



nus
**NATIONAL
CONFERENCE**

**AGM Live Policy
2017-20**

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or email events@nus.org.uk





Key information

Purpose of this document

This document contains all the policy currently in effect for the Annual General Meeting. This is the policy that the NUS Boards are responsible for implementing.

Policy Lapse

Policy Lapses in 2 circumstances:

1. If a subsequent policy over-rides it.
2. After 3 years unless National Conference votes to renew it.

Policy passed at National Conference 2017 will lapse at the end of National Conference 2020.

What You Need To Do

If you are considering submitting policy to National Conference you should first check whether any policy is currently 'live' for that issue and whether you need to change the National Union's current stance on that area of work.

If you require this document in an alternative format, please contact democracy@nus.org.uk.

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AGM policy passed at National Conference 2017

Motion 601 | Strengthening NUS Democracy

Conference believes

1. National Conference 2016 voted for 12 principles for a more inclusive, transparent democracy that gives NUS' members real power to make informed decisions. (Appendix A)
2. All of the outgoing and incoming elected NUS full-time officers (FTOs) promised to work with the membership to return to National Conference 2017 with ideas for what this democracy could look like in practice. This motion contains those ideas.
3. Overseen by a Task Group of students, NUS officers, trustees and committee members (Appendix B), these ideas have been informed by a vast quantity of research, consultation and analysis, including but not limited to:
 - a. An evaluation of NUS' democracy using the Quality Students' Union criteria informed by surveys of NUS UK conference delegates, NEC members, students and interviews with NUS and students' union officers.
 - b. Desk-based research into processes used by democratic membership organisations and countries.
 - c. A survey of 2839 students asking how they'd like to make democratic decisions.
 - d. Two rounds of consultation with students' unions and a survey of 1430 students seeking their views on the ideas in this motion.
 - e. A breakdown of motions debated at NUS UK conference in 2015 and 2016 to establish the extent to which they are relevant to members from the different nations of the UK.
 - f. Support and advice from the Centre for the Study of Democracy at Westminster, and public participation experts Involve.
4. During the consultation and analysis, the following problems with NUS' democracy were consistently identified:
 - a. FE students' unions are underrepresented in NUS' decision-making and face major financial and other barriers to participation.
 - b. A hostile culture around NUS' decision-making puts people off from getting involved and speaking at democratic events.
 - c. HE delegates and NUS FTOs, NEC and/or committee members deliver a disproportionate number of speeches at conference and men feel more comfortable speaking on stage than women¹.
 - d. Turnout in delegate elections is low, as is delegates' accountability to students and students' unions.
 - e. NUS has a lot of officers, too much policy and no way for members to prioritise policy effectively or hold officers to account.
 - f. There often isn't enough time in the agenda at conferences to properly debate complex issues.

¹ 58% of men feel comfortable compared to 31% of women

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- g. There's not enough technical information to inform those debates.
 - h. The democratic processes and language NUS uses are too complex.
 - i. The vast majority of Education and Welfare policy debated at NUS UK events are specific to England and not applicable to members in devolved Nations (Wales, Scotland and Northern Ireland).
 - j. NUS is yet to follow the lead of many students' unions who have moved online their democratic processes, increasing engagement.
5. These type of concerns about NUS' democracy have been consistently echoed by students at the 23 unions which have held NUS affiliation referendums since National Conference 2016.

Conference further believes

1. That any behavioural change consistently called for within NUS' democratic culture cannot be achieved without structural change, because we adapt to fit the 'rules of the game' as they are at the moment.
2. As NUS celebrates its 95th birthday, it's vital that we consider whether practices and procedures that were relevant in 1923 - many of which we still use today - have a place in a modern democracy that needs to be responsive and relevant to our members.
3. The student movement is ahead of the curve on so many things but right now democracy is not one of them. Doing nothing is not an option. We must act to create a more inclusive, robust and transparent democracy. We have to change, and this is our opportunity to do it.
4. The ideas in this motion are arranged into four sections: A, B, C and D. Each section aligns with the four principles for a good democracy:
 - (i) Inclusiveness
 - (ii) Considered judgement
 - (iii) Popular control
 - (iv) Transparency

Graham Smith from the Centre for the Study of Democracy developed these principles which are central to the principles voted for by National Conference in April 2016. (Appendix A)
5. This part of the motion sets out the benefits of making these changes. The resolutions of the motion set out what we need to do to makes them happen. A table aligning each of the resolves to the principles and the problems they are designed to address can be found in Appendix E.

