national perspective. This followed a motion passed at NUS Annual Conference in 2008 that stated there was “‘potential for greater national co-ordination to support students' unions’, and called for ‘greater shared services... that could result in savings for students' unions, whilst raising their capacity and performance.’” The NUS Services Board and AMSU Co-ordinating Committee committed to exploring these issues further. Two groups were formed (a ‘Collaborations Management Group’ and a ‘Collaborations Group of Representatives’) which explored how NUS, NUS Services and AMSU (see Appendix One for definitions) could work closer together to avoid duplication, whilst becoming more effective and efficient in terms of national support. We merged these two groups to create a single ‘Collaborations Group’ in 2009–10.

NUS and NUS Services

The NUS and NUS Services boards agreed we should fully merge all our back office operations to ensure we are both avoiding duplication and deploying our resources more effectively. These back office functions include:

- IT
- Finance
- HR
- Customer Services
- Facilities, Administration and Events
- Ethical and Environmental Unit.

Value-for-money studies have taken place for all of these functions.

We would expect all back office functions to be shared and operating ‘as one’ during summer 2010. This will lead to the formation of a single, shared national infrastructure which will also enable us to develop one strategic plan, with shared goals and key performance indicators (KPIs). We will also develop shared values, consulting members on this during autumn 2010.

AMSU

The AMSU trustees are now working towards a situation whereby AMSU would be integrated into NUS, which would have responsibility for students' union staff development. They have said they now believe the best outcome for students' union staff is to receive support from a single national infrastructure, with a staff development unit which would be part of a wider (NUS) line management structure and corporate governance model. AMSU and its brand would cease to exist at the point of transfer to the new arrangements. This would go to the AMSU AGM for approval in June 2010.

A committee made up of students' union staff would shape the work of the staff development unit and help ensure students' union staff networking continues (with existing specialist groups and regional meetings). It is proposed that existing AMSU members who are non-affiliates of NUS would get ‘grandfather rights’ – ie for a specific fee and for a specified period of time they would get services from the staff development unit. If they choose not to buy in to these services at the point of transfer (effectively leaving the traditional AMSU support), they would have to affiliate to NUS should they wish to secure such benefits in the future. Consultation on this proposal is now taking place with students' union staff at AMSU regional meetings. A merger with AMSU will only happen if the AMSU AGM agrees, and so students' union trustee boards/executive committees should consider this decision carefully before June 2010.

