



UUK/GUILDHE CODE OF PRACTICE FOR THE MANAGEMENT OF STUDENT HOUSING

ANNUAL REPORT 2022/2023



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1. FOREWORDS



Mark Swales, Chair of Governance Board

It has been a year of substantial progress for the UUK/GuildHE Code of Practice, and I hope this report provides you with a helpful overview of the important work being delivered for the sector with respect to its performance against the current standards.

The approval of our new vision, mission and three-year strategic plan was a key milestone this year and my thanks to members of the Sector Advisory Group (SAG), Governance Board (GB), and all members for their input into this process. Actions arising from the three strategic themes in the plan are being implemented at pace. The Governance Board have undertaken a detailed review against the plan and gained assurance that these are on track. making

significant progress which I have summarised below.

On Engagement and Partnerships, the review of The Code has created an opportunity for meaningful engagement with members as well as external stakeholders, such as the association of local authorities. At the time of writing this introduction we are nearing conclusion of the review. Subject to gaining parliamentary time we aim to have the new standards in place for the start of the 2024 academic year. In response to a lack of understanding of The Codes legal status amongst senior leaders in the sector, letters to all heads of institutions were sent outlining their responsibilities for meeting The Code requirements.

For our second strategic theme on standards, people, and systems we have enhanced the administrative resources of The Code to deliver our strategic objectives effectively for members. With CUBO joining PHES The Code is benefiting from its financial, HR and IT services. This will help streamline our systems and processes in the future. Greater rigour has been placed on adherence to published deadlines for submissions from members which will enhance confidence and trust in the sectors legislative compliance in respect of student housing standards.

Our final strategic theme on finance and results saw the commencement of work on a five-year financial plan. This will ensure The Code has the critical resources it requires to provide the necessary assurance to the Department of Levelling Up, Housing and Communities. Key performance indicators are being deployed to monitor The Code's performance and that of our administrative arrangements delivered by CUBO.

The Code has seen 54 members deliver the statutory audits against the current standards. This report outlines the key themes and recommendations for the sector. The next Practitioners conference in 2024 will provide an opportunity to share best practice with members on those areas where institutions need support to deliver on their audit recommendations. As you will read in this annual report there are opportunities for members to improve compliance in areas such as Fire Risk Assessments, Health and Safety Standards and Procedures and Portable Appliance Testing amongst others. The SAG has scrutinised and validated all the members actions that will address any non-conformities within a required timescale. I would like to take this opportunity to thank Martin Blakey who is stepping down as the Chief Executive of Unipol who administer the ANUK Code of Practice for private sector providers and some educational establishments. Martin has made a huge contribution to raising the quality of management in student accommodation nationally and his collaborative work with UUK/GuildHE and DLUHC has been invaluable over the years.

Finally, I am determined that The Code continues to be relevant both to its members and the students who occupy University owned and managed residential accommodation. This cannot be achieved without the support of colleagues from across the sector who give up their time to ensure the Code is administered effectively and I would like to thank them all for their hard work over these past 12 months.

Mark Swales



Jan Capper, Executive Director, CUBO

The first full year since CUBO became permanent home to The Code has seen much progress made on its operation, management and strategic direction, resulting in a stronger position than ever before to determine its future roadmap.

As we embark on a new phase in The Code's history, it's good to see increasing recognition of The Code's value to member organisations and the wider sector, and most importantly to students, whose safety and security we are charged by Government to assure. While the financial value has historically been a driver for many organisations - saving more than £13 million each audit cycle for our members – awareness is growing of the reputational benefits of

Code membership and the opportunity for an organisation's standing as Code member to provide a valuable recruitment tool.

Access to resources through CUBO and its parent organisation, Professional HE Services, has yielded new opportunities to support Code members. There is growing engagement through our roundtables, marketing and communications, and an increasingly popular and expanding events programme that support the aims of the strategic plan at a governance level, while providing direct benefit to Code practitioners in meeting their legislative obligations.

During this past year, The Code's ambitions have been documented to a degree previously unseen. The CUBO team has focused on ensuring improvements in the scrutiny and management of "business as usual" activities like audits and statutory returns, while simultaneously, under the direction of the Governance Board and Sector Advisory Group, delivering a portfolio of strategic projects. This will continue even more so in 2024, with the anticipated approval of the Draft Code and some significant initiatives to further support the Code's reputation and role as a trusted assurance of university owned/managed student accommodation.

Finally, I cannot overstate the contribution of the volunteers who serve on the Governance Board and newly named Compliance, Assurance and Scrutiny Board (formerly the SAG). CUBO are enormously proud to administer The Code and look forward to supporting its development in the coming years.

Jan Capper

“There is growing engagement through our roundtables, marketing and communications”

2. EXECUTIVE SUMMARY

This Annual Report covers the period September 2022 to August 2023.

The annual report demonstrates significant achievements made in the governance and management of The Code over the past year. Increased communication, research and engagement with members, greater clarity and increased rigour in the application of The Code has been for the benefit of the 259,489 students who live in their accommodation. In parallel with this activity, there has been a major focus on the sustainability and strategic direction of The Code led by the governance bodies along with a focus on project identification and delivery to achieve short, medium and long term agreed objectives. During this period, The Code operated within its set parameters and met all its statutory requirements. The Governance Board (GB) and Sector Advisory Group (SAG) met regularly, in accordance with the published annual cycle of meetings, to discharge their respective responsibilities.

Membership remains strong. 143 members are registered with the Code (145 in 2021/22) which encompasses 4,319 buildings (4,358 in 2021/22) and 259,501 bed spaces (261,449 in 2021/22), a decrease of 1,948 (0.75%) bed spaces in September 2022. The reduction in member organisations resulted from one HEI removing accommodation from their portfolio and the second where a member ceased operation.

*as at 09/10/2023

Membership lists for the Code can be found on the website:

UUK/GuildHE Accommodation code of practice
- College and University Business Officers (cubo.
ac.uk)

Detailed building information can also be found on the student facing website:
<https://www.thesac.org.uk/>

Calls for audits, complaints and building information data were issued in accordance with The Code requirements, and the details of returns received from members are covered in this report.

Deadlines for the return of information to the Department for Levelling Up, Housing & Communities (DLUHC) have been met.

The financial activities of The Code administration have been duly scrutinised by both SAG and GB and the year-end accounts have been examined.

Key activities delivered included:

- Development of a mission and vision for The Code
- Development of the strategic plan for The Code
- Delivery of the UUK/GuildHE ACoP Code review (consultation, research & drafting)
- Review of Terms of Reference for the GB and SAG
- Recruitment to vacant positions on the GB and SAG
- The first annual review of Governance Board effectiveness has been undertaken
- Identification of strategic projects for 2023/24
- Delivery of a five-year financial plan
- 54 Audits scrutinised
- Increased senior-level visibility of The Code and reinforcement of organisational responsibilities
- Increased rigour and scrutiny on compliance requirements
- The continued development & streamlining of Code administration/operation
- Increased communication and engagement with members
- Inaugural Code members roundtable
- 2022 UUK/GuildHE and ANUK/Unipol Joint Codes Conference
- The 2023 Code Practitioners Conference

3. MEMBERSHIP OF THE CODE

Meetings

The Governance Board oversees the strategic direction and operation of The Code. It met on three occasions, virtually or hybrid during this reporting period in October 2022, March 2023 and a third meeting in July 2023.

The Sector Advisory Group's aims and objectives are to monitor The Code's key operational processes, oversee and support membership compliance, and recommend any changes or improvements to Code content or management processes. During this reporting period the SAG met virtually on four occasions: November 2022, February 2023 and May 2023 (Audit Submission Scrutiny Panel) and June 2023.

In recognition of the need to demonstrate an open and transparent approach to decision making, a Register of Members' Interests was compiled in 2014. This has been updated as GB and SAG membership has changed. Declarations of Interest are noted at the beginning of each meeting and recorded on an annual basis.

Changes in legislation since the last report

There have been no changes in legislation which have materially affected The Code during this period.

Changes to The Code since the last report

There have been no changes which have materially affected The Code during this period.



4. GOVERNANCE

143 institutions are registered with The Code (131 in England, 10 in Wales and 2 in Northern Ireland).

Establishments wishing to sign up to The Code are required to submit a letter from the vice-chancellor or principal formally stating that intention and undertaking to adhere by the provisions of the Code. A list of all buildings to be included in the Code is required and establishments seeking membership are also required to supply an audit report. Verification of eligibility and compliance is the responsibility of the Governance Board, advised by the SAG.

Two new members were formally accepted into The Code during the period covered by this report; Reuben College, University of Oxford and Ulster University.

Two members left The Code during the period covered by this report; Sheffield Hallam University resigned from The Code due to their no longer providing student accommodation and St Benets College, University of Oxford closed.

5. AUDITS

Procedure

The Code requires that an establishment’s internal audit procedures must include an assessment of how well the management of student accommodation satisfies the provisions of The Code. This year there were 54 audits due to be undertaken against The Code. The Code team has liaised closely with all members received audit returns from all 54 establishments.

