# 28/08/2019 LEADERSHIP COMMITTEE REPORTS

| Content | Report Number |
|---|---|
| Leadership Committee Minutes 31/07/2019 | R1 |
| Report on revising the SU projects list | R2 |
| Report on introducing a project management framework | R3 |
| Project and campaign management policy | R4 |
| Report on draft trustees' annual report | R5 |

| Meeting: | **Leadership Committee** |
|---|---|
| Location: | **President's Office** |
| Date & Time: | **Wednesday 31st July 2019 at 9am** |

**Present:**

| Francesco Masala | Activities Officer (Chair) |
|---|---|
| Ruqia Osman | Education Officer |
| Tom Sawko | Sport Officer |
| Alisha Lobo | Community Officer |

**In attendance:**

| Andrew McLaughlin | Chief Executive |
|---|---|
| Gregory Noakes | Governance & Executive Support Manager (Secretary) |
| Ashia Fenwick | Fresher Week Events Manager |

| Item | |
|---|---|
| 1. | **Election of Chair**<br><br>The committee elected the Activities Officer as Chair. |
| 2. | **Apologies for absence**<br><br>{table below} |
| 3. | **Notice of any other business**<br><br>No items were identified for discussion under any other business. |
| 4. | **Declaration of conflict of interest**<br><br>No committee members declared a conflict of interest in any item on the agenda.<br><br>Committee members were reminded to declare any conflict of interest if it arose during the course of the meeting. |
| 5. | **Minutes of previous Committee meeting**<br><br>The minutes of the previous meetings were approved and signed by the Chair. |
| 5.1. | **Matters arising from the previous Committee meeting**<br><br>The committee noted that there had been no matters arising from the previous meeting. |
| 6. | **Freshers Week**<br><br>Ashia reported to the committee on plans for Freshers week.<br><br>The committee noted that there would be:<br>• changes made to the role of Freshers week captains;<br>• a bigger push around arrivals weekend; |

Item 2 table:

| Name | Reason | Accepted |
|---|---|---|
| Eve Alcock | Annual Leave | Yes |
| Tom Sawko | Jury duty | Yes |
| Jiani Zhou | Another meeting | Yes |

|  |  |
|---|---|
|  | <ul><li>University accommodation ambassadors helping students on arrival weekend advising and signposting new students about accommodation;</li><li>a few student groups out on parade showcasing activities such as cheerleading;</li><li>a range of different activities, cultural and international events for Freshers to get involved in;</li><li>non-alcoholic venues available on campus;</li><li>a water tent with a few alcohol ambassadors in attendance;</li><li>Freshers week captains with lanyards indicating the other languages they can speak;</li><li>A Freshers week app for Freshers to help find events they want to go to.</li></ul>**QUESTION:** A committee member asked what would happen if a Freshers week captain invited accommodation ambassadors to Freshers socials.<br>**ANSWER:** Freshers Week Event Manager noted that this could happen and they would look into this.<br><br>**QUESTION:** A committee member asked if farmers market would be in for Freshers week.<br>**ANSWER:** Freshers Week Event Manager reported that staff opinion is currently divided on this at the moment due high logistics and commercial risks involved.<br><br>The committee discussed the role of alcohol ambassadors and concerns around these individuals being alone with drunk students.<br><br>***(The Freshers Week Event Manager left the meeting at this point)*** |
| 7. | **SU Officer Elections**<br><br>The committee went through and discussed the different options outlined within the report.<br><br>The committee discussed question to candidates and agreed that these should all be held on a Monday 5-7pm as students would be more likely to be free to attend.<br><br>The committee discussed voting open times and agreed that this should be 12pm on Tuesday.<br><br>The committee discussed closing times and agreed that this should be 7pm on Thursday with the results announced 6pm on Friday. |
| 8. | **Any other business**<br><br>No items had been previously identified for discussion. |
| **The meeting ended at 10.10am.** | |

**LEADERSHIP COMMITTEE** – **28 AUGUST 2019**

**REPORT ON REVISING THE SU PROJECTS LIST**

| PURPOSE |
| --- |

Update the list of potential SU projects to reduce the budgeted rate of spend in 2019/20.

| CONTENTS |
| --- |

Page 1:     Report

Page 2:     Actions for Leadership Committee

| REPORT |
| --- |

## 1. BACKGROUND

1.1.  Each Spring, budget managers in The SU submit a budget request for the following financial year (August-July). We allow a bit of flex each year depending on what the team has planned, but where a sizeable amount of money is needed to run a bigger activity – or we need to run something centrally as a strategic programme – we wrap that up as a 'project'.

1.2. We fund these projects from our reserves – money that has built up over the years whenever we have a profitable year. A few years ago, our reserve was becoming noticeably large – which doesn't feel right, and the Charity Commission doesn't like it either. This is one of the reasons behind why the University has felt comfortable in freezing our grant, and rejecting business cases we have put to them.

1.3. The Board and the University's finance committee asked us to start reducing our reserves through managed spending, which we have done. The list of current projects (financial year 2018/19-2019/20) can be seen in Project List A below. We are currently forecasting an underspend of £96,866 against budget for these projects.

1.4. As part of the budget planning process in February 2018, we also asked budget managers to identify future projects that might be coming up over the next few years, so we could earmark potential funding need.  However, when we've listed these potential projects out against our budget, this raised a concern at Board that our rate of spending was too high, particularly at a time when we are unlikely to be 'topping up' our reserves by running at a profit.