Section A. Ensuring members have access to and power over decisions affecting them

6. Holding meetings on a more regional basis would reduce the time and cost of taking part - making it more inclusive to less well-off FE and small HE students' unions. It would also help to build a sense of community and foster a culture of local collaboration between students' unions.
7. We will be a more powerful movement if there are clear roles specified for NUS, students' unions and students in achieving a policy demand and a network for coordinating this activity across the UK.
8. To ensure NUS UK policy proposals are always relevant to those debating them, NUS needs a means of debating and agreeing policy demands specific to England.

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9. It is necessary to be clear which officers are responsible for leading on these policies in England. This would also help clarify which officers are accountable to all members, UK wide.
 10. A more decentralised and federated structure that gives members the power to make decisions at the lowest level possible would help futureproof our democracy in the context of increasing devolution. NUS UK would be reframed as a joint endeavour between Nations and Regions which support (rather than undermine) each other in more stable, harmonious union.

Section B. Using inclusive, high quality debate to inform considered decisions

11. A lot of the policy proposals at conferences are generally agreed with by everyone. If these sort of policy proposals were agreed in advance, more time at conferences would be available for debating more complex and/or controversial issues.
12. If the style and language of the debate were more straightforward and simple to understand then it would be easier for those with less experience to engage fully in the process.
13. Giving more people the opportunity to have the time and opportunity to speak at conferences would broaden the range of views that inform the debate.
14. Requiring the policy proposers to include technical information in motions would expand the information used to inform the debate beyond the political arguments.
15. Good facilitation is crucial to ensuring a high quality debate and that a range of views are heard. If the person choosing who speaks has perceived factional allegiances, then it will lessen trust in the process.

Section C. Modernising our democracy to increase engagement

16. The 'plan of work' in the Nations has helped to democratically align the priorities of NUS Scotland, Wales and NUS-USI with their membership. A ballot of NUS' membership would help steer which NUS UK policies should be prioritised.
17. Enabling more members to vote online in NUS elections would increase the legitimacy of the elected NUS officers. Placing election speeches and manifestos online to enable members to vote after the event better reflects the financial and time demands placed on NUS' modern membership who may be at work (particularly in the case of apprentices) and/or in compulsory lessons (particularly in the case of FE students) during conferences.

Section D. Increasing the transparency and accountability of elected representatives

18. The only time members can directly hold FTOs to account is at conferences, which limits accountability those events, and those who have the resources to attend conferences. Greater accountability to members needs to be provided throughout the year.
19. The voting record of students' unions' delegates must be made public to increase transparency and the ability of students to hold them to account for decisions made in their name.



Conference resolves

Section A. Ensuring members have access to and power over decisions affecting them

1. Bring students' unions in England together on a regional basis instead of Zones to debate ideas and agree local actions. See Appendix C for a list of these regions. Similar gatherings would continue to be held by the Nations through NUS Scotland, NUS Wales and NUS-USI.
2. To establish an organising network for each Region and Nation. The purpose of this network is to co-ordinate action on regional and national policy decisions. The network will be democratically controlled, through students' unions, and include both HE and FE members in order to maximise activity across as many institutions as possible.
3. To introduce a conference for students' unions in these Regions to come together and agree policy that is specific to England. This conference will elect a Welfare Officer, FE and HE Officer to be accountable for leading on and delivering policy demands.
4. To establish a clear criteria based on the devolved powers of governments in the UK (for DPC to interpret) about which policy proposals are decided at which level; *i.e.* Region, Nation or UK-wide.
5. To bring the National Society of Apprentices into the membership of NUS so Apprentices can access the democracy and representation of NUS. For the purposes of delegate entitlement, each apprentice would be counted as 0.4 of a FT student as some apprentices are already counted as 0.6 of a FT student at an FE college already in NUS membership.