b. Legal Vehicles

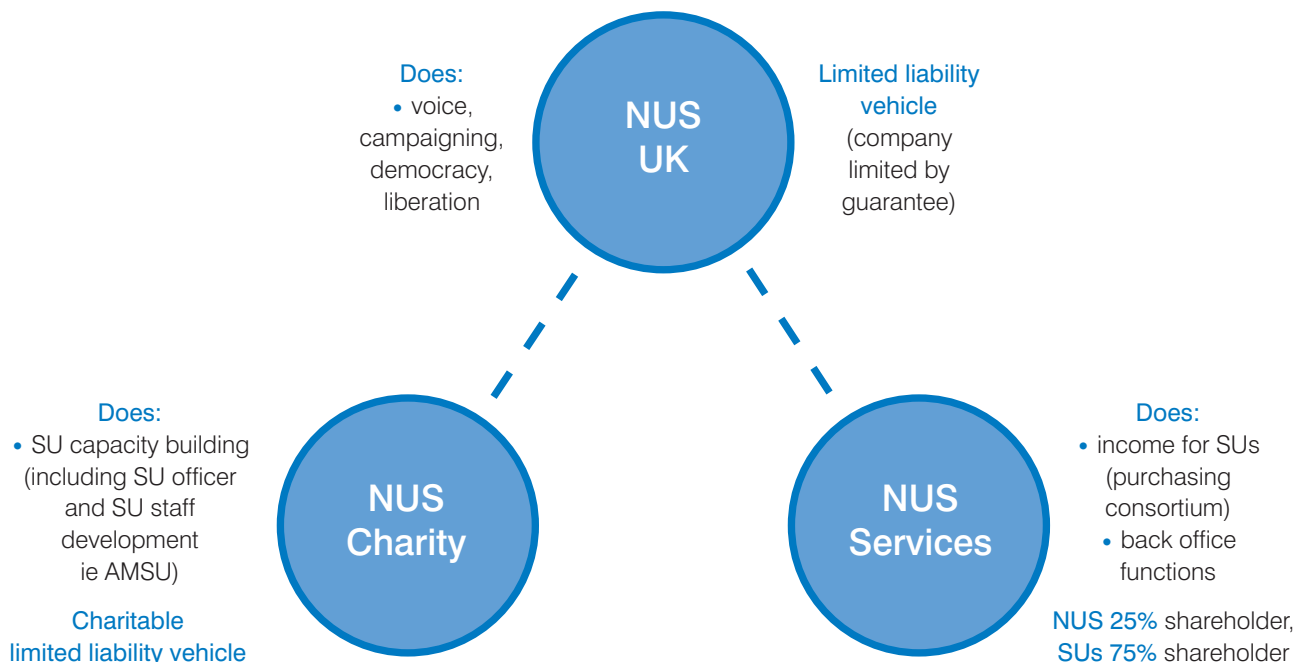
A separate motion at Annual Conference 2008 stated that NUS should “consider incorporating as a charitable company limited by guarantee.” Annual Conference 2009 was informed that whilst we believed there were likely tax advantages in putting more of our activities through a charitable vehicle (saving money) and that establishing a limited liability vehicle would leave the organisation and trustees less exposed, there was a danger that our campaigning ability would be stifled (because of charity law restrictions). Annual Conference 2009 was informed that further work was being undertaken with our lawyers (Bates Wells & Braithwaite) to identify a way of maximising both tax efficiencies and income opportunities, whilst limiting liability and preserving the full extent of our current campaigning ability.

The existing corporate governance model of NUS appears in Appendix Two.

We wish to ensure the following outcomes are met in any review of our corporate governance model:

- That the new model be clearer, simpler and more transparent
- There should be greater overall coherence and goal alignment (taking into account the collaborative work with NUS Services and AMSU)
- We would want to preserve our existing political campaigning ability
- We should future proof against potential changes in charity law guidance
- We should maximise tax efficiencies
- We would want to access new income streams
- We should limit liability to minimise exposure to the NUS trustees and NUS itself.

To achieve this we are recommending the following corporate governance structure for the student movement:



Recommended corporate governance structure for the student movement

We did consider merging the NUS Charity and NUS Services but decided against this because:

- We were concerned that as students' unions increasingly trade with the public this might call into question whether or not the purchasing consortium could be deemed to be supporting primary purpose trading and thus be charitable
- Six hundred students' unions could have a disproportionate influence on a purchasing consortium of 120 students' unions (or less) in which they didn't participate
- Merging NUS Services into one legal charitable entity would be complex, costly, timely and probably unpopular. By working towards our proposed structure we believe that we can avoid unnecessary VAT costs by ensuring there is a single VAT group which NUS UK, the NUS Charity and NUS Services would fall into.

The principal benefits of moving to this revised corporate governance model would be:

- The new model would be clearer, simpler and more transparent
- There would be greater overall coherence and goal alignment (taking into account the collaborative work with NUS Services and AMSU)
- We would preserve our existing political campaigning ability in the same way as Liberty, Amnesty International, CND, People and Planet and Greenpeace do (by having a company limited by guarantee and a separate charity)
- We would 'future proof' against potential changes in charity law guidance by ensuring only that which is purely charitable (ie capacity building for students' unions) sat within the charity
- We would maximise tax efficiencies by creating a VAT group (thus ensuring no VAT leakage), as well as avoiding corporation tax and gift aiding any profit from NUS UK or NUS Services to the charity

- We would be able to access new income streams – by using the charitable vehicle to draw down grants and funding that we would otherwise be unable to secure
- We would limit liability to minimise exposure to both the trustees and NUS itself
- In addition, we would save other costs by virtue of using the charitable vehicle for items such as travel and recruitment costs.