## 2. UPDATING THE POTENTIAL PROJECTS LIST

2.1. At the last SU Finance & Audit Committee, the Leadership Committee was tasked with updating this list of potential projects (see Project List B- Potential Projects) so we have a clearer idea of what our future spending might be.  To be clear, this is not the formal approval of these projects (see separate project management framework paper) but an indication of possible spending over the coming years.

2.2. Our reserves policy will be updated as part of the finance policy review this year, but it's worth noting that we retain £187,500 within our reserves so we can fund SU activity should there be a total collapse in income caused by, for example, a fire in the Tub that requires us to close for 12 months.

2.3. The recommended changes in Project List B will reduce the potential project spend by £85,000. Combined with the current underspend for committed projects (see 1.3 above), this will free a further £181,866 for future investment in strategy-related projects.

| ACTIONS FOR LEADERSHIP COMITTEE |
| --- |

Leadership Committee is asked to:

**Recommendation 1**: consider and approve an updated list of potential SU projects.

| **CONTACT:** | Andrew McLaughlin (Chief Executive) | Telephone: 01225 383071<br>E-Mail:<br>a.m.mclaughlin@bath.ac.uk |
| --- | --- | --- |

# R2

## Project List A – Committed projects

| Project | Information | Total budget | Total actual to date[1] | Status |
|---|---|---|---|---|
| Tub refurbishment | Redecoration of the Tub nightclub. Flo's included as project underspent. | -£44,840 | -£50,282 | Completed |
| Strategic plan | Range of strategic plan activities including New Citizenship Project, e-marketing trial, Alterline research. | -£54,824 | -£44,114 | Ends Feb 2020 |
| Business Process Improvement | Exchequer upgrade and App, event planning programme, RSM Support to support finance development work. | -£20,000 | -£16,367 | Ends Oct 2019 |
| Office refurbishment | Redecoration of the student voice area and other office improvements. | -£67,450 | -£38,110 | Completed |
| Club Development Officer role | Project role to support the development of sports clubs | -£70,006 | -£31,381 | Ends Oct 2020 |
| Additional finance support | Backfill role to enable Head of Finance to complete business improvements | -£15,000 | -£15,000 | Completed |
| Staff development fund | Covers redundancy costs and staff development from Personal Development Plans | -£20,000 | -£0 | Ends July 2020 |
| | | **-£292,120** | **-£195,254** | |

[1] As at 31 July 19

## Project list B – Potential projects

| Project | Information | Budget | Update | Recommendation |
|---|---|---|---|---|
| Meeting room improvements | Plan to re-decorate the 1E meeting room as a key 'heart space' within The SU, and to better reflect our purpose and approach. | -£10,000 | This is not a large budget given likely estates and any IT costs, but impact will be noticeable to student leaders and support new strategy | Keep as a potential project |
| Annual loss | This was a marker for a second year of budgeting at a loss. | -£45,000 | The restructure will remove this cost from the budget, however we have already been hit by some increased costs and threat of reduced income | Reduce in line with latest forecast to a prudent -£15k[2] |
| AV replacement costs | Matt identified that the screens in The SU building are gradually failing, and a potentially high cost coming for an entire system replacement | -£40,000 | The RedBus deal means we can replace many of the failing screens – and we can use these for our own content; we should be able to cover lower costs through our annual budgeting process | Remove as a potential project |
| IT catch-up | Paul is worried that we have a number of computers that will be reaching end-of-life in early 2020, so we may need to fund more upgrades than is usual in one year | -£10,000 | The redundancies mean that we can redeploy machines, and should be able to cover all costs within budget by careful re-allocation | Remove as a potential project |
| SU Awards upgrade | This project was identified for spend in 2018/19 to increase the impact of selected SU awards events | -£5,000 | The project team did not require additional funding this year, and should be able to seek alternatives going forward | Remove as a potential project |

[2] To be updated at next SU Finance & Audit Committee

**LEADERSHIP COMMITTEE** – **28 AUGUST 2019**

**REPORT ON INTRODUCING A PROJECT MANAGEMENT FRAMEWORK**

| PURPOSE |
|---|

The report sets out a framework for how we can better plan, approve and monitor the delivery of projects, business cases and campaigns to help ensure that The SU delivers impact and return on investment.

| CONTENTS |
|---|

| REPORT |
|---|

## 1. BACKGROUND

1.1.  We have a slightly haphazard way of approving and managing some of the things we do in The SU. This has sometimes led to us committing resource (people and money) without considering the implications, routinely consulting with key stakeholders, or ensuring that we are achieving the desired impact. We also have no way of recording or sharing any key points of learning.

1.2. In the emerging boat house proposal we have a project and business case for which we are unclear how we might decide to take it forward (or not!). We also have no framework through which we consider the merits of a business case or campaign, particularly those where we are working in 'partnership' with University departments who have less of a focus on achieving impact.

1.3. Whilst we're bringing in a raft of business improvements in SU finance and tightening up our committees, policies and procedures, it makes sense to also professionalise the way we develop, approve and deliver the projects, business cases and campaigns that we undertake.

1.4. Our area planning templates are already forcing a consistent focus on the outcomes of what we do, and bringing projects, business cases and campaigns under the same framework will build on that culture and ensure that we're applying a more robust approach to approvals, oversight and delivery.