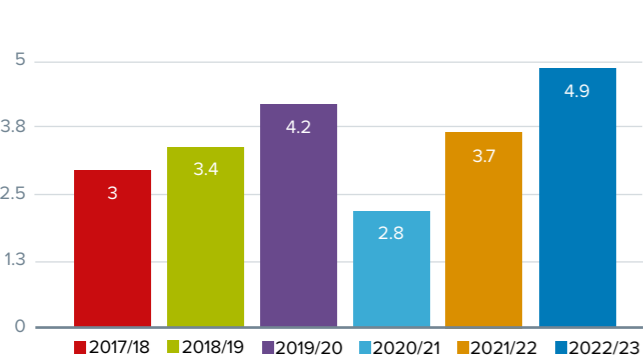
All received audit returns were presented to the Sector Advisory Group Scrutiny Panel at its 2023 meeting.

Findings

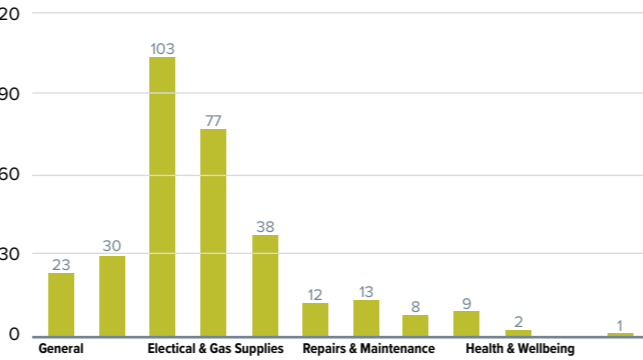
During 2022/23, 5 institutions were fully compliant with all mandatory elements of The Code and received no mandatory audit recommendations. The table below outlines the number of recommendations concerning mandatory elements of The Code from the 54 audit reports received and provides a comparison with the numbers received in each of the previous five years.

The data indicates the trend in the number of mandatory elements that are identified during the audit process as needing to be addressed.

Average mandatory recommendations per audit over the past 6 years:



Specific compliance Total number of nonconformities (findings) from the 2022/23 Audits: 316



	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Average number of mandatory recommendations per audit	3	3.4	4.2	2.8	3.7	4.9
Total Recommendations	70	108	171	98	123	265
Number of Audits	23	32	41	35	33	54

All the nonconformities rated as high risk have been reviewed by the SAG with regards to the nature of the risk involved, including an assessment of the management response and the timescale for remedial measures. Confirmation that these actions are being addressed has been requested from the institutions concerned. All responses and any subsequent exceptions were reported to the Sector Advisory Group meeting in October 2023, following which appropriate action is being implemented.

The sub-sections of The Code receiving the most nonconformities were:

Code Ref	Code Section	Section Compliance	Nonconformities
2.5	Fire Risk Assessment	All H/FEE’s should have a formal policy that ensures that a suitable and sufficient Fire Risk Assessment (FRA) is conducted by a competent person for all residential accommodation covered by The Code. The FRA and significant outcomes must be recorded in a formal report. Copies of the FRA should be made available to external agencies	29
2.2	Health & Safety Standards & Procedures	2.2 H/FEEs must make an analysis of the risk of such events as fire, outbreak of disease or major breakdown of services and equipment and develop procedures for dealing with them. The analysis and the procedures must be documented (e.g. in risk registers) and should be readily available for inspection.	21
2.18	Portable Appliance Testing	All portable appliances supplied by an H/FEE, or used in the premises by H/FEE staff, must be inspected and maintained in accordance with an establishment’s PAT policy. Where arrangements exist for the testing of students’ personal electrical equipment these should be set down in the PAT policy. The H/FEE must make students aware of the PAT policy, and any procedure for having students’ personal electrical equipment tested.	16
2.8	Evacuation Routes (Means of Escape)	In order to ensure safe and effective evacuation from residential accommodation in the event of a fire or other emergency, the designated Evacuation Route must be maintained in a safe and accessible condition at all times – including corridors, landings, stairs (inc. stairwells) and hallways.	13
2.30	CCTV	Wherever student residences are monitored by CCTV this must be advised in the foyer or on the external entrance to the building, through the use of Statutory CCTV warning signs. Installation and operation must be in accordance with the relevant legislation.	11
2.7	Fire Detection & Alarm	All equipment relating to fire detection and alarm must be designed, installed and maintained in accordance with the relevant British Standard and the FRA.	11
2.22	Water Hygiene	Hot and cold-water services must be installed, monitored and maintained in accordance with The Health &Safety Executive and statutory public health requirements including Legionella testing	11

The mandatory element most failed in 2023 (as was the case in both 2021 and 2022) was Section 2.5 of the Code, which requires that: “all H/FEE’s should have a formal policy that ensures that a suitable and sufficient Fire Risk Assessment (FRA) is conducted by a competent person for all residential accommodation covered by The Code. The FRA and significant outcomes must be recorded in a formal report. Copies of the FRA should be made available to external agencies.”