Adopting the model above would mean NUS UK would become a limited liability vehicle – likely to be a company limited by guarantee. National Conference in April 2010 would vote to progress this, in line with the powers within the current constitution. The democratic edifice will be retained exactly as it is now ensuring nothing changes as far as student activists and delegates to conference are concerned.

It is proposed that the charitable vehicle be named 'NUS Students' Unions', to clarify that its role is restricted to the charitable purpose of capacity building for students' unions. We have been advised not to put anything in the charity that is not very clearly charitable in nature. We would establish a new charitable vehicle and transfer assets from the two existing NUS charities (NUS International Centre and NUS Charitable Trust).

It is proposed that the charity trustee board would effectively be the same as the NUS UK Trustee Board, with one exception. It is proposed that we replace two of the external trustees with two students' union staff due to the specialist nature of the charity. This overlap of trustees would ensure alignment, which is critical not just for strategic purposes but also for VAT reasons, as it is important that we can demonstrate that NUS UK has sufficient 'control' of the two other legal entities to ensure a VAT group is created. Failure to demonstrate this could be costly.

Should AMSU agree to becoming integrated with NUS, it would be integrated into the new charity (NUS Students' Unions). In addition the Students' Union

Evaluation Initiative (SUEI) could be integrated into the charity, which would both save money and enable income to be generated for SUEI through grant fundraising. Both the staff development unit and SUEI would have advisory boards.

It is proposed that NUS Services remains in its current legal form, but to ensure there is a single VAT group (saving at least £40,000 each year) we are proposing a minor change to how students' union staff become NUS Services staff directors. Following legal and tax advice we are proposing to NUS Services Convention that the NUS Trustee Board should in the future appoint the four students' union staff directors on the NUS Services Board. Technically an election currently takes place, but in reality a contested election has only happened twice since the Company formed and staff tend to be approached to join the Board. Under the new proposed arrangements students' union staff would be appointed as NUS Services Directors on the basis of skills, diversity and experience (following a transparent selection process where they would be assessed against a job profile and person specification). Giving NUS this power of appointment would be more transparent, open and rigorous.

In a situation where full, organisational merger is not appropriate, it is nevertheless imperative that there is close alignment between NUS and NUS Services at both strategic and operational levels. The need for strategic alignment is self-evident if both organisations are to realise their potential for themselves and their members. Operational alignment is also required, not least in order to provide sufficient comfort to NUS regarding the fulfilment of its back office functions. Accordingly, the following arrangements are proposed:

- Ultimate responsibility for the appointment and dismissal of the NUS Services senior staff member rests with the NUS Services Board, but in close consultation with the NUS Chief Executive.
- The NUS Services Board should own the development and formation of the Company

Strategic Direction and Plan as now. The senior staff member of NUS Services would be expected to shape and deliver the Strategic Plan.

- Day-to-day (or operational) line management of the NUS Services senior staff member would be the responsibility of the NUS Chief Executive, including performance management. The NUS Services Chair would be involved in the appraisal of the NUS Services senior staff member.
- The NUS Services senior staff member would sit on the NUS 'Group' Senior Management Team.

Some concern was raised about the back office functions for the national infrastructure being effectively controlled by 120 students' unions (rather than 600). Whilst we would mitigate against this risk through the line management structure, overlap of the Board memberships and service level agreements, we do think it is worth exploring establishing an infrastructure vehicle that could in the longer term undertake back office service delivery for the national infrastructure, but also for students' unions and other student/ youth led organisations. This may assist in ensuring the back office functions are not disproportionately focused on the commercial operations (sitting within NUS Services). Establishing this infrastructure vehicle in the first instance adds an additional layer of complexity, and further work will need to be done on determining tax and legal implications. But we do think this is an idea worth pursuing further and possibly moving to in year two of the new operation, particularly if we have higher ambitions about delivering infrastructure support for others.