1.5. This culture could have a broader benefit for day-to-day activity too, particularly if we get the approach light-touch enough to make it easy to adopt. One example of this might be freeing officers from some of the operational tasks associated with taking these areas forward (unless it's supporting their development), as well as ensuring that we are routinely consulting key internal stakeholders before reaching a decision.

## 2. PROJECT MANAGEMENT FRAMEWORK

2.1. For simplicity, I'm referring to how we might develop, approve, manage and review campaigns, projects and business cases under the term project management framework. This is because these activities tend to have a start, middle and end, and the disciplines involved in managing a project also complement these activities well.

2.2. The following pages contain a collection of draft documents that are sufficient to establish project framework. To aid consistency, the documents are based on what we use already in area planning, so shouldn't be a surprise to anyone using these already.

2.3. The draft project and campaign management policy sets out the following key steps with associated documentation:

| Concept | Feasibility | Design & plan | Monitoring | Close |
|---|---|---|---|---|
| • Client brief | • Business case | • Project/campaign management plan | • Report | • Review |

## 3. IMPLEMENTATION

3.1. Whatever we implement in this area will, by necessity, require some revision based on experience.

3.2. With this in mind, I suggest that we soft launch the framework and work with a group of key staff (plus any officers who are interested) to refine the documentation/process.

3.3. Feedback from this group will help to refine the policy ahead of governance committee approval in September 2019.

3.4. The group will also need to identify any specific training and development needs with the staff team.

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**ACTIONS FOR LEADERSHIP COMMITTEE**

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4. Leadership Committee is asked to:

5.

**Recommendation 1**: Consider the framework outlined on the following pages and feedback on any key concerns or observations

**Recommendation 2**: Consider and agree the timescale and implementation proposal.

| **CONTACT:** | Andrew McLaughlin (Chief Executive) | Telephone: 01225 383071 E-Mail: a.m.mclaughlin@bath.ac.uk |
|---|---|---|

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# A - Client brief for project/campaign

| Name of project /campaign | |
|---|---|
| Client | *Initiates this project/campaign* |
| Sponsor | *Ultimately accountable for the project/campaign delivery* |
| Project Manager | *May not yet be appointed, responsible for delivery.* |
| Consulted | *Who has been consulted in the formulation of this brief? Include marketing and finance if relevant.* |
| Informed | *Who has been informed of the formulation of this brief?* |

**1. What is the current situation?**
*What is going wrong at present? What is the opportunity?*
*(100 words)*

**2. What are the campaign/project's three main objectives?**
*What is this campaign/activity aiming to achieve?*
- Example
- Example
- Example

**3. How does the project/campaign contribute to The SU's strategic direction?**
*(100 words)*

**4. Inputs - budget and resources**
*What budget/resource (including people) do you have available for this? What additional might you need?*
- Example
- Example
- Example
- Example

**5. Outputs - what are we going to do and who will we reach**
*What are the <u>specific</u> things you are going to do to deliver the campaign? Who are the <u>specific</u> participants, decision-makers or customers you want to reach?*

| What we do | Who we reach |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

**6. Specific short, medium and long-term outcomes sought (including how measured/evaluated)**
*How will you know if you are winning/have won? How will you measure this / know when it has been achieved?*
- Example
- Example
- Example

**7. What assumptions are you making?**
*What are you assuming will be in place/be available already?*
*(100 words)*

**8. What external factors need to be considered?**
*What else might impact on what you are wanting to achieve?*
*(100 words)*

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# B - Business case

| Name of project /campaign | |
|---|---|
| Client | *Who initiated this project/campaign* |
| Sponsor | *Who is ultimately accountable for the project/campaign delivery* |
| Project Manager | *Who is responsible for delivery.* |
| Date (version) | |

## 1. Overview  -  desired outcome

*What is being considered, and what will be the outcome if the change is pursued? 300 words max.*

## 2. Reasons

**Bullet points** *of all the reasons WHY this change is being considered. What will happen if nothing changes? How will this contribute to The SU's strategic direction?*

## 3. Benefits expected

*Express these in* <u>measurable</u> *and* <u>tangible terms</u> *against today's situation. Focus on changes of KPIs for participation, satisfaction and impact (do, think, know, feel)*

## 4. Options considered

*What options have been explored to deliver these benefits. Which option(s) are recommended by the project board, and why?*

## 4. Costs

*Cost summary - Include cash breakdown – appendix for detailed income and expenditure over suitable timeframe.*

|  |
|---|

**5. Dependencies**

*List other activities with which this change has inter-dependencies and areas where key project resources have to be shared/conflicts exist – this may have an impact on risks in the section below. What can we not do if we do this?*

**6. Timescale**

*When will this resource be spent? Appendix for detailed project plan.*

**7. Key Risks**

*What might reduce the chances of successfully achieving the goals of the change, and what could be done to reduce those risks?*

| Risk (what might go wrong) | Impact (Estimate 1-5) | Probability (Estimate 1-5) | Severity (Impact x probability) | Risk Response How will the possible impact be reduced? |
|---|---|---|---|---|
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| *Add as required* |  |  |  |  |

**8. Evaluation**

*How will stakeholders know that the intended outcomes have been achieved?*

*How will the team demonstrate this achievement?*

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# C - Progress report

*Provide a short (max 1-page) report to the Leadership committee, including progress on delivering against the key objectives / KPIs.*