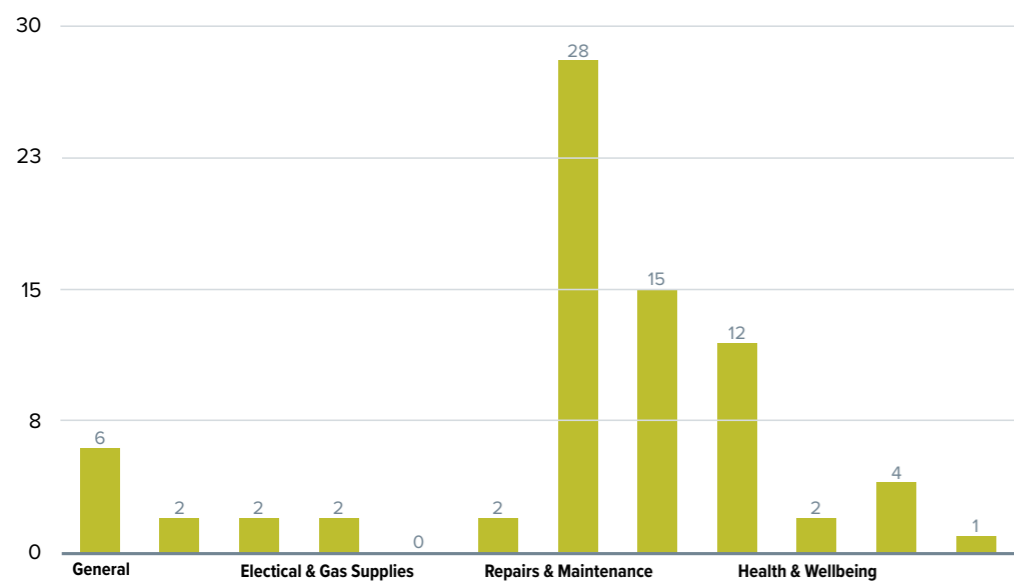
6. COMPLAINTS

144 institutions were invited to return information on complaints/non-complaints from which we received a 100% return.

120 institutions submitted nil returns.

24 institutions returned complaint returns, of which The Code received notification of 76 complaints in the year from 1st April 2022 to 31st March 2023.

Breakdown of Complaints by Code Section:



These complaint areas are reviewed by the SAG and GB to see if there is a pattern which might indicate a requirement for further modification of The Code; clarification of The Code wording; or if the matter informs a topic for further training.

7. FINANCIAL INFORMATION

The (DRAFT) 2021/2022 accounts were presented to the Governance Board in October 2022. The accounts highlighted an in-year income of £118,367 and expenditure of £74,814 leaving a surplus in operation for the year of £43,533. The surplus was predominantly due to pended projects & research activities and the continuation of virtual meetings and conferences following practices adopted during the COVID pandemic. The accounts recorded no in year debt.

The carried forward reserve balance for year ending 31 July 2021 was £201,486, £116,466 above the tolerance level for maximum budget reserves, which stated a maximum for the end of year net assets should be in the region of £85,000, with a 25% tolerance level above this to enable effective

planning for larger projects.

Having acknowledged the unavoidable increase in surplus arising as a result of the pandemic and subsequent recovery period, the Board identified that a review of the reserves policy would be appropriate. The revised policy was approved by GB in October 2022 and with the increased ambitions of The Code, identified development through the Strategic Plan, visibility of projects, research opportunities and the creation of a 5 year plan to assure financial sustainability, previous unscheduled growth is not anticipated to be repeated.

The in-year accounts for 2022/2023 reveal a healthy balance and no historic or in-year debt for membership fees.

8. MEMBERSHIP MEETINGS

022 Joint National Codes Conference

The 2022 Joint National Codes Conference was held as an hybrid event, in person at and virtually on Friday 11th November 2022.

The 2023 Conference is to be delivered as an in-person event and will be held in November 2023, with the sessions being filmed to enable accessibility to all members post-event.

2023 UUK/Guild HE Accommodation Code Members Practitioners' Conference

Following overwhelming demand from members, the 2023 Practitioners' Conference was held on Thursday, 25th May as a free online event and attracted registrations from 140 delegates.

A wide range of topics were covered which included perspectives on The Code from Auditors, from new members and best practice from experienced practitioners, in addition to an update on Code activities. No less than of 80 delegates attended each session and feedback received indicated that the range of topics, the organisation and overall event experience was very positive. The conference also welcomed colleagues from Unipol who joined and supported the programme and who are now planning to use a similar format for practitioners in the ANUK/Unipol codes.



9. ENGAGEMENT

A key focus throughout 2022/23 has been that of increased awareness of, and engagement with The Code; with current and prospective members, partners and stakeholders.

It became apparent in 2022 that understanding and engagement with The Code, whilst strong at an operational level within members’ accommodation services was not as evident at an institutional level. GB recognised that lack of recognition of The Code as a legislative, organisation-wide responsibility may be contributing to some of the challenges being experienced in members’ compliance.

Responses to direct communication to 144 Heads of Providers in October 2022 reinforced this perspective and GB undertook to open channels of communication more widely, including engagement with associations representing the underpinning services to Code compliance.

The Code review in 2023 provided the most comprehensive engagement with members to date, with much value being gained from the research not only in commentary on Code document, but in members’ relationship with The Code as an entity, particularly at the organisational level:

“Most senior manager at universities have bigger fish to fry at the moment and that’s unlikely to change. I think what CUBO could do is explain the value of The Code; why its there, how it does help the students...If they understand how it helps the students then they will be a lot more interested in it.”
Stakeholder Organisation

“If VCs were very much aware of The Code and its importance, that can go a long way in helping that process.”
Stakeholder Organisation

“It’s a chicken and egg situation though because if you get the students interested in it the senior management will automatically be interested in it too.”
Stakeholder Organisation

“I think awareness across the sector of The Code is pretty low. Directors of estates or your finance, team might be aware because of the audits. But I think at that senior leadership level, among VCs, I think it’s pretty low now.”
Stakeholder Organisation

GB recognise that significant and sustained work, with the already agreed support of UUK and GuildHE, continues to be required in this area and is being planned alongside a communications and marketing strategy for 2023/24.
The Code’s permanent positioning within CUBO as its operational home has enabled access to technology which has significantly improved communication channels with Code practitioners

and as a result, is delivering an increasingly professional and consistent approach. Marketing and booking processes have been centralised and enables members to view and book multiple upcoming events. This is proving popular for Code Roundtables which are now being frequently scheduled for both members and for the Audit community as a direct result of feedback from the early stages of the Code review.

10. STRATEGIC PLAN

Developments in the ambition of The Code, the current operating model and addressing challenges surrounding the value of The Code to members are all underpinned by the need for a sustainable operation. In October 2022, GB developed the first strategic plan for The Code, defining the overall

vision and mission of the organisation and supported by a set of strategic themes and objectives.
During 2023 GB subsequently created the financial plan to enable, again for the first time, an opportunity to plan the medium-term roadmap for The Code’s development in support of the strategic plan.

Strategic Plan 2022 – 2025

Our Vision

The Code is here to support Universities, and their students, in the delivery of an outstanding student accommodation experience and to assure students and other stakeholders on compliance with the Code’s standards.

Our Mission

To ensure Universities meet with Code requirements and to support University teams in sharing good practice to enhance the delivery, efficiency, and sustainability of accommodation services.

Strategic Themes 2022 – 2025

ST 1 Engagement and Partnerships	ST 2 Standards, People and Systems	ST 3 Finance and Results
To deliver dynamic membership engagement and stakeholder partnerships.	To ensure The Code remains relevant and delivers consistently for all members.	To deliver targeted resources for the delivery of The Code along with measurable outputs.

Strategic Objectives

ST1 – Engagement and Partnerships	ST2 – Standards, People and Systems
ST1.1 - Deliver targeted promotions to raise awareness and understanding of the code.	ST2.2 - Create an online Code presence for the sharing of best practice, training materials and responses to FAQ’s.
ST1 – Engagement and Partnerships	ST2 – Standards, People and Systems
ST1.2 - Deliver an analysis of stakeholders for the Code and supporting engagement plan.	ST2.3 - Undertake a review of the Code in consultation with stakeholders and gain legislative approval.
ST1 – Engagement and Partnerships	ST2 – Standards, People and Systems
ST1.3 - Research levels of awareness and impact of the Code across members and students.	ST2.4 - Undertake a five yearly review of systems, processes, tools and web presence for the Code and action approved recommendations for improvement.
ST2 – Standards, People and Systems	ST3 – Finance and Results
ST2.1- Identify best practice case studies to provide online resources for members	ST3.1 - Deliver a five-year financial plan for the Code
ST3 – Finance and Results	
ST3.2 - Identify and monitor a set of key business results	

11. REVIEW OF THE CODE

Following the UUK Governance Review approved by GB in Spring 2022, CUBO, GB and the SAG have been working towards a program of strategic development activity for The Code over the next 18 – 24 months.

Following discussion with GB on the range of Code development projects currently being considered, SAG were asked to propose a set of priorities to align with the strategic plan and provide a roadmap for delivery of those projects.

SAG agreed that the Review of The Code had a primary place in the project work being undertaken. The last review was delivered in May 2019 and discussion took place relating to the changes/ changes in expectation having taken place since that time, both in terms of the scope of The Code and also the balance between mandatory & non-mandatory requirements.

Phase 1 – Research & Consultation

The starting point for developing The Code review project was at the Joint Codes Conference in November 2022, where, led by Fay Sherrington, it comprised one of the two UUK/GuildHE sessions and produced important feedback. This was followed by a number of scene-setting, preparatory communications to members and stakeholders to ensure that when appropriate, the maximum engagement possible was obtained.

The Code partnered with an independent research company, MEL Research Ltd., to deliver this phase of the review (March – July 2023): to identify scope, undertake multi-format consultation process with members, stakeholders, auditors, partners and UUK/ GuildHE governance bodies and provide a detailed report on which to base the changes to The Code. This included detailed assessment of best practice by other Codes and adoption of principles wherever appropriate.

Over 400 members, stakeholders and partner organisations were invited to participate in the consultation. Direct feedback was received from 161 contributors.

Key findings from the research included: Code Principles

Respondents were largely in agreement about The Code's principles and purpose within the sector. However, some questions arose as to whether this is achieved on a day-to-day basis.

Respondents agreed that:

- The Code provides a set of standards which

University-owned/managed Halls of Residence agree to adhere to.

- The Code holds Universities accountable for their actions, ensuring they are compliant with building regulations and other matters relating to student welfare.

- Universities are encouraged to promote their compliance through marketing materials, highlighting their accommodation within this sector which, in turn, reassures parents and students of the safety / quality of their accommodation.

Feedback on challenges in applying The Code included:

- Some Universities fail to adhere to The Code, usually through a lack of understanding about requirements or complacency within the organisation.

- Non-adherence is also commonly caused through a lack of stakeholder knowledge. This is particularly true for those new in post and with little to no historic evidence of Code compliance.

- Additionally, students and/or parents lacking awareness of The Code means they might not recognise whether institutions are accredited or not.

Navigation & language of The Code

The research found that current difficulties in accessing The Code, in terms of both navigation and Code language, acted as a barrier to compliance, especially for those who are new to The Code. The Code's navigation and language was seen as requiring greater clarity in future iterations (on both the principles and website) to make key parts more accessible on a day-to-day basis. Respondents provided in-depth responses regarding how language could be updated, including specific sentence changes to improve clarity.

Content

Despite requesting some changes to language, overall stakeholders largely agreed about the content of The Code –for example that its priorities should focus on health and safety in any future iterations. This is against a backdrop of growing awareness and care for holistic student wellbeing within the sector; while it is important The Code reflects these wider aspects, it is still predominantly seen as a safety-focused set of guidelines that are led by legislation.

Training

A consistent theme throughout the consultation was that of the need for increased training and development on awareness, understanding and implementation of The Code, for member organisations, individual practitioners and for the audit community.

Senior Management

The majority of stakeholders work with Senior Management as part of their role in complying with The Code. Many reported difficulties in emphasising The Code's importance with these senior figures and suggested that GuildHE/UUK's intervention – for example through targeted communication – would help to ensure institution-wide buy-in and more frequent / accurate compliance.

Phase 2 - Redrafting the Code

The information gained from the consultation phase underpinned the re-drafting of The Code, undertaken by Rory Hughes, with the input of SAG members representing their areas of specialism. Rory is an independent consultant who has extensive knowledge of The Code. He provided a wealth of knowledge and experience in creating the review documentation, not least due to his previous engagement representing the National Union of Students on both SAG and GB.

The overarching changes within the proposed Code reflect new functions, guidance, legislation and best practice. The document removes duplication, improves readability and ordering and provides a more streamlined, functional for a wide range of audiences.

Final amendments, legal scrutiny and governance approvals are expected by the end of 2023, at which point the document will be submitted to DLUHC to be laid before Parliament in 2024.

GB and SAG wish to extend their appreciation to everyone who contributed to this work and their commitment to ensuring that The Code continues to be increasingly recognised as the standard for assuring university owned and/or managed accommodation.

13. PLANS FOR 2023/24

- Submission of Draft Code of Practice for Parliamentary Approval
- Implementation of the new Code following approval
- New Code Management system
- New member-facing website
- New student-facing website
- Further embedding of engagement including regular roundtables for members and auditors
- Significant development in top-level member engagement with The Code
- Code compliance escalation policy

12. ADDITIONAL ACHIEVEMENTS 2022/23

■ A review of Governance Board effectiveness was undertaken in July 2023. Members were asked to consider the performance during 2022/23, review the Code Terms of Reference and strategic roadmap, consider how effectively the Governance Board achieved its responsibilities against the identified priorities for the previous year, and propose improvements which would enhance the Governance Board for 2023/24.

■ A review of the bed space charge took place during the year by the SAG. Following the postponement of the sequential fee increase in 2020/21, SAG recommended an increase of 5 pence + VAT per bed space. The Governance Board approved the proposal in March 2022 and this was applied to the membership in August 2022

■ The membership and buildings lists were updated and submitted to DLUHC. The CUBO, UUK and student facing websites were also updated as appropriate

■ The Chair of GB, UUK and GuildHE sent a letter to the Heads of all member organisations reminding them of the role and value of The Code within the sector, their obligations as members and specifically, stating the requirement for organisational responsibility for compliance.

■ Audits & Complaints returns were analysed and reported by SAG in May/June 2023

■ Member Complaints Policy developed

■ The Annual Joint Codes Conference was held virtually in November 2022

■ The Annual Practitioners' Conference was held virtually in May 2023

■ Members' newsletter (Spring 2023 edition) published

■ Development of the roadmap for future Code Developments/Projects

■ Streamlining of submissions for all compliance returns & underpinning processes

■ Further development of marketing & communications activities

■ Following the success of the Practitioners' Conference, held virtually in May 2023, the next conference is scheduled to be held using the same format in May 2024.

■ Publishing of induction process & new board members pack (Governance Review action)

APPENDIX A

GOVERNANCE BOARD MEMBERSHIP

Independent Chair	Mark Swales
Independent Chair of the Sector Advisory Group	Fay Sherrington
2 AMOSSHE Members	Emma Bales
	Vacancy
3 ANUK Members	Simon Kemp
	Vacancy
	Jess Carrier
3 ASRA Members	Michael Ball
	Sarah Reynolds
	Tom Bates
3 AUDE Members	Bryan Carroll
	Lucy Black
	Jo Hynes
1 CHEIA Member	Vacancy
3 CUBO Members	Robin Walsh
	Paul Burn
	Kirsty Woodward
2 DLUHC Members	William Tandoh
	Vacancy
2 NUS Members	Joe Atkinson
	Vacancy
1 USHA Member	Vacancy
2 UUK Members	Rowan Fisher
	Vacancy
1 GuildHE Member	Kate Wicklow
1 AUE Member	Heather Loosemore
1 DfE Representative	Vacancy
1 Local Authority Representative	Vacancy
1 CIEH Member	Vacancy
CUBO Executive Director	Jan Capper
UUK/GuildHE National Code Support Officer	Tamsin Lester
UUK/GuildHE National Code Manager	Trudy Williams

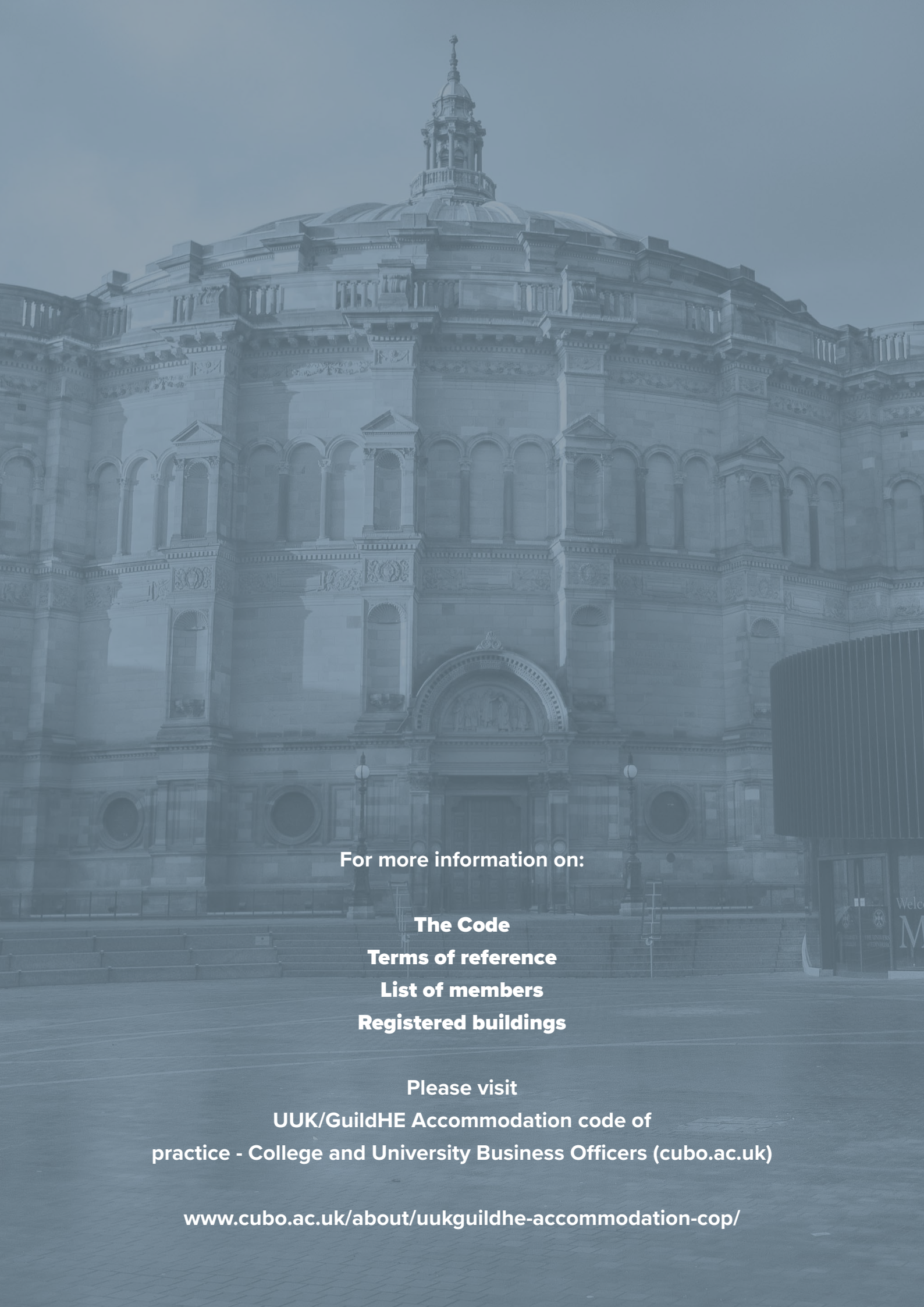
APPENDIX B

SECTOR ADVISORY GROUP MEMBERSHIP

Independent Chair	Fay Sherrington
2 ASRA Members	Michael Ball
	Tracy Altham
2 AUDE Members	Mark Hughes
	Vacancy
1 CHEIA Member	Vacancy
CUBO Executive Director	Jan Capper
3 CUBO Members	Deirdre McIntyre
	Mel Parrott
	Michael Uprichard
1 USHA Member	Daniel Pyett
1 AMOSSHE Member	Emma Bales
1 AUCSO Member	Tom Callow
1 GuildHE Member	Rachel Crane
2 NUS Members	Joe Atkinson
	Vacancy
UUK/GuildHE National Code Support Officer - CUBO	Tamsin Lester
UUK/GuildHE National Code Manager	Trudy Williams

SCHEDULE OF MEETINGS 2024

SAG	Wednesday 14th February
GB	Wednesday 13th March
SAG	Wednesday 22nd May (Annual audit & Complaints review)
SAG	Wednesday 5th June
GB	Wednesday 10th July (In person workshop)
SAG	Wednesday 16th October
GB	Wednesday 6th November
GB/SAG	Wednesday 11th December 2024 (Annual Joint Meeting)



For more information on:

The Code
Terms of reference
List of members
Registered buildings

Please visit
UUK/GuildHE Accommodation code of
practice - College and University Business Officers (cubo.ac.uk)

www.cubo.ac.uk/about/uukguildhe-accommodation-cop/