Section B. Using inclusive, high quality debate to inform considered decisions

6. Introduce a pre-conference ballot to agree more consensual policy proposals in advance.. This ballot would be designed to identify proposals that have a broad consensus, and so would require a significant majority (calculated including abstentions) to be passed without debate. Because not everyone will necessarily understand specific issues that students from liberation groups might face, the Liberation campaigns can force a debate on any proposals agreed using this ballot.
7. Add a optional section to motions for the policy proposer to include any financial, legal or other relevant technical information.
8. Add a section to motions for the policy proposer to specify what action NUS will take and what action students' unions could take in achieving the goal.
9. To replace the use of acronyms and jargon in our democracy with more accessible language wherever possible e.g. calling 'motions' 'proposals'.
10. Introduce a debating style for the controversial proposals that allows more time for small group discussion, for people to seek clarification and ask questions as well as comment on the proposal.
11. Replace the conference chair with a neutral student who is recruited by DPC and trained to facilitate the debate in an inclusive and impartial manner. Decisions regarding the democratic process (e.g. a



count) will be made by DPC and will remain subject to democratic challenge.

Section C. Modernising our democracy to increase engagement

12. Introduce a post-conference ballot for members to prioritise the policy passed at conferences.
13. Increase the number of students' unions who can vote in NUS officer elections by streaming election speeches online and making candidates' manifestos available digitally for those who are unable or can't afford to attend conferences. These speeches will also be recorded so that those who are unable to watch them live can do so after the event. The ballot will be open in order to accommodate this.
14. Maintain the widely used STV method in NUS elections.

Section D. Increasing the transparency and accountability of elected representatives

15. Introduce online accountability surgeries for NUS FTOs. Appointments can be booked in advance by members so that questions and concerns can be raised with officers using a videoconferencing platform (for example Skype).
16. Introduce an online process for students' unions to register dissatisfaction with a NUS FTO. A member can request a petition to be placed on NUS' website with an explanation of their concern. If a substantial number of students' unions sign the petition (e.g. more than 10%) it will force a vote of no confidence, if less than this number sign (more than 5%²), the officer has to prepare a formal report on their work.
17. Alongside sessions at events, as the accountability of officers will be conducted through the mechanisms above, it will no longer be necessary for the membership to elect a 'block of 15' onto NEC to do it on their behalf. However, vital engagement will be maintained by establishing an FE Network, HE Network and separate sections networks such as a postgraduate section network with members from different regions feeding into the relevant NUS FTOs.
18. NEC will function primarily as a body made up of the elected leadership of NUS to make timely decisions outside of conferences.
19. Make students' unions' delegates' voting records public in order to increase the accountability of these representatives. This will be done after the event so that the relevant constituencies can hold their representatives to account for decisions made on their behalf.

Further resolves

1. National Conference is the sovereign decision making body of NUS UK and is required to approve any changes to the Articles and Rules within its constitution including those that relate to NUS Wales, Scotland, NUS-USI and Liberation Campaigns.

² At the time of writing NUS has 543 members

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2. Therefore if National Conference votes to approve the ideas in this motion then Democratic Procedures Committee (DPC) will work to write the specific changes that would need to be made to the Articles and Rules in the NUS UK constitution. These detailed changes will then be brought to an extraordinary National Conference to be scrutinised, amended and voted on.
 3. To inform the decision of the extraordinary National Conference, these Rules and Articles changes will be subject to an Equality Impact Assessment.
 4. If these Rules and Articles changes are approved by the extraordinary conference, then DPC will lead a formal review of the new system after a period of three years. This evaluation will be based on the principles outlined in appendix A and informed by feedback from students and students' unions.

Appendices

A – Principles voted for at NUS UK National Conference 2016

Vision: Democracy within NUS should take active steps to put the power in the hands of the members to make transparent decisions through informed and inclusive debate that ensures that diverse voices are heard.

1. Students' unions are the constituent members of NUS.
2. Students are members of their students' union and therefore their association with NUS is dependent upon their students' unions' membership of NUS.
3. Democratic decisions within NUS should be made by its constituent members
4. These democratic decisions are about reflecting what is in the best interests of students.
5. The membership should feel that decision-making processes are representative and inclusive. However once a decision is made representatives of NUS should remain conscious that not everyone will agree with the decision.
6. NUS and their elected leaders should act in the interests of students. The membership should then hold the elected leaders to account for their actions using a clear process that enables them to first question officers, and then take further action, within the democratic structures of NUS, if they are not satisfied with the answer.
7. The primary role of elected officers within NUS is to lead the movement and harness its collective power to achieve its goals. Their work should therefore focus on how to secure these demands.
8. Democratic decisions should be conducted using processes that maximise the principles of inclusiveness, popular control, transparency, considered judgement and efficiency as defined above and in Quality Students' Unions.

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9. The complex and diverse decisions made during the policy cycle would be best made by a complex and diverse group of our members. NUS should therefore give guidance and assistance to students' unions to be more democratic and ensure that their representatives are diverse.
10. The autonomy of the Liberation campaigns should be supported so that those who define as such can determine the means via which they challenge their oppression across national borders whilst operating more centrally to make the wider movement more progressive.
11. The NUS Nations lead on and achieve the movement's goals within a specific national context. The scope of their autonomous policy setting focuses on how to respond to devolved policy.
12. There should be total clarity over what decisions are made where, why and who is accountable for the decision being implemented. The language used within our decision-making should be accessible and free from jargon and this language should be able to be replicated across Nations and different students' unions.

B – Stakeholder composition of the Task Group

- NUS UK National President*^L_{SEP}
- NUS UK Vice President Union Development*
- 2 members of NEC*
- 2 members of the Charity board^L_{SEP}
- 2 members of the Services board^L_{SEP}
- 2 members of the NUS UK board^L_{SEP}
- 2 Liberation officers*
- A Nations President^L_{SEP}
- A member of Democratic Procedures Committee*
- A member of Elections Committee^L_{SEP}
- 2 Students' Union officers*
- 2 Students' Union staff^L_{SEP}
- Two officers from Scotland (to ensure coordination with the NUS Scotland Governance review)*

*Elected students or student officers

C – Regions

These regions are informed by a range of considerations including but not limited to major transports links, the Cities and Local Government Devolution Bill, Local Enterprise Partnerships and other third sector membership organisations. The proposal would be to start with these regions but leave sufficient flexibility in the Rules for us to try different configurations based on membership feedback:

- North West
- North East

- Yorkshire and The Humber
- West Midlands
- East Midlands
- East of England
- South East
- London
- South West

D – Table of problems and solutions and principles

The table below seeks to clarify which problems (outlined in the Believes of this motion) the solutions (outlined in Resolves) aims to solve. Where relevant, it also outlines how each of these solutions satisfy the principles voted for by National Conference in 2016.

Problem (See Believes 4)	Solutions (See Resolves)	Relevant principles (See Appendix A)	Explanation
4A	1	8 (inclusiveness)	It reduces the cost and time of travelling to events, both of which are major barriers to FE engagement.
4A	12, 13 and 15	8 (inclusiveness and popular control) 3 and 6	If FE members continue to struggle to attend centralised events such as NUS UK conference, voting online ensures they still have a voice in elections and policy prioritisation. Online surgeries ensure they can question FTOs and hold them to account.
4B and 4C	10 and 11	8 (inclusiveness)	People are more likely to feel comfortable sharing their views and asking questions in small groups. Better facilitation will also help a more diverse range voices be heard.
4D	19	8 (transparency)	If delegates' voting records are made public then it will be easier for students to hold them to account for their actions.

4E	12, 13, 15	8 (popular control) and 6	These ideas will enable members to directly prioritise policy and hold officers to account.
4F	6	8 (considered judgement)	Agreeing some motions in advance will leave more time to debate more complex or confusing proposals.
4G	7	8 (considered judgement)	This will require those make policy proposals to provide technical information to inform the debate.
4H	9	8 (considered judgement and transparency) and 12	This will ensure that the language used within NUS' democracy isn't a barrier to engagement.
4I	3 and 4	7, 11 and 12	This will ensure that the debate is always relevant to everyone in the room. It will also make it clear which officers have the final say on devolved issues and make it clear who is responsible for which policies and accountable to which parts of the membership.
4J	6, 12, 13, 15, and 16	8	All these processes will be conducted online.



AGM policy passed at National Conference 2019

Rules Revision Motion: “We won’t be the generation who turn the lights off on NUS”

Conference believes

1. The National Union of Students is in crisis.
2. If NUS does not reform, the cost of its student voice work will cause it to become insolvent.
3. NUS’ governance structure is complex, large, costly to NUS and members, and filled with unclear processes running concurrently. The result of this ‘over-governance’ is that the organisation is barely governed at all.
4. These problems are well known and there have been attempts to fix NUS’ democracy and governance as far back as 2004³.
5. There are 5 Boards, 20 Officers, a total of 66 power-holding bodies, and a total of 200 power-holding individuals, making decision making and accountability impossible. In other words, there’s too many cooks in the kitchen...by far.
6. NUS’ democracy is tied to a model which prizes competition over consensus, argument over agreement, and in-fighting over fighting for the things that matter.
7. While it is clear that a huge amount of decision making bodies have meant NUS does not have a clear line of political decision making, we cannot place the blame for poor corporate governance on student volunteers. We must place primary responsibility as an organisation for poor quality corporate governance processes at a Board level.
8. NUS’ democracy has suffered from a lack of engagement, lack of interest, and a lack of active participation from our members. 80 per cent of NUS’ Further Education members choose not to engage in National Conference and only one third (1/3) of the total possible delegates attend NUS Conference⁴.
9. The burden of participation is currently set too high to enable mass participation in NUS’ democracy. In our current system, members’ ability to be represented by NUS is reliant on their ability to pay, their ability to give up significant amounts of time, and their knowledge of the inner workings of NUS. Our democracy shuts out too many members and must change.
10. NUS’ members want NUS to deliver a powerful national student voice on matters of major importance to students of the day. Members want NUS to offer a coherent plan of campaigning and influencing work that sets out clear priorities and measurable goals for winning.
11. Students’ unions are the members of NUS and the funders of NUS. Members want NUS to reduce its current offering down to core work. Rather than doing a thousand things badly, members want NUS to do a few things really, really, well and to make best use of the funds they invest in NUS.
12. The evidence base for reform is well established. These recommendations are born out of a history of consultations and reports which includes: *A New Settlement*, a report into the costs and benefits of NUS; *NUS 100* the roadmap for the future of NUS; *Independent Review into the Allegation of Institutional Racism in NUS*, which made recommendations on NUS’ political spaces; *Strengthening NUS Democracy and Governance*, a set of principles on the future of NUS’ democracy built for and with NUS’ members; *Membership Satisfaction Survey* which laid out the work our members really value; and finally *NUS Strategic Plan Analysis* which helped establish a direction of support in the future. Cumulatively, these reports have asked hundreds of students and students’ unions hundreds of things hundreds of times, and again and again we find a common perspective that NUS needs to be more accessible, less complex, and be more fun to be a part of.

³ ‘A New Settlement’ report: <https://www.nusconnect.org.uk/resources/a-new-settlement-report> ‘NUS 100’ documentation: <https://www.nusconnect.org.uk/nus100> ‘NUS 100’ Theory of change: <https://www.nusconnect.org.uk/resources/nus100-how-we-seek-to-make-change> ‘NUS 100’ Strengthening Democracy and Governance: <https://www.nusconnect.org.uk/resources/strengthening-nus-democracy-and-governance>

⁴ Data taken from NUS’ participation data from the previous academic year

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13. In this period of Turnaround (since October 2018), NUS has carried out lengthy consultation to get to the final proposed reforms, including: the largest ever Strategic Conversation; two consultations with responses from students and students' unions; two consultations with NEC; meetings with dozens of students' unions; and weekly meetings with NUS' full time officers.
 14. Students' unions have told us they believe this could be our last chance to reform. They have indicated a failure to reform could endanger their ongoing affiliation to the national union.
 15. In order to avoid further failure in NUS' corporate governance processes, we must prioritise the inclusion of professional governance expertise on the Board, drawn from lay trustees independent of our membership.

Conference Further Believes

1. NUS has both a clear mandate and an existential requirement for radical reform.
2. In extensive consultation with members this year students' unions have overwhelmingly supported the reforms presented to National Conference.
3. The proposed Articles and Rules are based on the recommendations set out in the NUS White Paper. They offer a new vision of NUS – a lean campaigning machine able to affect significant change on, for and with our Members, and build an amazing movement of students engaged in their students' unions.
4. Like a plant that grows better once pruned, NUS must strip back to its core activity and give the next generation room to grow.
5. Detailed financial modelling has taken place⁵ showing the following things:
 - a. Students' unions are no longer willing to pay into NUS at the current rate – a new business model is required as outlined in the Notes & Guidance⁶;
 - b. NUS must reduce its costs by more than 50% in order to survive;
 - c. NUS must re-build its cash reserve by at least £3m in order to survive;
 - d. In this context, we must reduce our operations down to an absolute core in order to a) reduce the affiliation fee, b) rebuild the cash reserve, and c) deliver decent campaigns and services for and with members.
6. Full time officers need to be properly resourced within this smaller organisation. It is not acceptable for their work to be peripheral, 'priorities' to never get prioritised, or Officers to feel 'lost' in the organisation they are elected to lead.
7. Officer support levels are too low to enable them to have a productive and empowering experience. In the context of the financial modelling and the significant financial challenges ahead, the FTOs cannot be more than 7 in order to just maintain a similar level of support⁷.
8. In our recent consultation⁸ 73% of students' union respondents preferred a full- time officer team with 7 Officers.
9. In the same consultation 84% of students' union respondents preferred the model of democracy described in the White Paper above either the current situation or the 2017 proposals.
10. In total, 4% of respondents favoured the current democratic model, and 7% favoured 14 full time officers.
11. There is a clear mandate from students' unions for radical reform as laid out in these proposals.
12. The new articles should give NUS the best chance of making it to its 100th birthday by giving NUS a simple governance structure where bodies are empowered to govern effectively, and by focusing its work on core activities and a set of clear priorities.

⁵ The financial modelling was commissioned by the Turnaround Board and was undertaken by an external financial consultant. A summary of the modelling is contained in the Notes and Guidance document published to Members alongside this Motion.

⁶ See NUS Reform Notes & Guidance document

⁷ The Notes and Guidance document sets out that the staff:FTO ratio is 4:1 (pre-turnaround budget with 20 FTOs), 3:1 (2019/20 emergency budget with 12 FTOs) and 3.8 (proposed reform budget with 7 FTOs).

⁸ See NUS Reform Notes & Guidance document

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13. NUS should have one main Board which oversees all NUS' activity and is fully empowered to govern NUS in line with the wishes of the members (as expressed in the corporate and political spaces) and in line with the purpose set out in the Articles.
 14. All full-time officers should be linked to the Board of the organisation, with a core group automatically holding a place on the Board. This gives them a direct route to power, the ability to govern and lead NUS, the ability to direct resources in line with political priorities, and means every officer has corporate as well as political accountability.
 15. NUS' Articles and Rules, as well as the budget for what will be "NUS Student Voice", should remain a co-decision-making process between NUS National Conference and Company Law Meeting as to give students more ownership over the organisation that delivers for them and their campaigns.
 16. An Executive of FTOs should be empowered to develop a plan of work for the period of their election. The plan should be based on officers' manifesto promises and the political priorities expressed by members. It should also take into consideration research, data and contextual information. This plan should be submitted to the Board for scrutiny and to ensure the plan can be fully resourced. This plan should then be communicated to members to aid their involvement and ensure scrutiny and accountability.
 17. NUS-USI occupies a unique place in the history of NUS and this relationship should be preserved at all costs. As new rules and regulations come into force NUS will seek to maintain and strengthen the tri-lateral agreement.
 18. We considered carefully recommendations that NUS should consider moving elections to every other year as opposed to the current annual cycle. However there must be strong accountability for members, and the need to get re-elected right now provides crucial accountability to officers that could be removed with two-year terms. There is also a reality that without straightforward accountability processes, each year those wishing to become an officer would likely run "no confidence" campaigns in current officers to UK Conference which would be significantly more negative and harmful than the current arrangements which simply ask officers to stand for re-election.
 19. It is a basic principle that the people that set policy should be involved in holding people to account that then execute that policy. So instead of an unwieldy and costly NEC (which sometimes behaves like it is the executive itself) there will be a National Scrutiny Council which will meet online to hold officers to account. Only in emergency situations as further defined by the DPC will it be able to set policy.
 20. On better political spaces NUS should hold elections separate to the formation of policy to ensure policy-making is not simply an extension of the elections themselves. This will enable more genuine discussion between members about their views and will enable us to use seminars, workshops, and consensus-building to form policy.
 21.
 - a) Maintaining the democracy of our National Union of Students is as paramount to the existence of NUS as its financial or operating models.
 - b) Pre and post conference ballots should be introduced to clarify where large scale consensus exists, what members want to discuss and allow National Conference to focus on policy issues that require significant debate.
 - c) Voting on policy should be open to members through digital technology, with specific focus on ensuring they are still able to participate in the debate.
 - d) Voting in elections should be open to members through digital technology, with specific focus on ensuring they are involved in the elections through watching election speeches etc. in addition to voting online.
 22. Conference is the main representative body of students and students should determine who gets to go. So Conference should remain a large body of students that retains the requirement to hold gender balanced ballots to determine its delegations where possible.
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23. NUS should commit to a new model of working in the regions, running organising, networking, campaigning and policy development activities on a regional basis to enable participating in NUS to be easier and less costly.
 24. NUS needs a democracy which is both simpler and easier to take part in. NUS will run a small number of conferences run in such a way that enables maximum engagement from across the membership.
 25. NUS needs to give members a chance to set political priorities and to hold officers to account through the following new mechanisms: (a) ballot pre and post-conference to determine priorities (b) introduce financial and operational detail into motions (c) introduce accountability surgeries for members (d) enable new types of SUs to join NUS to reflect modern modes of learning.
 26. NUS will ease the burden of participation by removing committees, NEC, and other bodies, to instead support our student leaders to do what they are elected to do, deliver powerful campaigns and representation for students.
 27. The work in building a more powerful student voice should be mirrored in NUS' students' unions support offer. Members want NUS to sit shoulder-to-shoulder with an organisation that delivers excellent and focused support to students' unions to aid their development and performance.
 28. This period calls for exceptional leadership to save NUS from a financial crisis and a crisis of credibility for our movement. We have the information, the data, and the direction. National Conference now has the opportunity to radically reimagine our national union.
 29. If NUS is able to afford more officers in the future, Liberation officers should have small committees to hold them to account in-between Liberation Conferences, e.g. 2-4 members each
 30. In the case where NUS cannot afford more officers, the VP Liberation and Equality shall be held to account by a committee of autonomous, volunteer officers representing Black, Women, LGBT+, Disabled and Trans students.
 31. If NUS is able to afford more officers in the future, there should be full time liberation officers elected in caucuses.

Conference Resolves

1. That the Articles of Association attached are adopted as the Articles of Association of the National Union of Students (United Kingdom), to the exclusion of all other Articles of Association and pursuant rules.
2. That with effect from the revised Articles coming into effect, the attached Rules are adopted as the Rules of the National Union of Students (United Kingdom), to the exclusion of all other Rules.