Include the following RAID report on page 2:

**RISKS**

What could go wrong (that hasn't gone wrong already)?:
- blah

**ACTION**

What needs to happen for the project to move forward, and who needs to do it:
- blah

**ISSUES**

What is actually going wrong?:
- blah

**DECISIONS**

What decisions are needed to keep things moving forward, who needs to make that decision:
- blah

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# D - Project review

*All completed projects should be reviewed by the project team. At a minimum, your review should include a completed Project Review Summary, but you may wish to write a larger review report. If this is the case, you should complete the Review Summary and include this as a cover sheet when your report is circulated to Leadership Committee.*

*A larger review report may be helpful where:*

- *The project is large, complex or multifaceted, meaning that a more narrative evaluation approach will be more informative*
- *The report itself will form part of your strategy to communicate successes to stakeholders*
- *The project review is likely to result in a number of recommendations where discussion will be important*
- *The project has experienced significant challenges and you would like to thoroughly explore and address their causes and potential solutions in your review*

*A report might include discussion of:*

- *Measures of success and the significance of outcomes achieved in different areas of the project*
- *Key successes and challenges*
- *Satisfaction of stakeholders (this may be included in measures of success)*
- *Costs and benefits*
- *Opportunities for further development*
- *Lessons learned*
- *Findings and recommendations*

| | |
|---|---|
| **Name of project /campaign** | |
| **Client** | |
| **Sponsor** | |
| **Project Manager** | |

**Summary**

**Project:**

*(max 2-page summary)*

**Measures of success**

*Were any changes made to your planned measures of success?*

*Are there any additional measures of success that you would like to include?*

| Objective | Measurement or evaluation methods | Benchmark/ target | Outcome |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## Key Successes (3-5)

| Success | How will this be communicated to stakeholders? |
|---|---|
|  |  |
|  |  |
|  |  |

## Key Challenges (3-5)

| Challenge | Have underlying causes been identified? |
|---|---|
|  |  |
|  |  |
|  |  |

## Key Lessons (3-5)

*Lessons may result from both positive and negative experiences. Consider whether lessons are relevant beyond your project team and how these will be passed on.*

| Lesson/Learning points | When can changes be implemented? | Who is this relevant to? |
|---|---|---|
|  |  |  |
|  |  |  |
|  |  |  |

| **THE STUDENTS' UNION (THE SU) PROJECT AND CAMPAIGN MANAGEMENT POLICY** |
|---|

**Vision:** For accountable and carefully managed campaigns and projects that achieve impact.

**Rationale:** A clear framework for how we plan, approve and monitor the delivery of projects and campaigns is an essential practice for ensuring that The SU delivers impact and return on investment.

| **Content** | **Page** |
|---|---|
| What falls under this framework? | |
| Roles and responsibilities | |
| Project and campaign management framework | |

**What falls under this framework?**

Any campaign or project that:
- Requires formal approval as part of The SU's finance policy (IN DRAFT)
- Carries The SU's logo or other public endorsement
- Anything else?

**Roles and responsibilities**

Smaller campaigns or project may see individuals adopt more than one of the roles, but for larger activities the following roles need to be identified:

- **Client:** instigates the project. Ensures anything they want to do is covered in the client brief and business case, where required. The client makes sure that the client brief is drafted in partnership with relevant teams. During the project, the client works closely with the Project Manager.

- **Project manager:** Helps the client refine their brief, including the links with finance, marketing and other key stakeholder teams. The project manager keeps their line manager in the loop too. During the project, the project manager plays the key coordinating and organising role with the project team, and keeps both the sponsor and client informed.

- **Sponsor:** The sponsor holds ultimate accountability for the success of the project but delegates day-to-day authority to the project manager. The sponsor is responsible for keeps the Leadership committee/Board in the loop, chairs any project board and ensures that key decisions are made and risks and issues are resolved. The sponsor champions the project or campaign and uses strategic their strategic understanding to inform the project of any changes, particularly external, which may impact the scope or objectives.

Depending on the size or complexity of the project, the following groups may also be required:

- **Project board**. Typically a small and agile group of decision-makers, but can be just client and sponsor for small projects or campaigns. The Leadership committee may act as the project board for larger campaigns / projects – or delegate responsibility at approval.

- **Project team.** Made up of all the people who deliver the project or campaign and co-ordinated by the project manager.

**Project and campaign management framework**

The following stages must be followed for all campaigns and projects that fall under the above criteria:

1. **Concept.** The client brief document is completed by the client and sponsor, including any key insights that are key to the work to be done. The feasibility of project/campaign will be agreed by the Leadership Committee. Any feasibility funding should come from operational budgets, or identified now where required.

2. **Feasibility.** Business case is completed by Project Manager, including different options for delivery of objectives and funding opportunities. Approved in principle by Leadership Committee or Board of Trustees/Finance& Audit Committee (Finance policy for £threshold).

   **GATE 1 APPROVAL**

3. **Design & plan.** Project team finalises and refines the benefits, time frames and costings in greater detail. Project management plan completed, contractors identified, permissions sought, funding applications lodged, strategies agreed. Approved by Leadership Committee or Board of Trustees/Finance& Audit Committee (Finance policy for £threshold) and funding allocated.

   **GATE 2 APPROVAL**

4. **Project monitoring.** Contracts agreed, project team report regularly to Leadership committee, including risks, actions, issues and decisions (RAID).