NUS Services will move its financial year end to 30 June to bring it in line with NUS UK. The NUS Charity will have the same year end.

c. Student Movement Talent Management Strategy

The Context

“If students’ unions are to seize such new opportunities and if the student movement is to cope with the challenges of the next five years and beyond there is a need to systematically develop staff leadership and management in UK students’ unions – not just at senior management level but at all levels. In particular, we need to be developing the next generation of students’ union senior managers by investing in middle managers and frontline students’ union staff offering a clear career path in the student movement for these employees, providing significant development opportunities.” (from *A Wave of Change*, 2009)

Working within a students’ union, in whatever capacity, is a noble and worthy profession. Quality, motivated students’ union staff are key to ensuring successful, sustainable students’ unions that improve students’ lives. Finding the right people, and then developing them, fulfilling their aspirations and giving them opportunities to progress, lies at the heart of the journey to producing great students’ unions. We have to do everything we can to allow talent to blossom and to retain it within students’ unions.

The student movement has just under 3,000 full-time permanent staff, just under 2,000 part-time non-student staff, and over 12,000 student staff (source: *NUS/AMSU Survey 2009*). We don’t have to replicate what organisations like NCVO and the Association of Chief Executives in Voluntary Organisations (ACEVO) are

Case Study – University of Essex Students’ Union

In 2009 the University of Essex Students’ Union became the first students’ union to be awarded the prestigious Investors in People Gold Award.

“If we package our passion, nurture our leaders and invest in our skills we will lead the social and political change that is too important to leave to chance.” Stuart Etherington, Chief Executive, National Council of Voluntary Organisations (NCVO)

“Its people that make things work not programmes... Governance is not about structure, or a procedure, but a real commitment to making it work” Rob Owen, Chief Executive, St Giles Trust

already doing. We should signpost this expertise. We do however need to create our own niche – and key to this is developing and re-invigorating our staff community.

Induction

Staff new to the student movement should receive a pack welcoming them, outlining networking and training opportunities, explaining the national organisations, and signposting introductory podcasts on the membership extranet. We would clearly signpost on the Membership Extranet key contacts in the national organisations.

Reward and Recognition

We should offer a student movement loyalty card for both permanent and students’ union staff, as well as students’ union officers, enabling us to offer them discounts and services like employee assistance programmes, as well as regular communication on matters of importance across the student movement, promoting training and development opportunities. This would also enable us to collect richer data on staff to allow students’ unions to benchmark against each other on areas such as staff satisfaction surveys and equality and diversity research.

Training and Development

We will secure free membership of NCVO – and the equivalent bodies in Wales, Scotland and Northern

Ireland – for all students' unions. This would allow NUS to focus on issues that are specific to the student movement rather than generic advice on charities.

Every new senior manager who wants to should be buddied up with another senior manager and offered mentoring and coaching. Every new chief executive/general manager should be visited by someone from one of the national organisations within their first month.

We should be offering or signalling mentoring and buddying opportunities for all staff at all levels, for example building on the work of the AMSU specialist groups.

We should be offering action learning sets, particularly for groups which might need additional support or which are under-represented in our workforce – including BME groups and women senior managers.

Leadership

It is leaders, at all levels, who build great teams and great organisations. We believe we need to put in place a comprehensive leadership development strategy for each of the following groups:

Officers: This should focus on developing officers to become political leaders and change makers, as well as emphasising their individual and collective role in leading their organisation.

Chief executives/general managers: Developmental interventions should be run to ensure we are designing and delivering excellent senior managers. This will include enhancing and developing skills and knowledge on political leadership, the education sector and campaigning.

Level 2 managers: those staff in students' unions who report to the chief executive/general manager. This group needs to develop the leadership skills necessary to make a real contribution to deliver great students' unions.

Emerging/future chief executives: We should have a structured future leaders' programme where we take

a number of talented individuals and fast track their development through spending time with senior professionals, supported by structured training. This could also involve student liaison officers (SLOs) in further education. A set of occupational standards have been developed for further education SLOs. These staff should be welcomed as part of the wider student movement, and provided with networking and development opportunities.

Future society leaders: There is an opportunity to make a contribution to the development and training of officers to make a real difference to society in the future.

All of the above could be delivered through a combination of internal and external training, mentoring and coaching, through direct involvement or signposting, within an overall leadership development strategy.

We also think staff development would be enhanced by regularly seconding students' union staff to lead on national projects which would also improve project outcomes.

A detailed Talent Management Strategy will be developed by students' union staff and launched in June 2011.

d. Building an Inspiring Brand

The NUS brand is the standout brand of the student movement – the brand which is recognised across the country as being synonymous with the student voice and students' unions. We will review our brand values and brand alignment following a major piece of research in summer 2010.

Our aspiration is for the NUS brand to be a badge of pride for students' unions and individual students. We intend to develop a corporate brand proposition which is clear, no-nonsense and uses understandable language.

It will be built by a team of stakeholders so they have ownership, and so that it aligns to their objectives. We will review the NUS brand template, hierarchy, proposition, core values and guidelines that ensure both NUS and NUS Services can align with it, along with students' unions who choose to do so.

Our brand proposition also includes our visual identity so that all our communications work together to increase our visibility and credibility. A review of the brand guidelines will take place and the process for monitoring and support will be established.

e. Towards Seven Million Voices

The student movement has one of the largest memberships in the UK representing a total of seven million individuals. Its potential as a force for positive change is immense.

Critical to our ability to utilise this potential is our ability to contact all students at the touch of a button. Students are amongst the earliest adopters of the digital revolution, and yet the student movement is inhibited from fully taking advantage of this due to the lack of a database of its members' details.

Our primary aim is to help students' unions build their own databases and then, with students' unions' permission, to ask students if they want to be contacted by NUS. This is very similar to how the NUS Extra database currently works – students' unions are the gatekeepers and the student chooses whether or not they wish to receive information or benefits from NUS. NUS currently has a database of 600,000 students so already has the functionality, capacity and resources to manage and maintain a large database and there is, of course, nothing to stop a student signing on to nus.org.uk

We propose a number of key steps designed to accelerate the building of students' unions' databases that will create a campaigning force of seven million voices for the student movement.

You told us we should empower and support individual students' unions to develop comprehensive databases of their own students to provide data collection, data input and data cleansing support for individual students' unions.

Specific benefits of such an approach include the ability to:

- Communicate cost effectively with the increasingly diverse student population
- Listen to and research members' views and needs
- Engage members in our campaigns, at both a local and national level
- Demonstrate to decision makers that we truly are the voice of students
- Encourage greater participation in elections
- Promote local activities from clubs, societies, social events and campaigns
- Offer members relevant products and services
- Attract and satisfy national sponsorship partnerships.

Students' unions need to either have, or have unlimited access to, a comprehensive database of their members. Some unions enjoy positive working relationships with their institution and enjoy free access to their database, but many do not.

To initiate a database for the student movement, it is suggested that NUS requests that its logo is removed from university and college cards if institutions are not prepared to share their databases.

A national mandate to remove the NUS logo presents a number of key opportunities. Importantly, it will facilitate the opportunity to have a frank and open discussion about the need for unions to have unrestricted access to the database of their members. Alternatively, it will provide the stimulus for unions to establish their own membership databases.

For all unions that cannot negotiate access to their institution's database or wish to establish their own, a

package of support would be provided to enable them to do so.

Unions will have full access to, and management of, the database of their members. NUS will only access the database where the student has given express permission.

NUS will further support this initiative at a national level by leading negotiations with sector partners such as Universities UK, stressing the importance for the movement of a comprehensive database and encouraging them to share theirs.

f. Funding the Future National Organisations

It is proposed that affiliation fees for 2010–11 will be calculated on the existing methodology. We recognise there is a need to reduce affiliation fees in real terms over the next 5–10 years. It should however be noted that total affiliation fees collected by NUS in 2009–10 are in fact lower than those collected in 2004–05 (both in actual and real terms). That said, we recognise this is a difficult time for students' unions who are likely to see a reduction in block grant funding as a result of public expenditure cuts. Therefore, in 2010–11 we will:

- Increase the amount of hardship funds available with a 'recession fund'
- Ensure there is no additional fee for traditional AMSU benefits so that all students' union staff in membership of AMSU can have equal access to the staff support provision (ie AMSU benefits would become free to all NUS Constituent Members if the merger were to go ahead)
- Ensure every students' union member of NUS automatically becomes a member of the National NCVO or equivalent in Scotland, Wales or Northern Ireland, at no cost to the students' union.

We will also review the current affiliation fee methodology in 2010–11. An opportunity arises when students' unions have to register as charities – in that

all their accounts will be publicly available and this will make block grant calculations easier. The review of affiliation fees will take into account the split between the membership fee and any additional fees associated with participation eg training and conference costs.

It is recommended that we:

- Review the affiliation fee model during 2010–11 with recommendations to go to NUS Conference 2011
- Set five-year targets to diversify NUS income streams and continue to reduce reliance on affiliation fees and students' union funding.

Consultation will begin on these two points from September 2010, with a five-year financial plan produced, following consultation, for approval at NUS National Conference 2011. This will also provide clarity on which direct financial benefits devolve to students' unions when, and in what order, over the next five years.

g. Estates Strategy

NUS' current HQ is based in north London and the lease expires in June 2010. At the time of writing we are actively seeking a lease agreement for three to five years in north London from June 2010. We strongly believe that many staff need to be based in London due to easy access to Westminster and the need to meet regularly with other sector and trade union partners. Where personnel do not need to be based in London, consideration will be given to locating them to Macclesfield.

Following discussions with the NUS Board, there is an appetite to restructure our balance sheet so that following this short-term lease we could purchase a freehold property in London that would be large enough to accommodate:

- NUS HQ staff
- Conferencing and training space

- Other education, youth and student organisations
- Franchised commercial space.

The aim would be to develop an NUS National Student Centre that would provide a source of additional income. Organisations like Universities UK and NCVO have adopted this model with great success. The aim is not to create another London students' union and, as the primary driver is income generation, we would ensure a robust business case was developed.

NUS Services has negotiated a lease until 2014. Whilst consultation feedback indicated there was value in moving from Macclesfield to a university city this would come with considerable additional cost which would be passed on to members. We have until 2014 to decide where NUS Services should be located in the future, but the current thinking is that the cost advantages far outweigh the benefits of moving to a university city or town.

We will review our freehold agreement of NUS Scotland (and explore the feasibility of an NUS Scotland Student Centre) and other lease agreements at NUS-USI, NUS Wales and at regional offices.

Appendix One: Jargon Buster

Surfing the Wave: A publication outlining the student movement response to the 2009 publication *A Wave of Change: The Future Landscape of the Student Movement*, outlining the key drivers that the student movement is facing.

The student movement: students' unions and their various components (officers, volunteers, staff) and their national organisations (eg NUS, NUS Services Ltd, AMSU).

NUS: the National Union of Students UK, a confederation of 600 students' unions and the representative voice of over 7 million students.

NUS Services Ltd (NUSSL): Trading company for the student movement, creating, developing and sustaining competitive advantages for students' unions. Members have to be in NUS. NUS is a 25 per cent shareholder, students' unions owning the remaining 75 per cent.

AMSU: the Association of Managers in Students' Unions, which supports professionals in students' unions. Members (students' unions) do not have to be in NUS.

Drivers: the major forces or trends that could positively or negatively shape the future of the student movement.

Future landscape: an analysis of the key drivers an organisation or industry is facing and a diagnosis of their implications.

Purpose: a statement of what we are there to do.

Values: the core beliefs that make us unique.

Students' union funding models: the income streams that constitute how a students' union pays for its activities.

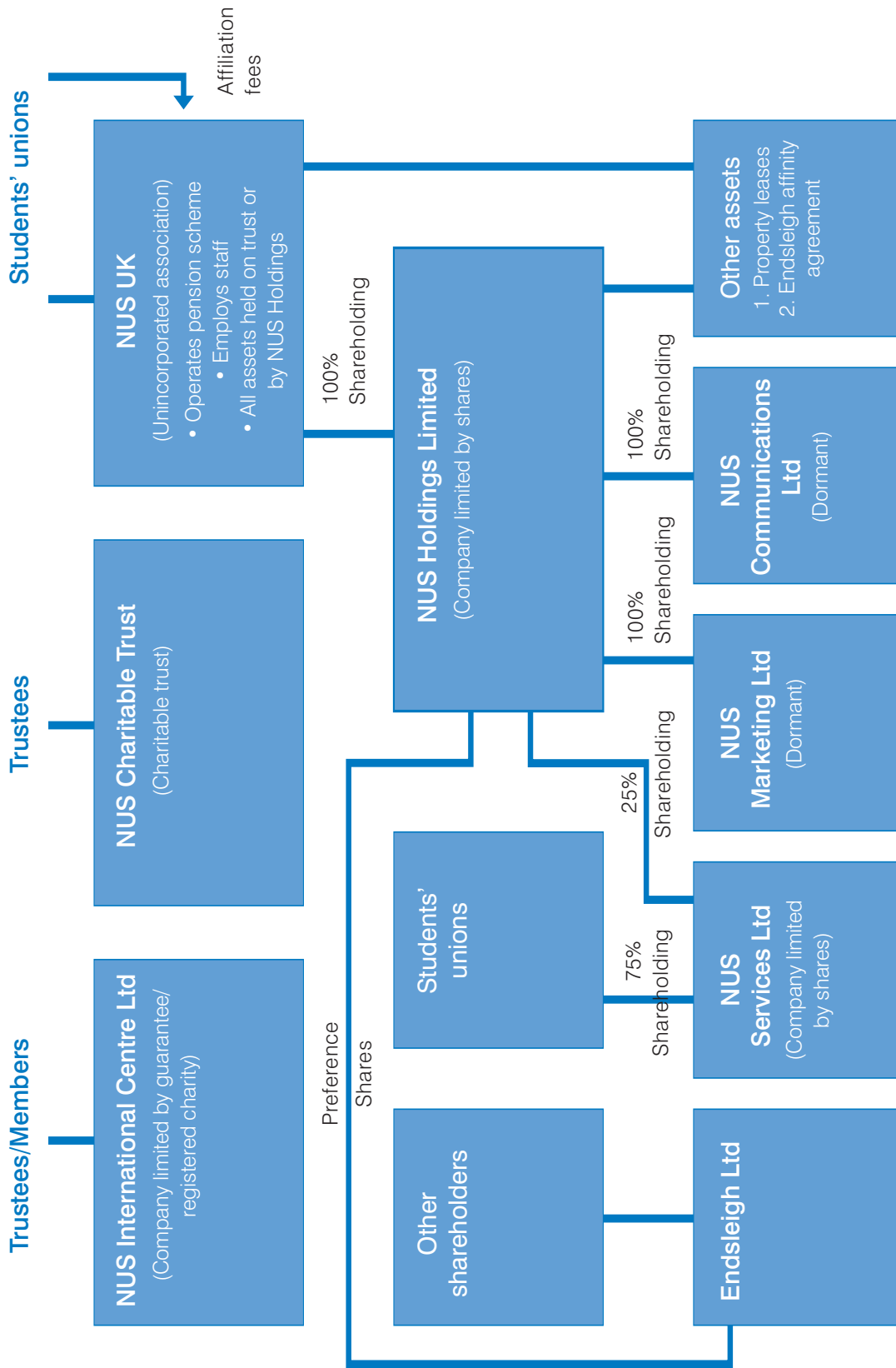
Membership Extranet: The new interactive membership website (merging officeronline, amsu.net and nussl.co.uk) that will go live in summer 2010.

Corporate governance: the legal vehicles that make up NUS.

National Council of Voluntary Organisations (NCVO): An umbrella body that provides voice and capacity building for over 5,000 voluntary and community organisations.

VAT leakage: additional (and often avoidable) taxes that would have to be paid in VAT when one legal vehicle provides a service to another legal vehicle.

Appendix Two: Current NUS Corporate Governance Model





National Union of Students

2nd floor, Centro 3
19 Mandela Street
London NW1 0DU

t. 020 7380 6600

f. 020 7380 6627

w. www.nus.org.uk



services limited



national union of students