5. **Project close and review.** Project Manager produces end of project report including a Project Review Summary with lessons learned for the Leadership committee. Project formally closed by Leadership committee.

**LEADERSHIP COMMITTEE** – **28 AUGUST 2019**

**REPORT ON DRAFT TRUSTEES' ANNUAL REPORT**

| **PURPOSE** |
|---|

To share a draft of the Trustees' annual report for consideration and discussion.

| **CONTENTS** |
|---|

Page 1:          Report

Page 2:          Actions for Leadership Committee

Page 3-12          Appendix 1: Draft Trustees' Annual Report

| **REPORT** |
|---|

**1. BACKGROUND**

1.1.  It is a legal requirement that each year the Board of Trustees must prepare a set of accounts and a Trustees' annual report for submission to the Charity Commission for publication upon their website.

1.2. The purpose of the Trustees' annual report is to provide the public and potential donors with a clear picture of the charity's activities and financial position.

1.3. The Trustees' annual report attached as appendix 1 is a draft that can still be amended. The final version will be presented to the Board of Trustees and signed off at their meeting on the 17th October.

**2. CHARITY COMMISSION STAEMENT OF RECOMMENDED PRACTICE (SORP)**

2.1. The SORP's requirements that all charities must follow are set out in the following headings:
- objectives and activities;
- achievements and performance;
- financial review;
- structure, governance and management;
- reference and administrative details;
- exemptions from disclosure; and
- funds held as custodian trustee on behalf of others.

2.2. The headings used in the report may be amended to fit the preferences of the charity provided the information required is clearly presented in the report.

2.3. Please note that the financial review section has not been updated yet because the Finance Manager will not be able to do this until after they have met with the auditors on the 23rd August.

**ACTIONS FOR LEADERSHIP COMITTEE**

The Leadership Committee is asked to:

1) Read the draft Trustees' annual report and provide general feedback on layout, form and content.

2) Think about whether there are any significant activities undertaken over this past year which have not been included but they feel should be.

| **CONTACT:** | Gregory Noakes (Governance & Executive Support Manager) | Telephone: 01225 383 <br> E-Mail: gdn26@bath.ac.uk |
|---|---|---|

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# UNIVERSITY OF BATH STUDENTS' UNION
# ANNUAL REPORT AND FINANCIAL STATEMENTS

for the year ended

31 July 2019

# University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

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## REFERENCE AND ADMINISTRATIVE DETAILS

| Overview of Charity's key details | |
|---|---|
| Charity name: | The University of Bath Students' Union |
| Other names: | The SU |
| Charity number: | 1143154 |
| Charity address: | The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY |
| Governing document: | Artilces of Association |
| Constitution: | Unincorporated association |

| Details of Charity's professional services | |
|---|---|
| Bank name: | National Westminster Bank Plc |
| Bank address: | 39 Milsom Street, Bath, BA1 1DS |
| Auditor name: | RSM UK Audit LLP |
| Auditor address: | Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD |

| Senior SU Management | |
|---|---|
| Chief Executive: | Andrew McLaughlin |
| Deputy Chief Executive: | Mandy Wilson-Garner |
| Secretary to the Board: | Greg Noakes |

### Board of Trustees

| Trustee name | Office | Start date | End date | Appointment |
|---|---|---|---|---|
| Eve Alcock | President (Chair) | 02/07/2018 | 02/07/2020 | Elected by Members |
| Jack Kitchen | Education Officer | 02/07/2018 | 01/07/2019 | Elected by Members |
| Jiani Zhou | Postgraduate Officer | 02/07/2018 | 02/07/2020 | Elected by Members |
| Alisha Lobo | Community Officer | 02/07/2018 | 02/07/2020 | Elected by Members |
| Andy Galloway | Sport Officer | 02/07/2018 | 01/07/2019 | Elected by Members |
| Kimberley Pickett-McAtackney | Activities Officer | 02/07/2017 | 01/07/2019 | Elected by Members |
| Ruqia Osman | Education Officer | 01/07/2019 | 02/07/2019 | Elected by Members |
| Tomaz Sawko | Sport Officer | 01/07/2019 | 02/07/2019 | Elected by Members |
| Francesco Masala | Activities Officer | 01/07/2019 | 02/07/2019 | Elected by Members |
| Rob Clay | Independent Trustee | 12/10/2015 | 12/10/2021 | Appointed by the Board |
| Marian McNeir | Independent Trustee | 20/06/2017 | 20/06/2020 | Appointed by the Board |
| Paul Freeston | Independent Trustee | 17/06/2015 | 21/06/2021 | Appointed by the Board |

# University of Bath Students' Union

## CHARITY INTRODUCTION

### Charitable Status

On the 29th July 2011 the University of Bath Students' Union (The SU) successfully registered as a charity with the Charity Commission (charity number 1143154). The charity is governed by the constitution adopted on 1st July 2009.

### Trustees' Report

The Board of Trustees present their Annual Report together with the financial statements for the year ended 31 July 2019. The report has been prepared in accordance with the Charities Act 2011. The trustees have had regard to the charities commission guidance on public benefit entities

### Relationship with the University of Bath

Under the Education Act 1994, the University of Bath has a statutory duty to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. The SU therefore works alongside the University of Bath in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of The SU's members are met.

## OBJECTIVES AND ACTIVITIES

### Charitable Purpose

The objects of The SU are the advancement of education of Students at The University of Bath for the public benefit by:
- promoting the interests and welfare of students at The University of Bath during their course of study and representing, supporting and advising members;
- being the recognised representative channel between students and The University of Bath and any other external bodies; and
- providing social, cultural, sporting and recreational activities and forums for discussion and debate for the personal development of its members.

### Aims

We believe that students can and want to shape the community they are part of for the better.

We believe we can do this by creating opportunities for us to come together to shape our community for the better.

### SU Strategy 2017/20

We operates a three year strategy. The full details of our strategy can be found on our own website. Over the next year work will begin on the development of our next strategy 2020/23.

The following updates on the progress made against our strategy this year:

1) Embedding our cause in all we do:
   We have agreed the wording of our cause and this is resonating strongly with engaged students and staff. Staff have organised thematic and team workshops, helping us draw together key themes

and ideas for further exploration and development. The work is progressing well, and will form the cornerstone of our next strategy and plan.

2) Deliver fewer bigger better initiatives:

   The current restructure proposal is key to the delivery of this aspect of the strategy. The language of fewer bigger better is having a strong impact, and this too is being reflected in the cause work above. Further cultural evolution is required in this space – which will be picked up through the leadership team and area planning.

3) Build the skills and capability of our people:

   We've held a process workshop with key personnel to find ways to improve processes across The SU. We have been severely held up by resource issues within the University HR team, so have yet to complete role profile improvements, delaying this aspect of employer branding. We are putting pressure on senior management in HR, but this may not be resolved until Autumn. We may outsource this work to expedite it. Not all recruiting managers are working to the same process, and we will need to address this with them.

4) Improve our financial processes:

   Work on the new chart of accounts is progressing well and due for delivery by the end of the financial year. This will transform our reporting capability. A new finance app will be ready for student groups at the start of the new financial year.

5) Improve our communications:

   The e-marketing project is mid-way through, and is reporting strong open rates amongst targeted groups. Further improvements are required around content and content champions over the summer. The new web developer will help us take a fresh look at our digital offering.

6) Improve development, recognition and reward for student leaders:

   The new Skills & Development Co-ordinator is in post and progressing work on the project to improve digital training.

7) Support the independent student voice:

   We have facilitated opportunities for independent students to raise issues with the Council, Senate & SU group. We have been active in encouraging students to register to vote for the EU and local authority elections.

8) Improve and extend peer-to-peer support:

   We are proposing to address the resource requirements through the current consultation of staff roles and structures in The SU. The pilot sports referral scheme has been a success, and we are asking the University to support further provision in this area through the student services department.

9) Enhance the postgraduate student experience:

   We are experiencing major overlap issues with the Doctoral College, and continue to encourage stronger partnership working in this area. There are some gradual improvements around activity provision of postgraduate students, and are actively exploring ways to improve academic

representation in this area. Feedback from doctoral students remains that they see The SU as undergraduate focused, suggesting there is still some way to go in this area.

## Success Criteria

We currently measure how successful we have been through five key performance indicators (KPIs).

| Key Performance Indicators (KPIs): | 2016/17 | 2017/18 | 2018/19 |
| --- | --- | --- | --- |
| Student participation | 64% | 70% | 66% |
| Student satisfaction | - | 63% | 62% |
| Student impact | - | 67% | 65% |
| Staff satisfaction | 80% | - | 85% |
| Staff engagement | 70% | - | 84% |

## ACHIEVEMENTS AND PERFORMANCE

### Statement of regular activities undertaken by the Charity

The SU is divided into five main areas; student voice, student groups, student support, student experiences and student development.

These areas work with student members to provide regular advice, representation, activities and events.

### Significant Activities undertaken for 2018/19

In addition to our normal activities we have been involved in the following significant activities this year:

We attained a rating of 'Very Good' with many areas of 'Excellence' as part of the NUS Quality Students' Unions (QSU) assessment scheme. This achievement marks us as amongst the best in the UK and was formally recognised at a parliamentary reception in June.

We also received national recognition as part of a Home Office-approved scheme that promotes responsible management of bars and nightclubs. The Best Bar None scheme assesses students' unions for the range of policies, training and practices that promote a safe and inclusive environment for students. We achieved the Gold Best Bar None National Winner – for the second year running.

We reviewed and amended our governing document this year. These amendments were approved by University Council on the 21st February and students on the 12th March. These amendments were made to improve the efficiency and transparency of our governance.

This year saw Professor Ian White successfully appointed as the new Vice-Chancellor of the University. We played a key role in this important moment in the University's history by being involved within the recruitment and selection process. The news of the appointment has been positively received both within the University community and in national press. Going forward we will work to build positive relationships with the new Vice-Chancellor as this will be an opportunity to bring about positive changes to the benefit of our student members.

This year also saw us working with the New Citizen Project (NCP) to look at our cause by reviewing why we exist. Over the next year we will start working to ensure that we are embedding our cause into everything we do. It will also form a key part of our development of the 2020/23 strategy which we will begin looking at over the coming year.

Over the past few years The SU has been running a planned deficit budget. This has come about due the charity's operating costs no longer being sustained by the University grant and the income we generate through our commercial enterprises. The Board made the decision this year that it was no longer in the best interests of the charity to continue to use reserves to cover our operating costs. A restructure was therefore planned and carried out towards the end of this year. The restructure in addition to ensuring the budget was breaking even again sought to: re-focus SU resource on delivering core strategic areas of work, strengthening these wherever possible; increase the resilience of staffing structures within the SU, removing single points of failure where feasible; and resolve a specific concern raised by the auditors this year regarding the segregation of duties as a key internal control measure within finance.

One issue that has arisen this year which has affected many of our student members relates to changes made by the bus company, First, to bus routes to and from campus. We have worked tirelessly over the past year challenging both the University and First to address the poor quality of service brought about by these changes. We have successfully lobbied for the return of the U1X route but there still remains much work to be done in this area over the coming year.

An area that we have not had great success in this year is in challenging University Estates to be more transparent about expenditure on new buildings and projects. There has been much resistance from Estates to provide this despite the obvious benefits this would bring to our student members in reassuring them that their money is being well spent. The activities we have taken to date have been mostly limited to voicing concerns at important University meetings such as Council and supporting Bath Time in publishing articles on the subject. We recognise that this is an area that we will need to continue to apply pressure to the University on over the coming years if we are to make meaningful and significant changes.

We have been successful this year in lobbying the University around issues to do with doctorial students being properly safeguarded in their work of campus. As a direct response of our work the University has established a working group which are updating health & safety guidelines and procedures around this area.

Sadly not all of our lobbying with the University has met with the same success. A campaign we ran lobbying the University for the extension of the nursery provision was not successful in achieving the desired aim of improving provisions provided to student parents and carers. However some success has been made elsewhere in this area with the University providing new accommodation for student families.

Last year the University was the subject of the Halpin review following the Vice-Chancellor remunerations scandal. This review set out recommendations to address the failings identified within the University's governance. Throughout this year we have worked hard to support the University in implementing these changes through ensuring that the student voice is heard at University Council meetings. We have also played a role in the recruitment of new lay members to Council and its new chair. Going forward we will continue to ensure that Council are kept informed of the real issues that face students on campus.

## FINANCIAL REVIEW

The overall deficit for the year, before reserve transfer, on unrestricted funds was £28,435 (2016/17: Surplus of £108,938).

Bars and Entertainments remained the principal focus for the Union's commercial activity during 2017/18. Performance in this area exceeded budget with a surplus, before overhead apportionment, of £128,232 (2016/17: £121,359).

The Balance Sheet continues to reflect a robust financial position for the Union with net current assets of £832,287  (2016/17: £983,085).

## Reserves Policy and Going Concern

Reserves are needed;-

- To provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice;

- To protect the financial stability of The SU against adverse economic conditions within commercial operations; and

- To provide a fund for capital replacement or refurbishment.

The balance held as unrestricted general funds at 31 July 2018 was £764,082 (2016/17: £771,352), of which £721,757 (2016/17: £763,232) are regarded as free reserves, after allowing for funds tied up in tangible fixed assets.

As at 31 July 2018 the level of free reserves was fully allocated by the Trustees for the following:

- To avoid the necessity of realising fixed assets held for Bath SU's use;

- To manage income risk through commercial services by covering 25% of one year's net trading income;

- To provide for working capital requirements; and

- To provide funding for a number of specific refurbishments and projects.

The surplus achieved in 2017/18 alongside any project funding available for reallocation will be considered within the Reserves Policy 2019/19.

The Trustees confirm that there are no material uncertainties with regard to considering the Students' Union as a going concern.

## Risk Management

The Students' Union has adopted a formal Risk Management framework that embeds consideration of risk when reviewing the Union's Mission Statement, and developing the Strategic Development Plan within the Annual Planning and Budgeting Process.

This approach is designed to directly aid the quality of Trustee and management decision-making, improve potential outcomes and provide the clear accountability required to all its members.

A Risk Management Charter exists to:

- formally document the strategies that the Students' Union follows on behalf of its members to reduce risk over the short and medium-term time span;
- confirm that appropriate risk management policies and operational procedures are embedded within the day to day operations of the Union; and
- provide a practical framework for Union management and staff to follow.

Furthermore, each key risk is assessed and documented in the Risk Register under an appropriate category, and grouped together under additional classifications where relevant.

The Risk Register:

- Establishes the key risks within each category;
- Classifies the risks within each category where appropriate;
- Evaluates the likelihood and impact of the key risks;
- Prioritises the risks based on the weighting to determine the most critical risks; and
- Plans the response to controlling the risk.

The Board of Trustees reviews the major strategic, business and operational risks faced by the Students' Union on an annual basis as a minimum. The SU Risk Register 2018/19 identifies no risks at the level of 'critical' or 'major' but five at the lower classification of risk of 'significant':

1. Failure to ensure there are adequate health and safety procedures covering all The SU activities;
2. Failure to obtain grant funding from the University in an uncertain higher education sector;
3. Failure to comply with GDPR laws in relation to personal data consent, security and retention;
4. Failure to achieve commercial targets; and
5. Failure to obtain the funding, capacity or support for The SU strategy.

These risks have been mitigated through a number of improvement actions, controls and processes, reducing all identified risks to 'medium'. The risks will be reassessed for the production of The SU Risk Register 2019/20.

## FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

RAG is a student led society with the aim of fundraising for a variety of local and national charitable causes whilst providing students with a number of development opportunities. This include fundraising itself as well as organisational and leadership roles.

The financial transactions of RAG are kept separate from those of the Students' Union through the use of unique coding and custody of the assets falls within the general security arrangements of the wider University.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

The Board of Trustees is responsible for the strategic direction, governance and sustainability of The SU.

Pay and remuneration is set by the University of Bath through its annual remuneration process. All wages and salaries are paid to staff by the University of Bath with the relevant costs recharged to The SU.

The Board is made up of six Student Officers and seven Independent Trustees.

The Student Officers are elected through cross-campus ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected.

The Independent Trustees are recruited to the Board to bring a wider perspective and skill set from outside of The SU. A term for Independent Trustees lasts for up to three years and they can serve for a maximum of six years.

Upon appointment all Trustees are briefed on their legal obligations and other Trustee responsibilities. All Trustees receive an induction information pack which includes their role responsibilities, their legal responsibilities, historical and current information about The SU, information on its Strategic Plan and how to deal with potential conflicts of interest.

The Board of Trustees has the following committees:

**Finance & Audit committee**

| **Responsibility:** |
| --- |
| Monitoring, reporting and making recommendations on the budget to the Board |
| Approving unbudgeted expenditures that will exceed £10,000 |
| Approving budgeted expenditures that will exceed £50,000 |
| Reviewing financial policies |
| Monitoring and reporting on audit recommendations to the Board |
| Keeping under review a register of assets |

| **2018/19 Membership** | **2019/20 Membership** |
| --- | --- |
| Rob Clay | Rob Clay |
| Andrew Galloway | Paul Freeston |
| Jack Kitchen | Jiani Zhou |
| Jiani Zhou | Tomaz Sawko |

| **Appointment:** |
| --- |
| All Trustees are appointed by the Board |

| **Number of meetings:** |
| --- |
| Three meetings planned a year |
| Additional meetings can be called |

| **Health & Safety committee** |
| --- |

| **Responsibility:** |
| --- |
| Monitoring and reporting on health & safety issues to the Board |
| Reviewing health & safety related policies |
| Keeping under review transport |
| Reviewing the risk register and recommending changes to the Board |
| Keeping under review risk management policies |
| Monitoring and reporting on staff wellbeing to the Board |

| **2019/20 Membership** |
| --- |
| Rob Clay |
| Paul Freeston |
| Jiani Zhou |
| Tomaz Sawko |

| **Appointment:** |
| --- |
| All Trustees are appointed by the Board |

| **Number of meetings:** |
| --- |
| Two meetings planned a year |
| Additional meetings can be called |

| **Governance committee** |
| --- |

| **Responsibility:** |
| --- |
| Reviewing the Articles of Governance |
| Reviewing general policies |
| Reviewing Board effectiveness |
| Overseeing the recruitment and induction of new trustees |

| **2018/19 Membership** | **2019/20 Membership** |
| --- | --- |
| Eve Alcock | Eve Alcock |
| Alisha Lobo | Alisha Lobo |
| Jiani Zhou | Jiani Zhou |
| Andrew Galloway | Ruqia Osman |
| Jack Kitchen | |
| Kimberley Pickett | |

| **Appointment:** |
| --- |
| All Trustees are appointed by the Board |

| **Number of meetings:** |
| --- |
| This committee meets as and when necessary. |

| **Complaints & Disciplinary committee** |
| --- |

| **Responsibility:** |
| --- |
| Hearing complaints under stage 2 of the Complaints & Disciplinary procedure |

# University of Bath Students' Union

TRUSTEES' REPORT
for the year ended 31 July 2019

| Hearing disciplinary appeals under stage 2 of the Complaints & Disciplinary procedure | |
|---|---|
| **2018/19 Membership** | **2019/20 Membership** |
| Marian McNeir | Marian McNeir |
| Alisha Lobo | Alisha Lobo |
| Andrew Galloway | Tomaz Sawko |
| Jiani Zhou (Reserve) | Jiani Zhou (Reserve) |
| Eve Alcock (Reserve) | Ruqia Osman (Reserve) |
| **Appointment:** | |
| All Trustees are appointed by the Board | |
| **Number of meetings:** | |
| This committee meets as and when necessary. | |

| **Leadership committee** | |
|---|---|
| **Responsibility:** | |
| Monitoring, reporting and making recommendations on the strategic plan to the Board | |
| Approving and overseeing campaigns and projects | |
| Identifying and monitoring reputational risks | |
| **2018/19 Membership** | **2019/20 Membership** |
| Jack Kitchen | Francesco Masala |
| Alisha Lobo | Eve Alcock |
| Andrew Galloway | Alisha Lobo |
| Jiani Zhou | Tomaz Sawko |
| Eve Alcock | Jiani Zhou |
| Kimberley Pickett | Ruqia Osman |
| **Appointment:** | |
| All Trustees are appointed by the Board | |
| **Number of meetings:** | |
| This committee meets as and when necessary. | |

## STATEMENT AS TO DISCLOSURE OF INFORMATION TO THE AUDITOR

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees have confirmed that they have taken all the steps that they ought to have taken as Trustees Members in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

**Auditor**

RSM UK Audit LLP has indicated its willingness to continue in office. The Trustees' Report was approved by the Trustees on 17th October 2019 and signed on their behalf by:

Chief Executive                                  Students' Union President
Andrew McLaughlin                        Eve Alcock

Date:                                                      Date: