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Meeting:	Board of Trustees
Location:	Microsoft Teams Meeting
Date & Time:	Thursday 16 June 2022 at 9.30am

Present:

Annie Willingham	President (<i>Chair</i>)
Jacob Withington	Education Officer (joined at 10.00)
Siddharth Singh	Postgraduate Officer
Elizabeth Stacey	Sport Officer
Zoe Paumelle	Activities Officer
Meg Crossman	Community Officer
Nicky Passmore	Chief Executive
Kate Aldridge	Independent Trustee
Jordan Kenny	Independent Trustee
Alexander Robinson	Independent Trustee and incoming SU President
Barry Hughes	Independent Trustee

In attendance:

Mandy Wilson-Garner	Deputy Chief Executive
Blake Walker	Incoming Community Officer
Jura Neverauskaite	Incoming Postgraduate Officer
Julia Kildyushova	Incoming Education Officer
Viktor Toshev	Incoming Activities Officer
Ben Palmer	Change and Inclusion Manager (<i>for items 9 & 10</i>)
Charlie Slack	Head of Student Voice and Engagement (<i>Secretary and for item 9</i>)
Amy Young	Engagement & Insights Manager (<i>Secretary and for item 7</i>)

Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Valerie Copenhagen		
	Marian McNeir	Connection issues	Yes
	<p>The Chief Executive was welcomed back and it was explained that they would be observing today's meeting as part of their phased return to work.</p> <p>The Chair welcomed the incoming SU Officer team and invited them to introduce themselves to the Board.</p> <p>It was acknowledged that this would be the final Board meeting of the current SU Officer team.</p> <p>Barry Hughes indicated that they would need to leave the meeting at 10.45.</p>		
2.	Notice of any other business		
	<p>The Chair advised that they had been informed that a Trustee (MM) had requested an AOB but it was unclear whether they would be joining the meeting.</p> <p>The Chair also confirmed that there was an item for Reserved Business on behalf of the Chair and Vice Chair.</p>		

3.	<p>Declaration of conflict of interest</p> <p>No one had any conflicts of interests to declare in any items on the agenda.</p>
4.	<p>Minutes of the previous meeting and actions arising</p> <p>The Board approved the previous minutes and noted the actions and subsequent progress arising from previous meetings.</p> <p>In particular the following updates were explained in further detail.</p> <p>4.1 Student Trustee recruitment The Chair updated that two new student trustee members had been recruited following a round of recruitment. They would both be trained in preparation for starting their roles at the September 2022 meeting of the Board. The Chair thanked the current student trustee (AR) and the Deputy Chief Executive for their assistance with the recruitment process.</p> <p>4.2 University Health and Safety Committee update The Board received a report on the issues raised at University Health and Safety Committee this academic year (<i>see R1 of the Board reports</i>).</p> <p>A Trustee, who is a student representative on the University Health and Safety Committee, had prepared an update on request of a Trustee at the last Board committee meeting.</p> <p>QUESTION: A Trustee asked further about the role of an SU Officer on the University Health and Safety Committee and why this is as a student representative rather than as a representative of The SU.</p> <p>ANSWER: The Trustee who attends the Committee explained that little student related business is discussed at the University Health and Safety Committee, but their role is there to provide feedback on any items which impact on students and gave an example of discussions regarding the underdeck as this may impact on Student Group storage spaces.</p> <p>4.3 Student Group Policy The DCE updated that the SU Student Group Policy had been changed in 2020-21 and some students had concerns about the changes. Flexibility was built into the policy and was allowed throughout 2021-22. A review of the policy will take place in 2022-23.</p>
5.	<p>Committee Structure and Membership</p> <p>The Board received a report on Committee Structure and Membership (<i>see R2 of the Board reports</i>).</p> <p>The Chair outlined that in 2021-22 it was agreed that specific Officer roles would be allocated to the SU Committees which sit under the Board. The Officer roles are proposed to remain the same in 2022-23. The Chair however invited the incoming Officers to consider becoming observers at the SU Finance and Audit Committee.</p> <p>The Board approved the proposed memberships of Committees.</p>
6.	<p>Finance & Audit</p> <p>The Board received an update report from Finance and Audit (<i>see R3 of the Board reports</i>).</p>

	<p>A Trustee updated that overall The SU finances were looking good. There were commercial concern particularly linked to increasing costs of services and products and cost of living impacting student spending. Savings however had been made due to staff vacancies.</p> <p>They reinforced the Chairs invitation for incoming Officers to join the Finance and Audit Committee as observers to provide them with experience and overview of organisation management and risk. This was supported by other Trustees.</p> <p>QUESTION: A Trustee asked what the main areas of risk were or which may require attention.</p> <p>ANSWER: The impact of staff vacancies can be considerable on the delivery of service if multiple or key staff leave. The cost of living crisis will have an impact both in the increasing costs of services or products The SU needs to buy-in, but also in students spending less with us due to less disposable income.</p> <p>The DCE updated that the club nights were hit this year with lower participation from students. The SU is currently working with external consultants to look the long term effects and reliance on club night income. Aggressive competition from venues in the city was not only impacting student spending but also student safety. The Marketing area had also experienced difficulties in securing sponsorship and other income sources, the consultants will be looking at the sector and also looking at identifying possible other sources of income generation. It had been noted by the consultants that many campus outlets had closed due to staffing issues and lower footfall and spending by customers.</p>
7.	<p>Strategy and Performance (Report R4)</p> <p>The Board received an update report on Strategy and Performance (<i>see R4 of the Board reports</i>).</p> <p>The Insight and Engagement Manager gave a short overview of the paper which provided an update on the current set of KPIs linked to the current SU strategy period.</p> <p>Overall, it was positive to see increases in all KPIs which were generated from The SU's monthly survey. There were three months left to report on (April – June 2022) but it looked like a positive up-trend when compared to last year's data. They identified a significant increase in students' sense of belonging in 2021-22.</p> <p>This report was the first time that participation data had also been included and following presenting to Leadership Committee comparison data from the period 2018-19 onwards had been included. It was positive to see students returning to participating and engaging with The SU following Covid-19.</p> <p>The KPI linked to staff satisfaction and engagement was again not available for reporting as the University had not conducted an employee satisfaction survey, however there was scope for facilitating our own.</p> <p>The KPI related to financial contribution was reported as part of the Finance and Audit Committee business.</p> <p>QUESTION: A Trustee thanked the Insight and Engagement Manager for the report which was useful and easy to view. They asked if the 2021-22 positive trend in data was due to post Covid-19 return to normal or due to specific interventions by The SU.</p>

	<p>ANSWER: The Insight and Engagement Manager responded that they thought that it was a combination and that the return of students to participating in activities had impacted on increases to feeling part of a community and sense of belonging. With regards to students feeling and knowing how they can make change The SU had introduced several new mechanisms this year (see Report R6 for more detail) which appeared to be making improvements in this area of data and will continue to be monitored as they become more embedded.</p> <p>A Trustee identified that during Covid-19 there had been a shift to an expectation from students for The SU to do things for them, and now we are seeing a move back to students taking a lead themselves making change through mechanisms such as Standpoints, Ideas to Action and SUMmit.</p> <p>QUESTION: A Trustee identified in the participation data table (1.4.1) that the numbers of students participating in the volunteer area had continued to decrease coming out of Covid-19 and asked if there was insight into why this was happening.</p> <p>ANSWER: The Insight and Engagement Manager commented that with higher tuition fees and costs of living students are taking up more paid work opportunities (seen through the SU’s monthly survey) which may be impacting on the time that students have for non-paid volunteering work. The Deputy Chief Executive added that there had been staffing changes and vacant posts in the area which had impacted operationally on the area. They also added that following Covid-19 there was a lack of legacy with student-led leadership positions passing on knowledge and involvement in projects.</p> <p>QUESTION: A Trustee asked the Insight and Engagement Manager to identify any areas of concern and success.</p> <p>ANSWER: The Insight and Engagement Manager noted that the ‘making a change’ KPIs were notably lower, however with the new mechanisms which are in place it is hoped that further promotion of these through Execs, Student Groups and to the wider student body this will see them become more embedded and awareness will increase. Positively, the increases in students’ sense of belonging must be noted. Whilst the wider data from the SU monthly survey shows students are less concerned about mental health and loneliness there is still a group of students who express concern with these areas. Participation in The SU is building back and will be contributing to sense of belonging and community.</p> <p>QUESTION: A Trustee asked for further information about the staff KPI metric.</p> <p>ANSWER: The Deputy Chief Executive updated that the University have run surveys throughout the Covid-19 period, but these were broadly based on wellbeing as a priority during this period. HR have agreed that this data can be looked at moving forwards and Staff Development have agreed to work with The SU on the findings particularly around staff wellbeing.</p>
8.	<p>SU Top Ten 2021-22</p> <p>The Board received an update report on the Top Ten (<i>see R5 of the Board reports</i>).</p> <p>The Chair introduced the Top Ten Report. They emphasised the positive impact the change of focus to have a University Executive Lead for each of the priority issues had had. There was still work to be done to ensure that the Top Ten are not seen as Officer priorities but based on wider student representation.</p>

	<p>QUESTION: A Trustee asked whether next year clear measurable success measures could be included to enable more clarity of timeframes and progress tracking.</p> <p>ANSWER: The Chair agreed that this would be a good step forwards and proposed using a similar rag rating to that which is used for the Officer and SU Area Board reports.</p> <p>The Chair invited SU Officers to provide any further updates on the progress with the priorities.</p> <p>A Trustee updated that due to Bath Rugby pulling out of the agreement to redevelop the Sulis Club facilities this had now taken a considerable step back and they would be looking back to the University to commit to the redevelopment.</p> <p>QUESTION: A Trustee asked whether the changes to Access and Participation Plans (APPs) by the Office for Students had helped with progress on the priority issue <i>Create departmental specific attainment action plans and KPIs that identify meaningful actions and timescales based on interrogation of data and sharing practice.</i></p> <p>ANSWER: A Trustee responded that this piece of work was mostly about a cultural change within departments as a first step with the request for departments to report on attainment etc. This area of work was a priority for the new Pro-Vice-Chancellor Education too so it is expected to continue and expand. A Trustee noted that calls would be made to all Vice-Chancellors in the next few weeks about APPs which may be an opportunity to progress this issue.</p> <p>QUESTION: A Trustee asked for an update on the priority issue <i>Expand preventative mental health provisions to identify early signs of wellbeing issues, in line with Student Minds' Mental Health Charter</i></p> <p>ANSWER: A Trustee updated the Board that the University has signed up to the Student Minds Mental Health Charter and as a result would be submitting a report in November. This had started lots of action around preventative measures which included a Student Support Directory for students and staff to use to support student mental health and the creation of a male peer support system to be launched in September. Linked to this priority issue is also the inclusion of quiet spaces with the confirmation of a quiet space being created in the Virgil Building for students to use.</p> <p>QUESTION: A Trustee asked for an update on the priority issue <i>Introduce mandatory training for all supervisors and review the complaints process to ensure an independent and effective approach.</i></p> <p>ANSWER: A Trustee updated that supervision had been an issue for doctoral students for many years but it was felt that progress had been made this year. As part of the routine six monthly progress reporting mechanism students will now be able to confidentially raise any problems with their supervision. A series of videos had been created and a new training officer had been piloting training for all supervisors. Whilst the training was not being mandatory it had been agreed that using departmental or team away days to deliver the training content was the best method currently.</p>
9.	<p>Citizenshift</p> <p><i>[The Change and Inclusion Manager joined the meeting]</i></p> <p>The Board received an update report on Citizenshift (see R6 of the Board reports).</p>

The Head of Student Voice and Engagement introduced the report which provided an update on the three new mechanism introduced this academic year as part of the work on Citizenship in the current SU strategic aims. They thanked the Change and Inclusion Manager and Insight and Engagement Manager for their work implementing these mechanisms.

Standpoints had been reported routinely to the Board and engagement had increased throughout the year with SUMmit members and students submitting proposals for Standpoints.

SUMmit started online and moved to in person meetings and had been a positive mechanism, quoracy had been reached throughout the year and work had been done in the latter part of the year with members to amend the terms of reference (see appendix 1)

Ideas to Action had been a previous mechanism used by The SU but this had generated substantial increased workload for SU Officers. The new mechanism enables quick or operational ideas to be directly referred to the relevant area or person and where campaign activity could take place students are supported to lead a campaign.

QUESTION: A Trustee asked if there was a target number of Standpoints The SU wished to have approved each year, and should the number of unique proposers also be a target.

ANSWER: The Head of Student Voice and Engagement responded that it is a lot of work for the staff and SU Officer team to support the development of Standpoints so workload capacity is an area of consideration. Therefore, decisions about expansion or developments of these mechanisms needs to form part of the next strategic plan.

A Trustee praised the work that had taken place in implementing and supporting these new mechanisms and thanked the staff involved.

A Trustee also commented that it was impressive to see the mechanism become reality from the initial proposals brought to Board a year ago. Over time they would like to see the impact Standpoints have made being reported, identifying where the University makes change and a Standpoint has been influential in this decision.

The Head of Student Voice and Engagement responded that the Standpoints mechanism enables The SU to be more agile and responsive compared to traditional SU policy making mechanism. The tracking of issues and impact more broadly had been identified as an issue for the Voice Team in managing the amount of issues The SU and student representatives were working on at any one time.

A Trustee gave an example of where they had successfully used a Standpoint approved by SUMmit calling on the University to commit to not using NDAs. As a result the University agreed to look into this issue more. A Trustee asked if this had been communicated back to SUMmit members and students, this would be actioned once the University committed to signing the pledge.

QUESTION: With regards to the proposed new Terms of Reference a Trustee asked for clarification of the rationale of changing the quoracy and whether this was a solution to low engagement.

ANSWER: The Change and Inclusion Manager responded that members of SUMmit at the review meeting had fed back that they wanted a higher % to pass a Standpoint to make it more robust. SUMmit members themselves had also proposed the inclusion of some accountability measures for the Terms of Reference.

	The Board approved the proposed new Terms of Reference for SUMmit.
	<p>10:40 The Chair proposed a short break and asked members to return at 10.45.</p> <p>10.40 <i>Barry Hughes informed the Board that he needed to leave the meeting and would not be returning after the break.</i></p> <p>10.48 The Chair restarted the meeting.</p>
10.	<p>Changes to Elections Committee</p> <p>The Board received a report on Elections Committee (<i>see R7 of the Board reports</i>).</p> <p>The Change and Inclusion Manager introduced the report.</p> <p>The current Elections Committee is not a formal committee of The SU but exists to support the Returning Officer and Deputy Returning Officer in their work. As a committee of students and Officers they provide insight and ensure that the processes are student-led. The committee has been overly focused on Officer elections rather than the broader democratic functions of The SU including other elections and referenda.</p> <p>QUESTION: A Trustee asked if there is appetite from students to be a part of this committee and be involved in this area of work.</p> <p>ANSWER: The Change and Inclusion Manager responded that they hoped by broadening out the remit of the group it would interest a wider group of students, targeted promotion was also planned with students in disciplines who may be looking for careers in this field. A Trustee commented that following the recent SU Officer elections they had been approached by students wanting to be involved in the Elections Committee.</p> <p>The Board approved the proposed creation of a Democratic Procedures Team.</p> <p>The Board thanked the Change and Inclusion Manager for identifying alternative ways for students to get involved.</p> <p><i>[10.53 The Change and Inclusion Manager left the meeting]</i></p>
11.	<p>Operational matters</p>
11.1	<p>Report on Officers</p> <p>The Board received an update report from Officers (<i>see R8 of the Board reports</i>).</p> <p>The Chair invited each SU Officer to highlight any elements they wished to draw the Board's attention to.</p>
11.1.1	<p>The President thanked the Board members and SU staff teams for their support this year.</p>
11.1.2	<p>The Education Officer highlighted concerns with capacity within the Education team which made it hard to do projects to improve current work.</p> <p>QUESTION: A Trustee asked what was being done to look at capacity.</p> <p>ANSWER: The Deputy Chief Exec responded that some work has taken place to identify short term project funding to help with capacity issues. Longer term this is something which</p>

	<p>is linked with strategic review and planning rounds. The issue of capacity has been identified by all areas so this needs to be reviewed at a grass roots level. Work needs to happen to identify what the University and students wants from The SU.</p> <p>QUESTION: A Trustee asked what was happening with the work around unpaid placements and was the University looking at alternative options.</p> <p>ANSWER: The Education Officer responded that this piece of work was ongoing and would be passed onto the incoming Education Officer. Work had been done to identify funding for bursaries such as the Alumni fund.</p>
11.1.3	The Postgraduate Officer identified the outstanding piece of work he was following up on was the PGT dissertation survey.
11.1.4	The Community Officer updated that the work they had done on menstrual product provision on campus was expanding and would continue into the next year.
11.1.5	The Sport Officer updated that the kit tender process had completed with the agreement signed with Surridge.
11.1.6	The Activities Officer updated that the elections period for Societies committees had been problematic with some struggling to understand the election rules. They thanked the Deputy Returning Officer for their support.
	The Chair thanked the Officer team for their work this year.
11.2	<p>Area Operations Reports</p> <p>The Board received an update report from SU areas (<i>see R9 of the Board reports</i>).</p> <p>The Chair thanked all teams who had achieved a lot with huge demand, capacity issues and changing student expectations. In particular they highlighted the Summer Ball with particular thanks to the Head of Commercial – Venues and Events. This was echoed by a Trustee who recognised the large amount of work undertaken by areas this year and asked that this is relayed back to staff.</p> <p>The Chair invited members of the Board to comment on any of the reports.</p>
11.2.1	<p>Activities area report</p> <p>A Trustee asked for an update on the Weston Studio and whether The SU can lobby for the use of this space.</p> <p>The Deputy Chief Exec updated that meetings have taken place and members of University Senior Management Team are in agreement for it to not be used by Computer Science.</p>
11.2.2	<p>Marketing report</p> <p>No comments.</p>
11.2.3	<p>Commercial report</p> <p>A Trustee highlighted that whilst commercial has faced real challenges this year, however to get the Summer Ball back to the level that it was has been a huge achievement.</p>
11.2.4	<p>Peer support report</p> <p>No comments.</p>
11.2.5	<p>Advice and support report</p>

<p>11.2.6</p>	<p>A Trustee highlighted the indicators which show the positive impact that the Advice and Support team have on students accessing their service.</p> <p>Student Voice report</p> <p>QUESTION: A Trustee highlighted the challenge which has been repeated in area updates regarding workload of the Voice team and asked why another area had had a new role added where workload was not perceived to be an issue. They were unsure as to how new roles had been approved.</p> <p>ANSWER: The Deputy Chief Exec responded that no new roles had been created, that the new role in question was from existing funding. In the case of Peer Support the University were requesting more PAL delivery. The strategic review will be key at looking at workload.</p> <p>QUESTION: A Trustee highlighted that Academic Representatives for example are being asked to do an increased amount in their roles which is impacting on workloads of the staff teams, at what point do we need to ask for additional support.</p> <p>ANSWER: The Deputy Chief Exec responded that conversations would need to be had with the University and asking for capacity to support. They highlighted that this was also an issue for the Advice and Support team where workload was increasing due to changes in complaints and appeals.</p> <p>QUESTION: A Trustee asked for the timescale for the strategic review. As there is concern that workload is a factor in losing key staff.</p> <p>ANSWER: The Chief Executive is on a phased return so setting timescales for the strategic review will be something to discuss and agree.</p> <p>A Trustee requested that an update on the strategic review be brought to the next meeting of the Board.</p> <p>ACTION: Update to be provided on the strategic review at the September 2022 meeting of the Board.</p>
<p>11.3</p>	<p>Report from the Acting Chief Exec</p> <p>The Board received an update report from the Acting Chief Exec (<i>see R10 of the Board reports</i>).</p> <p>Capacity discussions had been impacted specifically by the vacant Governance role and Facilities role, interviews for both of these roles take place next week. Thanks was expressed to the Head of Student Voice and Engagement and Insight and Engagement Manager for picking up work from the vacant Governance role. Thanks was also expressed to Greg Noakes (former Governance Manager) who had been providing ongoing advice.</p> <p>They updated that the Dartmouth Avenue lease extension is still in discussion.</p> <p>The Head of Commercial – Venues and Events had done a great job leading on the development of the venue for the hairdresser due to open in September 2022 in The SU.</p> <p>They echoed comments about the Officer team who have been amazing this year who have been getting lots of accolades and appreciation from the University for their approach and pragmatism. They also acknowledged Heads of Department and Line managers who had been working hard and the capacity issue has been a real challenge and needs addressing in the future.</p>

	The Chair thanked the Deputy Chief Exec for their work as the Acting Chief Executive on behalf of the Board.
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AOB

The Chair highlighted the proposed dates and times of Board meetings for 2022-23 which will be confirmed once the new Governance Coordinator is in post.

The unreserved section of the meeting concluded at 11.17 and 2021-22 Board members were asked to stay for reserved business.

[The incoming Officers, Head of Student Voice and Engagement, Insight and Engagement Manager and Deputy Chief Executive left the meeting].

Item	Action	Action Owner	Exp Finish
11.2.6	Update to be provided on the strategic review at the September 2022 meeting of the Board.	Chief Exec	Sept-22

ACTING CHIEF EXEC REPORT

REPORT FROM THE ACTING CHIEF EXECUTIVE - 6.9.2022

Content

PURPOSE

This paper provides updates from the Acting CE on various operational issues

1. Flexible Working on Campus

University guidance is now available with flexible working still being an option. Heads of Department and Line Managers are currently reviewing the staff in-person requirements for their areas. Part of the guidance is a provision, in exceptional circumstances, for staff to work fully from home. It is not currently anticipated that we will use this option for any staff within The SU as most areas are student-facing. Most areas have so far indicated that staff patterns will be much the same as last year. In a few areas, such as Voice, the return to in person committees within the university may have an impact on staff working from home. We will review working patterns in that area to enable staff, where possible, to work some of the week from home.

2. Staffing Update

We have now recruited the **Governance Co-ordinator**. Welcome to Beki Self.

We continue to have difficulties recruiting to the **Facilities & Transport Co-ordinator** post and, with the resignation of our **Technical Manager**, we are discussing with HR the possibility of creating a joint role with support.

Matt Price, **Club Development and Social Sport Manager** has also submitted his resignation and we are talking to HR about a possible re-structure in this area too.

As well as the above, we have more posts to fill in the next few weeks:

- **Marketing:** Marketing Co-ordinator: we are currently reviewing the structure and expertise in the Marketing area
- **Arts:** The Arts Development Manager (Alex) is going on maternity leave in November. We are hoping to advertise a one-year maternity cover as a possible secondment
- **Peer Support:** The Peer Support Co-ordinator and the Peer Support Administrator are moving into new roles; one in the university and one further afield. Both roles are being re-advertised.
- **Bars:** Interviews for the Deputy Commercial Manager are being held on 8th and 12th September.

The large turnover of staff, this year and last year, is obviously of some concern. Reasons for leaving range from partners moving to other parts of the country, to wanting a new challenge, to seeking an increase in salary (cost of living), to many more options/positions becoming available. I'm aware recruitment is a national issue. Discussions around the welfare of staff "left behind" have taken place with HR, particularly as one of the issues is the lack of resource in the HR recruitment team, leading to very slow processing and gaps between roles. Staff wellbeing will be a key focus this year. In many areas there will be gaps or staff will be managing and supporting new recruits at a very busy time of year. The SU Finance Manager and I will be meeting with the line manager of each area to discuss how we can help alleviate any issues by releasing funding for options, such as casual staff.

ACTING CHIEF EXEC REPORT

3. The Edge and the Arts Offer

Ongoing funding has now been agreed.

4. The SU in Dartmouth Avenue

There is no news on whether the lease will be extended a further year.

5. Black Hairdressers

The space for the hairdressers is currently being built and will be ready for October. Mike has been busy sourcing hairdressers and barbers to rent the space. The University has paid for all the building work and the set-up costs but will then hand the facility over to The SU to run.

6. Freshers Week

Mike, Helen and the FWEMs have been doing an excellent job on Freshers' Week - <https://www.thesubath.com/freshers/2022/>.

The main issues may be the buses (lack of drivers/reduction of services) and the new first year student accommodation in town.

7. Project to review Marketing and Bars

The consultancy report from Greenhouse Consultancy (<https://greenhouseconsultancy.co.uk/>) has been available for a few months. As well as meeting with a wide array of staff and students, including student officers, 1805 students completed the survey (9% of the student population). This is an excellent response rate, especially given the timing of the research in semester 3, during exams. Initial working group meetings have focussed on short, medium and long term initiatives and, Helen and Mike have been working hard on short term improvements for the start of term. Helen and I are meeting with a marketing consultant to discuss their advice on a possible re-structure, including specialised posts in Marketing. The focus in the Bars area has been on improving the food offer, re-looking at the club nights, changing the security company, building relationships with sports and other clubs, re-decorating areas, such as the toilets, introducing new events e.g. karaoke, and really focussing on the first years during the week. We look forward to the new fixed term CE appointment further supporting this work.

8. Officer Induction

It's been great to welcome in a new team, who are already working hard in anticipation of the students returning. Throughout the summer they have been inducted into their new roles. This has included the team handover (we were sad to see the "old" team go and gave them a good send off), NUS Lead & Change, where they had a chance to network with other officers, meeting University & SU staff and a wide range of training, such as a recent one on the widening participation APP. A big thank you to Sam Cook, Ben Palmer and Charlie Slack for pulling all the above together.

9. Trustee, Heads of Department/Line Managers, SU Staff & Officers

Once again, I'd very much like to thank Trustees, SU staff, SU officers and university staff for all the support I have received during my acting up period. It has been hugely appreciated.

REPORT ON FINANCE & AUDIT

PURPOSE

To provide Trustees with an update on the SU financial position.

REPORT

1. MANAGEMENT ACCOUNTS

- 1.1. Appendix 1 shows the management accounts for the period ending 31st July. These show a surplus of £189k. There are two main reasons for this.
- 1.2. The first is a significant underspend in salaries is due to a high turnover of staff at the start and end of the year, and the restructure within some teams. Vacant roles have not been filled with recruitment proving extremely challenging. Vacancies have been covered by casual staff and/or a reduction in activity resulting in non-pay savings across areas.
- 1.3. The second reason is an exceptional amount of commission income from graduation photos. We had a cautious budget for the year however we have received £109k. This is because the University had catch up ceremonies for 2020 and 2021 graduates which gave £63k unbudgeted income. The current year Summer and Winter ceremonies earned £45k income exceeding budgeted our £20k. We have missed this income for last two years and had no guarantee of recovering any so this is good news.
- 1.4. Arts and Voice have significant non pay underspends where activities were reduced, remote or cancelled partly due to the supporting staff resource.
- 1.5. These savings have enabled us to absorb the significant reduction in Commercial income. Despite forecasting otherwise, the bar has returned a £40k surplus, which is £73k short of its budgeted £113k. Food and coffee sales were lower throughout the year. After a successful semester one, the club nights dropped off in semester two taking a hit on ticket income. Cost of sales and operational costs all exceeded budget despite lower revenue. This will be a focus for the coming year as the area seeks to recover and implement new strategies following the commercial review.

1. DEPARTMENT VARIANCES

- 1.1. Appendix 2 shows the report by department that we report forecasts on during the year. We have commented on the variance in each area.
- 1.2. The commission income and additional block grant were only confirmed in July so were not included in any earlier forecast.
- 1.3. Recruitment problems with vacant posts have been prolonged and have increased the salary vacancy saving as the year ended with posts unfilled. This contributed to a corresponding underspend in the activity across some of these areas affected.
- 1.4. A couple of areas have provided inaccurate forecasts and have produced a variance that we were not expecting. We will review this with the area budget holder, and the Finance Manager will work closely with them throughout the new year to ensure more accuracy in the forecasts going forward.
- 1.5. There will be close monitoring for the commercial areas, particularly bars and the nightclub. We will investigate reporting for this area to see if we can make improvements eg splitting bar and club events to clearly track the income and expenditure and avoid large variances against budget.

2. RESERVES AND RESTRICTED FUNDS

- 2.1. Appendix 3 shows a statement of all SU fund categories including unrestricted, restricted, designated and custodian funds (RAG). These are the categories reported in the SOFA and annual accounts.
- 2.2. Focus remains on unrestricted funds, which are the general funds that we budget for, as these are the amounts we are in control of and are reported in detail through the management accounts.
- 2.3. These figures are subject to change through the audit period so should be considered draft at this stage.

REPORT ON FINANCE & AUDIT

- 2.4. Restricted funds have increased by £48k, mostly due to sport and alumni. Alumni applications have been low, the team is looking at ways to better promote the scheme. Activities in sport did not increase as much as expected in Semester 2 and the team are planning for the new year. A new grant was received for £6k for Drug Support Initiative of which there have been no costs to date.
- 2.5. The green section at the bottom of the report shows the impact of the current unrestricted balance on our reserves. The surplus of £189k is added to the unrestricted funds brought forward and adjusted for funds tied up in tangible fixed assets. The minimum reserves held of £150k is taken from this giving a predicted free reserves figure of £325k.
- 2.6. As per the Reserves Policy the minimum reserves held will increase from the Covid level of £150k to a percentage of costs which equates to ~£206k for the start of FY2022/23. This reduces free reserves to £269k which is a healthier position than we have been in since pre Covid.
- 2.7. Following the year end position and the impact on our reserves, and the various changes in staffing we will draft a revised budget for approval at the next meeting to provide better reporting for the new year.
- 2.8. We are facing challenges with commercial activity, cost of living effects and staff recruitment but now have a more solid financial foundation to face them.

3. AUDIT RECOMMENDATIONS

- 3.1. Segregation of Duties – Chief Exec duties delegated to Deputy CE in interim.
- 3.2. Main concern around journal processing. We have implemented extra steps where all journals are reviewed and signed off each month by HoF and CE/DCE.
- 3.3. The work on the new finance policy has been delayed again and is now due by the end of October. First draft is prepared. The new Finance Manager will pick up the work on a procedure's manual. These steps were both recommended to help with the segregation of duties in the office enabling a review of processes and systems to ensure best practice.
- 3.4. Other advisory recommendations
 - Income stream review – Engaged Crowe to undertake review. Have had verbal outcome, awaiting full report. Crowe confirmed happy that we fall under the threshold of liability for corporation tax. They will make a recommendation to consider setting up a trading subsidiary in the future to put all non-primary trading income through. We will await final report and review alongside future commercial plans.
 - Rent in Kind documentation – University have agreed new calculation, email confirmation received.
 - Other documentation on agreements with University – CE to discuss with senior university team
 - VAT review – follow up actions. See agenda item 6.

ACTIONS

4. The Finance & Audit Committee are asked to note the report.

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APPENDIX 1: MANAGEMENT ACCOUNTS JULY 2022

Unrestricted / Core Summary Subjective	YEAR	August	September	October	November	December	January	February	March	April	May	June	July	YTD			PRIOR YTD	YTD	
	2021-22 Budget	2021 Actual	2021 Actual	2021 Actual	2021 Actual	2021 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	Actual 2021-22	Budget 2021-22	Variance to budget	Actual Year-to-date 2020-21	Annual budget remaining	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Income																			
Block Grant	1,915,000	157,333	161,833	159,581	159,585	159,583	159,583	159,583	159,583	159,583	159,583	159,583	223,083	1,978,500	1,915,000	63,500	1,888,000	-63,500	
Commercial Income	927,585	389	111,696	204,098	134,818	66,825	16,359	94,824	125,011	78,593	82,726	54,063	-3,408	965,994	927,585	38,409	124,035	-38,409	
Student groups	5,500	0	105	2,075	6,049	-28	0	4,219	3,440	0	152	1,328	98	17,437	5,500	11,937	488	-11,937	
Sports clubs	127,408	40	5,187	72,212	9,423	1,899	12,295	9,424	3,601	6,851	9,921	223	2,771	133,847	127,408	6,439	8,936	-6,439	
Advertising and sponsorship	35,500	877	4,099	2,034	3,017	589	3,181	1,434	7,856	422	12,024	3,822	214	39,570	35,500	4,070	22,544	-4,070	
Events	517,865	0	215,522	21,148	53,959	2,678	691	20,949	129,178	45,288	16,954	827	3,079	510,271	517,865	-7,594	41,415	7,594	
Union income	63,000	7	14,777	20,991	-10,375	28,535	3,439	2,753	10,826	1,523	700	131	145,951	219,257	63,000	156,257	193,908	-156,257	
Motor income	0	0	275	0	0	0	0	0	825	275	0	0	0	1,375	0	1,375	550	-1,375	
	3,613,227	158,645	534,863	482,138	356,476	260,082	195,648	293,186	440,320	292,535	282,059	219,978	368,528	3,884,459	3,613,227	271,232	2,279,876	-271,232	
Staff Costs																			
Staff: Salaries & Wages	-1,787,559	-133,580	-139,677	-135,355	-132,873	-138,162	-136,251	-135,390	-138,430	-136,000	-134,749	-127,908	-193,506	-1,681,880	-1,787,559	105,679	-1,543,670	-105,679	
Staff: Agency	-13,600	0	0	-3,290	-1,646	-3,289	-1,400	-3,625	-1,312	-3,642	-4,108	-8,459	-1,383	-32,154	-13,600	-18,554	-17,684	18,554	
Staff: Casual	-303,844	-4,974	-35,035	-45,458	-61,160	-18,292	-5,269	-34,810	-30,620	-22,749	-38,277	-21,192	-8,031	-325,868	-303,844	-22,024	-106,179	22,024	
Staff: Vacancy Factor	53,852	0	0	0	0	0	0	0	0	0	0	0	0	0	53,852	-53,852	0	53,852	
	-2,051,151	-138,554	-174,712	-184,104	-195,678	-159,743	-142,921	-173,825	-170,362	-162,392	-177,134	-157,559	-202,920	-2,039,902	-2,051,151	11,248	-1,667,533	-11,248	
Other Expenditure																			
Commercial	-349,006	-2,294	-84,346	-28,142	-52,141	-27,882	-1,968	-35,182	-61,294	-14,955	-67,415	470	-788	-375,936	-349,006	-26,930	-68,400	26,930	
Staff : other costs	-19,950	-2,319	-886	-521	-1,961	-3,600	-636	-1,133	-1,451	-1,026	-1,624	-3,376	-1,262	-19,795	-19,950	155	-25,498	-155	
Student groups	-21,827	-32	-2,882	-1,334	-7,973	5,181	-683	-765	-3,877	-3,023	-2,951	-1,053	-5,098	-24,491	-21,827	-2,664	-7,333	2,664	
Sports clubs	-267,506	-23,466	-1,508	-25,556	-36,762	-19,900	-4,887	-41,362	-30,533	-25,989	-18,819	-11,382	5,243	-234,921	-267,506	32,585	-41,092	-32,585	
Advertising and Marketing	-17,055	-4,013	-1,136	-153	-764	-1,163	-1,014	-967	-1,537	-275	-110	95	-269	-11,306	-17,055	5,749	-16,873	-5,749	
Events (direct)	-358,982	-24,504	-138,054	-16,871	-9,988	-10,609	-800	-3,838	-24,040	-5,500	-52,841	-38,276	-2,914	-328,235	-358,982	30,747	-85,264	-30,747	
Union costs	-108,057	550	-45,710	-5,882	-3,942	-4,799	-7,375	-4,904	-4,329	-5,011	-5,946	-5,340	-3,729	-96,417	-108,057	11,640	-87,771	-11,640	
Administration	-39,125	-548	-7,113	-1,734	-3,443	-1,820	-1,836	-1,520	-2,613	-2,053	-3,396	-3,406	-4,554	-34,034	-39,125	5,091	-23,981	-5,091	
Motor expenses	-2,000	-372	-372	-405	-1,058	-372	-372	-446	-564	-50	-895	-621	-327	-5,855	-2,000	3,855	-2,177	3,855	
Internal recharges	-22,067	0	-13,967	0	0	-3,000	-500	0	0	0	0	0	1,495	-15,972	-22,067	6,095	-6,848	-6,095	
Volunteer and student costs	-37,646	-13,645	-989	-230	-2,088	-3,524	-203	-283	-556	2,262	-5,933	-2,324	-576	-28,089	-37,646	9,557	-6,661	-9,557	
Establishment	-161,772	-1,580	-54,048	-21,886	-3,722	-2,511	-12,920	-6,575	-3,238	-4,150	-1,251	-14,372	-14,399	-140,651	-161,772	21,121	-87,888	-21,121	
Assets & Finance Expenses	-148,686	8,997	-68,190	-51,671	511	-17,210	-12,732	-8,917	-7,115	-24,505	-32,427	-93,453	-23,460	-306,711	-148,686	-158,025	-127,342	158,025	
Depreciation	-33,000	-2,507	-2,507	-2,507	-2,607	-2,607	-2,559	-2,559	-2,869	-2,847	-2,921	-2,921	-2,921	-32,331	-33,000	669	-30,548	-669	
Total Other Expenditure	-1,586,679	-65,732	-421,708	-156,891	-125,937	-93,817	-48,485	-108,450	-144,017	-87,123	-196,528	-155,216	-62,570	-1,654,744	-1,586,679	-68,064	-1,166,950	68,064	
Total Expenditure	-3,637,830	-204,286	-596,420	-340,995	-321,615	-253,560	-191,405	-282,275	-314,378	-249,515	-373,662	-312,774	-265,491	-3,694,646	-3,637,830	-56,816	-2,834,483	56,816	
Net Surplus/(Deficit)	-24,603	-45,640	-61,556	141,143	34,861	6,522	4,243	10,911	125,942	43,021	-91,603	-92,797	103,037	189,813	-24,603	214,417	-554,607	-214,417	

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APPENDIX 2: DEPARTMENT VARIANCES

Unrestricted / Core Summary	August	September	October	November	December	January	February	March	April	May	June	July	YTD			Variance commentary
	2021 Actual	2021 Actual	2021 Actual	2021 Actual	2021 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	2022 Actual	Actual 2021-22	Budget 2021-22	Variance to budget	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Core Salaries	-126,913	-127,764	-123,574	-121,592	-127,143	-124,604	-123,377	-126,966	-119,988	-124,066	-117,216	-186,012	-1,549,215	-1,623,830	74,615	Huge savings in salary costs due to vacancies and internal restructures Recruitment problems affecting all vacancies
Vacancy Factor														53,852	-53,852	
Net Surplus/Deficit	-126,913	-127,764	-123,574	-121,592	-127,143	-124,604	-123,377	-126,966	-119,988	-124,066	-117,216	-186,012	-1,549,215	-1,569,978	20,763	
Union Administration																
Income	142,721	147,496	145,037	144,952	149,040	144,983	144,992	154,945	145,367	145,109	145,096	339,871	1,949,609	1,764,065	185,544	Extra grant £63k to fund CoL one off payments and irrecoverable VAT £90k extra graduate commission due to catch up ceremonies £20k funding for Commercial Consultancy project
Staff Costs	-1,131	-345	-91	-1,541	-2,210	-598	-881	-937	-565	-1,194	-3,883	-1,567	-14,940	-14,400	-540	
Other Expenditure	12,453	-127,750	-5,674	-4,180	-9,339	-14,553	-15,629	-11,550	-14,362	-16,060	-14,277	-43,610	-264,530	-257,385	-7,145	
Net Surplus/Deficit	154,044	19,401	139,272	139,231	137,492	129,832	128,482	142,458	130,440	127,856	126,936	294,694	1,670,139	1,492,280	177,859	
Advice & Support																
Income												3,024				£11k No employment of casual staff in 21/22 while new ways of working were established. £3k No in person training for student minds group
Staff Costs														-11,066	11,066	
Other Expenditure			-5,190	-47	-355	-1,005	-31	-32		-53	-7	84	-3,613	-6,936	3,323	
Net Surplus/Deficit			-5,190	-47	-355	-1,005	-31	-32		-53	-7	3,108	-3,613	-18,002	14,389	
Arts																
Income	14,619	14,624	17,652	14,781	14,777	15,772	17,960	14,652	15,271	14,693	14,619	17,796	187,218	185,435	1,783	Staff costs are agency temps used to fill vacancies, more than offset within core salary budget Lack of staff led to reduced activities and large saving in non pay Key underspends £4.6k on licences, £6.2k on prof fees, £5.6k on repairs and maintenance
Staff Costs				-975	-608	-198	-2,504	-2,294	-1,269	-3,740	-3,272	-1,866	-16,726		-16,726	
Other Expenditure	-330	-6,997	-7,298	-4,577	1,249	-402	-1,162	3,496	-8,627	-4,065	-3,043	-4,669	-36,424	-59,900	23,476	
Net Surplus/Deficit	14,289	7,627	10,354	9,229	15,418	15,173	14,294	15,854	5,375	6,888	8,304	11,262	134,068	125,535	8,533	
Commercial (Bars)																
Income	389	78,682	214,039	188,201	69,345	16,896	112,432	132,535	78,978	83,726	54,161	-3,408	1,025,975	1,032,585	-6,610	Coffee sales and food sales were noticeably down this year, however bar wet sales and hire income offset some of this. Ticket sales on club nights significantly down. Small saving on wages due to timing of recruiting for replacement roles. Expenditure hugely overspent. Some costs relate to one off events with corresponding ticket income.
Staff Costs	-6,950	-37,429	-51,639	-68,751	-29,001	-15,751	-45,652	-39,637	-37,126	-40,059	-30,597	-11,082	-413,674	-416,862	3,188	
Other Expenditure	-6,125	-91,506	-59,432	-84,312	-53,050	-8,518	-43,750	-89,886	-28,133	-73,007	-12,431	-21,834	-571,983	-501,776	-70,207	
Net Surplus/Deficit	-12,687	-50,254	102,968	35,138	-12,706	-7,372	23,030	3,011	13,718	-29,340	11,134	-36,324	40,318	113,947	-73,629	
Commercial (Other)																
Income		14,060	2,417			1,220		1,070	595	555			19,916	26,500	-6,584	£9.6k shortfall in the freshers fayre income due to a reduction in stall hire Some offset by successful street food markets
Staff Costs																
Other Expenditure			-13		-185			-1,680		-31		-160	-2,069	-1,750	-319	
Net Surplus/Deficit		14,060	2,404		-185	1,220		-610	595	524		-160	17,847	24,750	-6,903	
Events																
Income		248,536	22,158	-10,714	21,814		4,219	125,941	45,552	25,871	1,657	2,787	487,820	409,000	78,820	The majority of the income variance £79K and expenditure is linked to the 2nd Freshers week that was put on for 2020 students - this income was not budgeted for.
Staff Costs	-5,770	-10,060	-4,444	-2,284	-21	-176	-85	90	-6,673	-1,095	-2,721		-33,238	-30,515	-2,723	
Other Expenditure	-40,679	-175,316	-53,411	15,107	-14,037	-1,617	-7,461	-12,976	-76,176	-88,405	-551		-455,520	-388,701	-66,819	
Net Surplus/Deficit	-46,448	63,161	-35,697	2,109	21,793	-14,213	2,517	118,571	32,576	-56,978	-87,844	-485	-938	-10,216	9,278	
Marketing & Web																
Income	877	4,809	8,624	4,567	719	4,381	4,159	8,456	1,222	12,024	3,822	974	54,635	47,500	7,135	Advertising income higher than budgeted, offset lower sponsorship. Staff agency costs increased Costs savings ostly by using student staff rather than external design agencies.
Staff Costs			-4,878	-2,361	-3,656	-2,054	-1,900	-1,006	-4,183	-1,875	-5,407	22	-27,298	-19,350	-7,948	
Other Expenditure	-5,227	-8,621	-2,447	-3,517	-2,362	-2,519	-3,301	-3,090	-3,558	-1,794	528	-3,541	-39,449	-45,738	6,289	
Net Surplus/Deficit	-4,350	-3,812	1,299	-1,312	-5,298	-192	-1,042	4,360	-6,520	8,356	-1,057	-2,545	-12,113	-17,588	5,475	

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APPENDIX 2: CONTINUED

Unrestricted / Core Summary	August	September	October	November	December	January	February	March	April	May	June	July	YTD			Variance commentary
	2021 Actual £	2021 Actual £	2021 Actual £	2021 Actual £	2021 Actual £	2022 Actual £	2022 Actual £	2022 Actual £	2022 Actual £	2022 Actual £	2022 Actual £	2022 Actual £	Actual 2021-22 £	Budget 2021-22 £	Variance to budget £	
Media																
Income		6,469			65					135	400	98	7,167	6,369	798	
Staff Costs																
Other Expenditure			-63	-1,759	-120	-262	-150	-518	-17	-615	-1,325	-2,128	-6,958	-6,369	-589	On budget
Net Surplus/Deficit		6,406		-1,759	-55	-262	-150	-518	-17	-480	-925	-2,030	209	0	209	
Peer Support																
Income																
Staff Costs														-2,350	2,350	Savings due to continued remote conferences and reduced in person training
Other Expenditure			-45	-21	-13	-133	-236	-223	-130	-100	-401	-1,138	-2,672	-6,335	3,663	
Net Surplus/Deficit		-45	-21	-13	-133	-236	-223	-130	-100	-401	-1,138	-232	-2,672	-8,685	6,013	
Societies																
Income				5,117	-28								5,089	5,500	-411	
Staff Costs																
Other Expenditure			-68	-2,395	-1,696	-3,439	-830	-167	167	-121	-1		-8,550	-9,010	460	On budget
Net Surplus/Deficit		-68	-2,395	3,421	-3,468	-830		-167	167	-121	-1		-3,462	-3,510	49	
Hall Reps																
Income				150		100							250	3,865	-3,615	
Staff Costs					-250	-64		-32					-345	-480	135	
Other Expenditure		-32	-82	-2,160	-1,667	-229	-77	-409	-1,359	-1,113	0	-587	-7,714	-14,127	6,412	Activity not resumed to pre covid levels
Net Surplus/Deficit		-32	-82	-2,010	-1,917	-193	-77	-441	-1,359	-1,113	0	-587	-7,810	-10,742	2,932	
Sport																
Income	40	20,187	72,212	9,423	1,899	12,295	9,424	2,721	5,551	-54	223	-12,614	121,306	132,408	-11,102	
Staff Costs										-84	-45	-150	-340		-340	Income shortfall on BUCS Tournament, offset by cost saving Large savings in BUCS league & tournament costs, not forecast Club Development, Coach Education & Recreational under spent. Usual equipment replacement not needed due to lower usage.
Other Expenditure	-23,474	-1,508	-25,556	-36,762	-19,914	-4,894	-41,076	-30,533	-19,377	-15,331	-9,487	5,496	-222,415	-254,006	31,591	
Net Surplus/Deficit	-23,434	18,679	46,656	-27,339	-18,015	7,401	-31,652	-27,812	-13,909	-15,430	-9,326	-7,268	-101,449	-121,598	20,149	
Student Voice																
Income					2,450								2,450		2,450	The income was offset in the expenditure so the variance was zero. Reduction of in-person activities meant lower expenditure.
Staff Costs	-109			-136	-454	-82	-451	-1,011	-203	-1,106	597	-807	-3,763	-6,100	2,337	
Other Expenditure		-3,607	-77	-107	-895	-354	-303	-605	2,250	-6,106	-1,496	1,794	-9,504	-13,616	4,112	
Net Surplus/Deficit	-109	-3,607	-77	-243	1,101	-436	-753	-1,616	2,047	-7,212	-899	988	-10,817	-19,716	8,899	
Volunteering Support																
Income												20,000	20,000		20,000	The 20K income was University funding to unfreeze coordinator role in FY2021. Delayed recruitment meant brought forward to FY2122.
Staff Costs						-30	-107	-20					-157		-157	
Other Expenditure			-68		-7	-9		-3	-5	-33	-15	-383	-523	-1,080	558	
Net Surplus/Deficit		-68			-7	-39	-107	-23	-5	-33	-15	19,617	19,320	-1,080	20,401	
Total Income	158,645	534,863	482,138	356,476	260,082	195,548	293,186	440,320	292,535	282,059	219,978	368,528	3,881,435	3,613,227	268,208	
Total Staff Costs	-140,873	-175,598	-184,625	-197,639	-163,343	-143,556	-174,958	-171,813	-163,418	-54,691	-43,719	-18,171	-2,059,697	-2,071,101	11,404	
Total Other Expenditure	-63,413	-420,822	-156,370	-123,976	-90,217	-47,620	-107,240	-142,566	-84,738	-193,792	-131,098	-69,733	-1,631,924	-1,566,729	-65,195	
Total Surplus/deficit	-45,640	-61,556	141,143	34,861	6,522	4,372	10,988	125,942	44,380	33,576	45,161	280,625	189,813	-24,603	214,416	

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APPENDIX 3: RESERVES SUMMARY JULY 22

Summary of SU : 12 months to 31 July 2022			
	Reserves / Rollover funds	Net surplus/deficit 12 months to 31 July 2022	Reserves / carry forward
	£	£	£
Unrestricted funds:			
Union Administration		1,261,573	
Advice & Support		-137,288	
Arts		29,005	
Commercial (Bars)		40,318	
Commercial (Other)		17,847	
Events		-24,838	
Marketing & web site		-132,839	
Media		209	
Peer Support		-150,064	
Societies support		-65,897	
Hall reps		-49,841	
Sport		-294,884	
Student Voice		-242,097	
Volunteering support		-61,392	
Unrestricted funds: Total	355,192	189,813	545,005
Restricted funds:			
Societies: Individual groups	55,416	-2,965	52,450
Societies : Centrally administered	15,237	-5,619	9,618
Sports: Individual clubs	25,236	23,677	48,913
Sports : Centrally administered	93,903	26,015	119,918
Policy & Activism Groups	780	0	780
Media Central	303	-69	234
Alumni	53,256	-6,981	46,274
SCP	13,428	4,776	18,204
Student Development	20,315	16,305	36,621
Club Assets	38,988	-7,863	31,125
Peer Support	18,938	765	19,703
Restricted funds: Total	335,798	48,041.54	383,840
Designated Funds:			
Volunteering, Support and Liberation Groups	9,192	1,207	10,399
Designated Funds: Total	9,192	1,207	10,399
Custodian Funds:			
RAG	2,048	17	2,064
Custodian Funds: Total	2,048	17	2,064
GRAND TOTAL	702,230	239,078	941,308
Unrestricted funds: Total			
Less:			
Tangible Fixed Assets	75,778		69,656
Unrestricted free reserves	279,414		475,349
Minimum permanent reserves held	150,000		150,000
Free reserves available	129,414		325,349

RETURNING OFFICER AND DEPUTY RETURNING OFFICER APPOINTMENT

PURPOSE

To appoint the Returning Officer, Deputy Returning Officer, and Acting Returning Officers for 2022-23 academic year.

REPORT

1. Background

- 1.1. In reference to the Education Act 1994 (C.30, Part II), Students' Unions are required to:
 - a. "operate in a fair and democratic manner"
 - b. ensure "appointment to major union offices should be by election in a secret ballot in which all members are entitled to vote"
 - c. "satisfy themselves that the elections are fairly and properly conducted"
- 1.2. To comply with this legal requirement, The SU must ensure its elections properly conducted. This is achieved in practice by appointing a Returning Officer (RO), and their deputy (DRO). Naming accountable office holders with specific duties for election processes is best practice. Returning Officer roles are commonplace (and a requirement) across the UK in a variety of local and national democratic procedures. Students' Unions, although not specifically required to have a RO, appoint Returning Officers to ensure election processes are fair and conducted to a high standard, in line with their legislative requirements. Consequently, The SU Bath's Articles of Governance (Articles 32-35.4) state that the Board is to annually appoint a Returning Officer (RO), and their deputies.
- 1.3. Since the 2020-21 Academic Year, The SU brought the Returning Officer role in-house, as previously, this role had been conducted by a named contact at the National Union of Students (NUS).

2. Proposed Structure for 2022-23 [Currently in place]

2.1 Summary

- Returning Officer: Charlie Slack, Head of Student Voice & Engagement, The SU Bath.
- Deputy Returning Officer: Ben Palmer, Change & Inclusion Manager, The SU Bath.
- External Appeals Officer: Caroline Dangerfield, Deputy Chief Executive, Bath Spa SU.
- Acting Returning Officers: The six SU Officers would serve as AROs for their relevant areas.

2.2 The advantages of this model are:

- RO/DRO are experienced in election processes and SU democracy.
- RO/DRO/External Appeals Officer have high knowledge of The SU's election rules.
- RO/DRO have contextual knowledge and understanding of students and elections at Bath.
- RO is present at election events and meetings, compared to previous NUS RO.
- RO and External Appeals Officer are more easily contactable, compared to NUS RO.
- This model worked well for the last two Academic Years. Evidenced by increasingly strong candidate welfare measures and a low level of grievances.

2.3 The disadvantages of this model are:

- RO and DRO linked via line management which might be perceived as conflict of interest.
- Internal RO might be perceived not independent enough.

The SU recognises the disadvantage of having a RO/DRO linked by line management. However, given lack of experience in this area elsewhere in The SU, and current staffing restrictions, it is believed that having the External Appeals Officer role in place mitigates any potential conflict appropriately.

RETURNING OFFICER AND DEPUTY RETURNING OFFICER APPOINTMENT

3.Action for the Board

3.1.It is recommended that the Board select to continue with the current model for the 2022-23 AY.

CONTACT:	Ben Palmer (<i>Change & Inclusion Manager & current Deputy Returning Officer</i>)	E-Mail: bjp42@bath.ac.uk
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OFFICER REPORTS

PRESIDENT REPORT: ALEXANDER ROBINSON

Contents:

1. Manifesto updates
2. Top Ten progress
3. Other priority issues and work
4. Final comments

Introduction:

Three months in and I now feel settled in the role and confident in my responsibilities. I am finding it slightly difficult to juggle the number of meetings and finding time to prepare for the next and answer emails/ write reports, but I am working on this currently and hope to be more on-top of it all soon.

1. Manifesto Updates

“Greater visibility of the work of SU Officers...”

- Planning is underway here, we have been discussing ways in which visibility of the officer team can be improved and will be continuing this ahead of freshers’ week.
- Working with Marketing and Comms to reevaluate how we are communicating wins.
- Work beginning on a podcast to change the perceived visibility of officers.

“Work with the University to ensure the new management building benefits all on campus.”

- This is now part achieved as the University also pushed for the main spaces to be accessible to all. Many spaces including classrooms however are still management-only.

“Hold the University to its climate pledges, calling out actions that don't comply with commitments.”

- I spoke at the Buildings Board following plans to re-clad Norwood and Wessex houses, reiterating that plans needed to be focussed on climate action and not only on what would ‘attract staff/students’ at any cost.

“Invite University and SU Staff to Town Hall forums where you can ask questions on topics affecting your student experience.”

- In the process of planning our first town hall Q&A regarding bus provision.

2. Top Ten Progress

The wording of the Top Ten has not been finalised at the time of writing.

Several themes from my manifesto will feature in the top 10, including:

- Inconsistent feedback on assessments,
- Measuring the impact of Student Services interventions,
- Food and Drink provision,

OFFICER REPORTS

- Holding the University to its climate pledges.

It was difficult to narrow down to 10 items as there was a great degree of passion from the officers.

3. Other Priority Issues and Work

CEO Recruitment

A significant portion of my time has been spent on managing the recruitment process for our interim CEO. Working with HR has been difficult and stressful at times. There have been many blurred lines of whose responsibility it is to follow up on recruitment items and key advertising opportunities missed, which have later been attributed to external companies contracted to HR rather than HR itself.

As of 13.09.22, we are still without any applications for the role, but have a number of candidates with a 'pending submission' which may become a full application. An update will be provided at the meeting of the board on the 22.09.22.

Buses, Travel task and finish group → Bus Taskforce

First West of England have announced the closure of the 20 and 22 bus routes – which serve a significant number of students. I have taken a leading role within the officer team by shaping the response to the bus crisis and responding to the myriad questions we are receiving.

I have been working with the Travel task and finish group, which is shortly to become the 'Bus Taskforce'. We are hoping that another operator will take up the 22 route but this has not been confirmed. I have proposed a Q&A forum and a data collection activity to gauge the scope of the current issues and receiving support from the Voice team through an internal group.

Strategy

Completed some research into previous and historic strategic planning, forming ideas for when we begin the process of working with our next CE in the next few months. The officers and I are keen to start looking at the bigger picture.

Cost of living

Investigating the provision of food and drink offer on campus and prices of meals. Met a number of times with the Director of Campus Services to discuss what measures they will be taking and reflect back internally on our own provision with the cost of living working group.

Others:

- **Finance committee:** Attended a day on sustainable finance at Cardiff Met run by SOS (Students Organising for Sustainability).
- **Graduations:** Wrote a speech that was very well received by the Vice Chancellor and graduating students. Networked and developed new relationships with many senior staff.
- **Welcome Week:** Joint Video with Prof. Cassie Wilson with a focus on wellbeing
- **Student Media:** Assisted URB with their discussions regarding Estates work, Approved BathTime's first print edition of the year to be printed.

4. Final Comments

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As I am sure others will have noted, there are significant issues with the speed of the HR hiring process, especially where re-grading is required. A number of staff vacancies have increased workload for members of the team and 'capacity' is a phrase that is coming up more and more frequently. This must be addressed soon.

OFFICER REPORTS

Officer Report for Activities Officer

1. Manifesto Updates

International and Faith societies

- Trying to find time to organize unit of Bath World cup (international and faith societies provide a football team which play in a football tournament to see who win Bath World Cup)
 - Difficult to find Astro pitch availability which fit our criteria – events is still in question
- Working to increase collaborations between societies such as Asian Invasion, European Night or Showcase your Cuisine events

Boost student employability

- LinkedIn appraisal campaign for Outstanding SU student volunteers in action, expecting to be started in October, Working on Sam Cooke on that one
- We found that students at university don't get the same amount of support for careers. 2 out of 4 Faculties get access to LinkedIn learning, have mock interviews, CV checks and other personalized tips. We will try understanding why is this the case and try to have the resources available to all students.

Increase Student Group Visibility,

- SocsFest – new edition of Artsity we want to have it as a full campus event not only in the edge and involved more societies – Currently discussing date with the exec and committees
- Volunteer fair – trying to organise a volunteer fair in addition to Groups day and Societies day to promote volunteering and address the declining numbers in recent years
- Talk to new marketing part time students to improve social media exposure through reels and videos and promote more student groups

Support for committees

- Societies forums, divided into area and scheduled once per semester
- 1-1 meeting with chair of certain societies and bookable by all committee members if they need
- Trainings – given to newly affiliated groups and adopted societies
- Improved handover – work to coordinate better handovers toward the end of the year

Sustainability

- Thanks to the fantastic work of Zoe and the SU staff the Students Union has been awarded Gold for Sustainability – we will be working to maintain it this year
- Similar project to the RRR fest is led by Sooz – Allowing students to donate used cutlery, pans, accessories which will then be polished and cleaned and resold to students in the beginning of the year

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2. Top Ten Progress

- Top ten has been selected last friday
- From activities department department we have ' **the Uni to demonstrably respond with scale and urgency to the climate emergency, and to increase the use of transparent and credible sustainability impact statements in decision-making**' - lobbying against the lack of transparency from senior management

3. Other Priority Issues and Work

- Trying to help against the rise of **cost of living** especially in the food and drink provision and prices in Fresh

Issues

- **Capacity issue** is always brought forward and because of it everything happens very slowly, it has been 3 months that we have been in our roles and I am still uncertain on whether some of my project and manifesto points will happen. Especially on things outside of my control
- **Meeting culture** – I feel there are many meeting that I am expected to attend that are not very related to my area and in which I speak once or not even speak at all

4. Final Comments

I am very well settled, know the different stakeholders really enjoy the job and am very excited for Freshers Week and the year ahead 😊

OFFICER REPORTS

Officer Report for Community Officer

Contents:

1. Manifesto updates.
2. Top Ten progress.
3. Other priority issues and work.
4. Final comments.

1. Manifesto Updates.

1.1. Introduce different ways of engaging in SU decision making that don't require committing to a year long position.

I have been working with staff to restructure the Diversity & Support (D&S) area to create new liberation networks and forums to provide some alternative low-commitment ways for students to get involved with SU Voice.

1.2. Lobby for an accessible campus.

This has been a key area of research ahead of putting together our Top Ten this year. I have familiarised myself with the results of the Accessibility Survey and have gained access to the 2019 Buildings Accessibility Audit. I am hopeful that this will be a year where this can progress considering a new director of Campus Infrastructure started earlier this month.

1.3. Consult students on the hardship fund and push for more support to be offered to those applying right from the start.

I chaired an Open Meeting on Cost of Living for Doctoral students which gave some valuable insight into why the hardship fund is not meeting the needs of this group of students.

2. Top Ten Progress.

The Top Ten has not been confirmed at time of writing.

3. Other Priority Issues and Work.

3.1. Inclusivity Award.

I have been reviewing the aims of the inclusivity award and am working with staff to create a toolkit that outlines what an inclusive group looks like across several key parameters. Previously, the award was given based on project work; these changes should provide a more meaningful measure of whether a group is inclusive, enabling members to have accurate expectations of a group's culture and activities.

3.2. Liberation Networks.

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As mentioned in 1.1., we are restructuring the liberation area. Seven new networks are being introduced¹ to address the low levels of participation within some of the D&S Groups. These will be informal representational spaces for students to raise issues, information share, and get involved in campaigns. Alongside these networks, we will be setting up Liberations Forums which will be issue-focused and aim to provide a space for intersectional discussions.

3.3. Anti-Drink Spiking.

I have been assisting the university with the Drink Spiking Policy, which I am co-sponsoring in the upcoming Student Experience Board (SEB) Meeting in September.

3.4. Mental Health Charter

I have taken over from the previous Community Officer as the Student-Lead for the Mental Health Charter. I am currently working on the Student-Led Report for the planned submission in November.

3.5. Drug Harm Reduction

In Semester 1, we plan to continue working with DHI (Developing Health and Independence) to offer a weekly harm reduction advice and reagent drug testing service for students. Additionally, I attended a B&NES Drug and Alcohol Strategy Meeting to ensure students are considered in strategic planning.

4. Final Comments.

There have been some challenges from departments being at capacity/facing staffing difficulties.

¹ Disabled Students Network, LGBT+ Students Network, Mature Students Network, Students of Colour Network, Student Parents Network, Womens Network

OFFICER REPORTS

Officer Report for Education Officer – Julia Kildyushova

Contents:

1. Manifesto updates
2. Top Ten progress
3. Other priority issues and work
4. Final comments

1. Manifesto Updates

Return to in-person Exams – There has been a lot of concern about students who have never sat in-person exams and how well prepared they will be for sitting an exam on campus.

Late submissions and exam offences – There has been a high number of exam offences and late submissions with the online exams this year. Communication with students about expectations and regulations has not been clear and resulted in confusion amongst students and extra stress. Moving forward this year, the language used in communication to students about exams needs to be clear and easy understand. I have already had conversations with relevant University staff about this issue and all seem to be onboard for improving how information is communicated to students.

Improve assessment feedback – Assessment Feedback has been an area for improvement for the university for some time and has been put on our Top Ten for the year ahead.

Create more study space on campus – This is a big issue for the university with many students needing a place on campus for group work and online work. This has been put on our Top Ten for the year ahead.

Sustainability – The Officers had an introduction to the Climate Action Framework, which covered what the university currently is and isn't doing to meet their net zero carbon target. I have also had meetings with the Climate Action Framework team to discuss specifically how to imbed sustainability into the curriculum.

2. Top Ten Progress

At the time of writing this paper, the Top 10 has not been finalized yet.

3. Other Priority Issues and Work

Academic Communities: One of my priorities for the year is to improve the amount of extra-curricular departmental activities, such as networking and other social activities for both students and lecturers. This could be organized by the department or by the students through the relevant departmental society. This will be a big project, so I will be piloting it in one department and hopefully other departments will want to follow in the future if this works well.

4. Final Comments

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Student Staff – Two student staff roles are soon to be recruited to help with Education Officer projects. They will each be given a project to research and help out with, reducing the workload on myself and the Education Manager. This should hopefully make it easier to move projects along throughout the course of the year.

Other Updates:

- Looking forward to the teaching Excellence Framework coming up this year as it will create lots of opportunities for changes and improvement.
- There have been concerns about the amount of staff vacancies in the SU and the additional workload on other staff members this is resulting in.
- In July, the officers spent two weeks attending and speaking at graduation ceremonies. Staff and students seemed very pleased with our speeches and it was a great way to make connections with staff in the university.

OFFICER REPORTS

Officer Report for postgraduate officer – Jura Neverauskaite

Contents:

1. Manifesto updates
2. Top Ten progress
3. Other priority issues and work
4. Final comments

1. Manifesto Updates

- Successfully carried out the PGT dissertation survey. Even though the number of respondents was not very high, we are keen to use the results of the survey to improve PGT supervision. In addition, in preparation for next year, we can improve the survey itself and the amount of people it reaches.
- Held Pets as Therapy event for PGT students that were stressed about their dissertations. I got very good feedback from students – the event really helped them to relax for a couple of hours; they were glad the event was held in summer and targeted to PG students.
- The PGT Buddying project pilot is taking place this year.
- Stayed in closed contact with the university career service; they are very keen on my idea about PG employability skills, holding coding and statistics workshops, and advertising more paid internships.

2. Top Ten Progress

- At the time of writing this report the top 10 wording was not finalized. Along with the other officers we are discussing points such as the cost of living, protecting PGRs, mental health KPIs, transport, food provision, housing capacity, study spaces, greenwashing, accessibility, and support for part-time and unpaid placements.

3. Other Priority Issues and Work

- Cost of living – advocating for the rise of stipends of doctoral students
- Held a doctoral student lunch – it was a big success
- Inclusion of postgraduate students in wellbeing groups, such as the loneliness group
- Working through the student parents' issue
- Inclusion of postgraduate students in the fresher's week events
- The Accent Project that Sid started has got funding, and will be carried out next semester

4. Final Comments

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- Worried about various staff members leaving the SU, and the remaining ones being overworked and not getting enough support with the busy period approaching.

OFFICER REPORTS

Officer Report for Sports Officer – Elizabeth Stacey

Contents:

1. Manifesto updates
2. Top Ten progress
3. Other priority issues and work
4. Final comments

1. Manifesto Updates

Facilities -

Sulis Club: As a Top 10 from last year, there has been a lot of peaks and troughs in this project. After lots of fighting in meetings, and pushing the student demand, a 3rd Party pulled out of the development, meaning we were looking for other revenues. The University is now looking to develop changing and other facilities themselves for the next academic year (23/24). We have been asked to show the demand, including feedback from students and opposing teams regarding the condition of facilities currently in place.

Boathouse Project: The rowing club, Club Development Manager and Sports Department have been working very closely with the local club on this project. They have had a lot of support from Alumni and DDAR have been heavily involved, particularly with the fundraising and events. The costings have for the project have come back nearly double the original estimate, so the club are now looking at alternate revenue streams.

3G Pitch: The University have a lot of investment going into this now and are ensuring the proposal is strong enough before submitting to planning. There has been lots of resistance from residents but will not submit for planning until changing lighting on the Astros is approved, as will also need approval on this project.

Sustainability -

Voi Scooters and electric bikes: Once safety parameters are agreed with Voi and the Council, Voi scooters will be expanded to come up to campus. The University have purchased three new electric bikes for Postgraduate students and staff to utilize.

Inclusivity -

Have been generally working on the inclusivity of groups over the summer and will be continuing to raise awareness of events throughout the year. We will also be bringing in Beyond Equality and creating resources throughout the year to support groups further with diversifying their group.

Recreational and Social Sport -

Postgraduate and underrepresented inclusion: Within Bath Active, we will be encouraging people of all backgrounds to attend these sessions. All sessions are completely free to students, so we are confident they will be popular this year considering the cost-of-living crisis. There will also be several postgraduate specific sessions this year, to hopefully encourage PG participation within sport. We currently have around 20 planned sessions per week.

Funding and opportunities for groups outside of BUCS: We are increasing the work we are doing with clubs who are not being entered into BUCS this year and looking at offers outside of what is currently offered, and where we can support

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groups with funding this. For clubs who don't have a suitable offer outside of BUCS, we are working with committees and members on developing our own offer, some in collaboration with other SU's/Universities.

Events -

Rugby at the Rec will be returning this year, and our BUCS Super Rugby team will be playing at the Rec in October this year. The SU Sports Exec are very keen to bring back Inclusivity Sports Day and work out how it can appeal to wider groups of people.

There will also be a re-launch of the SU Sport Instagram fully in Freshers Week. We are excited for this and to be able to advertise what our sports clubs do, and the events and sessions they are running, as well as fixtures and results.

2. Top Ten Progress

We have been working on getting the Top 10 ready for this year and isn't yet confirmed at point of writing this paper.

3. Other Priority Issues and Work

Kit – Since the last BoT meeting, we have officially transferred over to SurrIDGE Sport as our new Sports Kit provide for most of our teams. Orders for team kit have been placed and are arriving for the new season. Students are also able to buy their match shorts/skorts and any casual kit through the webpage. So far have had overwhelming support from students and I am personally excited to bring back the sporting identity of blue and gold going forward.

Sustainability – Looking at ways SU Sport can implement more sustainable practices, including with club activity. Our clubs who do not order from SurrIDGE Sport can pick from anywhere, but we are looking at where we can purchase more from UK based companies. We are also looking at advice BASIS and UN Sports which can be implemented.

Cost of Living – Within sport this year, due to the financial position of sport and considering the impact to students the continued ongoing rate of inflation, we have frozen fees for SU Sport Membership and BUCS League this year. We are also looking at other ways we can support our students going forward to reduce the impact to students.

Monthly Gym Memberships – Working closely with the Sports Department on a less commitment basis option rather than paying for the whole year outright. This links in with the cost of living work as well as making the gym more accessible to a wider group of students.

4. Final Comments

There are concerns around the high staff turnover and time taken to place new staff, meaning additional capacity restraints are being put on areas going into the new academic year, when many if not all areas are at capacity already.

ACTIVITIES AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Start	Exp finish	Progress	Budget
Participation	Adjust our engagement style/marketing depending on the audience we're aiming to attract	Sept 2022	Mar 2023		TBC
	Inform leaders about what The SU is wanting to achieve regards participation and why. Empower student leaders to increase inclusivity.	Oct 2022	Ongoing		None
	Clarification around the SU's offer to groups of students that sit outside of the SU membership	Sept 2022	Nov 2023		NA
Growing communities: Engagement/Marketing	Continue to reaffirm the Edge as a student environment in which communities can grow	Sept 2022	Ongoing		TBC
	Increase face to face engagement with students and student led groups, build relationships back up	Sept 2022	Ongoing		NA
	Showcase student group activity so as to recognise the extent and impact of the student group offer	Sept 2022	Ongoing		TBC
	Re-launch Bath Active through greater development of student activators. Link timetable of activities to objectives within engagement, loneliness and inclusion.	Oct 2022	May 2023	Started	Budget
	Introduce a new inter-halls sports offer. Create a league structure that can be delivered by the clubs themesleves.	Oct 2022	May 2023	Started	Budget
Inspiring Change: Training Evaluation Student leader development	Review how the area supports Top Ten/Uni strategies/Officer manifestos/National initiatives	Aug 2022	Dec 2022		NA
	Develop the training offer (including handovers) so that student leaders are supported and committees are strengthened	Oct 2022	April 2023		Budget
	Gather feedback to research the impact of the Activity area on the University and students??	Feb 2023	April 2023		
	Research recognition of our student leaders- work with Peer Support Manager	Oct 2023			TBC
Hot topics: Health and Wellness Cost of Living Climate Change framework	Build up a wellbeing programme across the area	Sept 2022	Mar 2023		TBC
	Develop Social Prescribing offer within the arts area	Oct 2022	On going		Budget
	Continue developing student led green initiatives to support the Climate Action Framework	Sept 2022	Ongoing		TBC
	Research possible events/projects/actions to support with the Cost of Living crisis	Sept 2022	April 2023		TBC

UPDATE:

- Area operational plans created to guide the main priorities over the coming year.
- Monitoring which core committee members have not attended relevant training and we will pick up in repeat sessions in Semester one. Online training produced
- Setting up committee processes so they are ready for Fresher's Week and the year ahead.

- Working with the Officers on their manifesto points
- Reviewed 2022-23 membership fees within sport, taking Cost of Living into consideration.
- On going actions towards staff roles and vacant positions
-

Good news stories:

- V Team shortlisted as part of the BBC Radio Bristol environmental awards
- Now have 110 active Societies with a further 13 on our 'Adopt a Soc' scheme
- The full time Volunteer Coordinator started in June so we now have a complete volunteer staff team

Challenges:

- The quality and content of committee handovers is an issue due to the outgoing leaders not having the usual development or event experience. Therefore, staff need to monitor the level of support needed to ensure committees are being empowered to deliver their group's activities, as well as evaluating training provision to develop leaders in time for next years transition.
- Replacement of entire Arts team. Arts Development Manager on maternity leave from 19th Oct, we're replacing the role through a secondment position with a closing date of the 14th Oct. The arts Administrator and Coordinartor have been recruited and awaiting start dates, this are likely to be after the start of term. The current Techincal Coordinator postssion is being reviewed with the aim of merging the role with the vacant Facilities Coordinator and regrading the role to a garde 6. This will also allow for part time administrator role to be brought in to support the develivery of transport needs, health and safety processes and wider offer support to staff across the SU. These two new roles still produce a saving in salary costs whilst ensuring we have the right level of staff resorce. We are still waiting for HR to review and confirm.
- Club Development and Social Sport Manager has given notice, last working day 7th November. The aim is to restructure the sports team and bring it in line with the arts area.This will involve moving the current Competitions Manager into a Sports Development Manager role and recruiting a sports coordinator at a grade 5. Again this will reduce salary costs, however medium term the area needs to invest in a Social and Recreational Sport Coordinator to lead and deliver the growing offer in this area. The new strucrure will reduce the single point of failure risk link to BUCS and allow the opportunity for for better development of the area as a whole and not just within clubs.

CONTACT:	Polly Hawker (<i>Head of Activities</i>) Anna Boneham (<i>Volunteering and Societies Manager</i>)	E-Mail: adsph@bath.ac.uk E-Mail: susao@bath.ac.uk
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ADVICE & SUPPORT AREA REPORT

Strategy Focus	Area Plan Priorities 2021-22	Started	Exp finish	Progress	Budget
Participation & Impact Monitoring	Increase the effectiveness and efficiency of the service to deliver quality advice & reach further students¹.	Sept 20		On track	None
	Finalise quantitative data capture processes and reporting needs	Jan 21	Dec 21	Complete	None
	Increase knowledge sharing processes and information that enhance Advice and representation outputs².	Aug 21		Started	None
	Improve standardisation of approach to casework, from initial advice through to recording systems.	Sept 20		On track	None
	Clarity on service provisions and the Advisor role for students and staff.	Sept 20		On track	None
	Increase engagement with harder to reach students e.g. PGs and improve data capture of this.	Sept 20		On track	None
Communications & Marketing	Deliver an annual communications plan to incorporate different cohort and advice issues.	Aug 21	Oct 22	Started	None
	To have student friendly up-to-date webpages to help students understand processes and issues further⁵.	Sept 20	Oct 22	Behind	None
Training Student Leaders	Students/student leaders to feel they have an enhanced ability to support their own and each other's wellbeing.	Sept 20		On track	None
	To make student support groups more visible and increase engagement from students/staff³	Sept 20		On track	None
	Help Voice develop D and S Exec to have a clarified and effective purpose that benefits the students they represent	Jan 21		On track	None
Student Voice	To utilise Advice and SU data further to inform our feedback and interventions, including representation⁴.	Jun 21		On track	None
	To enhance links with Officers and SU departments to ensure students priority needs are championed by them⁴.	Sept 20		On track	None
	To enhance contributions to, presence at & actions completed within working groups.	Sept 20		On track	None
	To work with the University to develop knowledge and signposting awareness for students and staff to all types of student wellbeing services at UOB and in the community⁴.	Sept 20		On track	None

UPDATES

- Over the 2021/22 academic year, SU Advice have effectively and efficiently handled more and increasingly complex casework compared to the previous 4 years (n=1,082 cases cf. average of 968±51)¹.
- Our busiest period was during the summer exams and publication of results (n=401 cases between May-July) in part due to an increase in the number of academic appeals (n=188 cf. average of 143±17). At least 15 of these appeals related to rejected late submission requests; the Education Officer and Advice are continuing to call for greater transparency and better support surrounding the late submission process for the next academic year².

GOOD NEWS STORIES

- After several months of gathering feedback from students, a new programme to support the mental health of male students will launch in October. 'MENTION It' is a collaboration between the Student Minds Committee, Community Officer and University Student Support. It's hoped the 'Talk Club' sessions will be held at SU venues including Dartmouth Avenue^{3,4}.
- By writing part of the University Mental Health Charter application, the Advice Manager and Community Officer committed the University to create more opportunities for students to be involved in decisions and co-producing policy related to mental health⁴.

- After raising concerns with Registry about changes to the late submission policy in May, the Advice Team and Education Officer contributed to the University's decision to extend the window for students to provide evidence to support their late submission request⁴.
- We have contributed to and improved the new University policy and protocol for responding to incidents of drink spiking (due to come into practice from Week 1 2022/23)⁴.

CHALLENGES

- We experienced an unusually high number of assessment offences from Pharmacy and Pharmacology this summer, with 11 students requiring complex support over 2+ months. In response, we produced a written briefing on the issue for the Education Officer (inspired by the Voice Team) and will do this for new issues in 2022/23⁴.
- At least 7 new and updated University policies and protocols come into action in October (including substantial changes to the appeals protocol and additional changes to the New Framework for Assessment). SU Advice are meeting key contacts across the University to ensure our advice remains current and to encourage the University to communicate changes clearly to students. One of our greatest challenges over the coming months will be to translate these changes into 'How to' guides for our webpages, to support students who prefer to manage their issues independently without engaging with an SU Advisor⁵.

CONTACT:	Helen Constance (<i>Advice & Support Manager</i>)	E-Mail: hec55@bath.ac.uk
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COMMERCIAL AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Start	Exp finish	Progress	Budget
Increasing potential revenue	Investigate new ways to generate revenue	June 2022	ongoing	Ongoing	TCB
	Ensure sustained appeal of existing revenue generation	Sept 2022	Ongoing	Budget being hit	Bars yearly
	Review external commercial reports and implement short, medium and long term goals.	June 2022	Sept 2022	ongoing	On target
	Review of kitchen and menu changes. Increase visual marketing for daily deals	June 2022	Sept 22	ongoing	Bars yearly
	Decorate in bar area and freshen up. Work with estates on the toilets.	June 2022	Sept 22	Done	Yes agreed.
	Introduce new bolt on events to weekly programme.	Sept 2022	Ongoing	Have 10 student staff	
Club nights increase	Work with STV on match day bar	Sept 2021	Sept 2021	Done	9.5k
	Work with AHS on feeder bar for club nights	Sept 2022	Sept 2021	Ongoing	N/A
	New deal with external promoters to re-engage with members	Sept 2022	Sept 22	Ongoing	
Sustainability	Reduce amount of single use plastic to include events	Sept 2021	Sept 2021	Ongoing	
	Work with AHS on Exchange scheme.	Sept 2022	Sept 2021	Ongoing	
	Take beef of the menus	Sept 2022	Sept 22	Done	
Development of the core security team	NeverOK, Diversity, and SU Policy training delivered to be delivered security	Sept 2022	Ongoing	Started with ones we have in place	
	Core and new security staff to have an easy to follow framework for decision making	Sept 2022	Ongoing	Under review	
	Focus staff on customer wellbeing, welcome, and safety. Reconsider staff uniform	Sept 2022	Continued staff training	Continued staff training	
	Represent the highest standard of security in terms of diversity, welfare, and safety in Bath.	Sept 2022	Ongoing	Continued staff training	

UPDATE

Working over the summer to implement some changes highlighted in the commercial review. We have made lots of headway ready for the new term.

GOOD NEWS STORIES

Achieved Best Bar None gold status once again.

CHALLENGES

Club nights will remain the main challenge of the year. We have to reinstate the loyalty and reach out to our members.

CONTACT:

Mike Dalton (*Head of Commercials*)

E-Mail: susmjd@bath.ac.uk

MARKETING AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Start	Exp finish	Progress	Budget
Communication and content.	More proactive approach for comms planning. Decide on appropriate planning software that is accessible to all.	June 2022	Dec 2022	Started	TBC
	Enhance our Video output but engaging new freelancers and potentially recruiting student video editors.	June 2022	Ongoing	Started	Within budget
	Create templates for reporting on our social media channels and do monthly reports. Also look at how we can report on particular campaigns.	July 2022	Ongoing	Not started	Within Budget
	Work with area managers and SU Officers to look at their priorities to see if they are in line with ours.	June 2022	Ongoing	Started	NA
Branding and Artwork	Top level decision making on where we are going with cause.	?	?	Not Started	NA
	Engaging designers to help support more generic templates that all areas can use with effective training.	June 2022	Ongoing	Started	Within Budget
	Create effective training resources for students and staff.	June 2022	Ongoing	Started	Within Budget
	Working on a prioritisation list for spaces and what needs to be done when and establishing a clear budget.	December 2022	June 2023	Not Started	Budget needed
Website	Map out a plan for how to standardise the website functions, such as how to title things etc.	June 2022	Ongoing	Not started	NA
	Create a road map for priorities of work.	June 2022	Ongoing	Started	NA
	Use google analytics as well as student focus groups to get accurate feedback on the site.	June 2022	Ongoing	Started	NA
	We need to put together a more effective package of training for all students and for new staff.	November 2022	April 2023	Not started	NA
	Research into other website channels and make a decision on signing with MSL.	June 2022	April 2023	Started	NA
	Look at what projects may need to be outsourced and explore MSL as well as freelancers for specific pieces of work.	June 2022	Ongoing	Started	Dependent on work
Income Generation	Start Freshers' Sales really early to get a feel for how things might look.	March 2022	Sept 2023	Started	NA
	Expand the opportunities for space on campus during freshers' for clients.	June 2022	Ongoing	Started	NA
	Get clear guidance on where we can go with markets on campus. Work with areas to discuss new ideas for generating income in spaces or attached to events / activities.	June 2022	Ongoing	Started	NA
	Hold job fairs on campus when appropriate and raise the price of advertising jobs via our website.	October 2022	November 2022	Not Started	NA

UPDATE

- New training module for student groups completed and ready for the start of semester
- Freshers' Sales going well but not back to pre COVID Levels
- Promoting the most amount of part time jobs ever had
- Developed an events calendar for the year which is being used to look at prioritisation
- Interviewing for new student content creators to assist with videos

GOOD NEWS STORIES

- Freshers' Comms going well. Great numbers on our social channels.

CHALLENGES

- Staffing is an issue. Lots of annual leave over the summer. Will be losing a member of staff in a few weeks. Working on business case for next steps with staffing.
- Lots of changes happening within the bar, difficult with current resources to support what they need, especially as decision making is slow due to external factors.
- Want to open up more opportunities for commercial income on campus. SOM space is ideal, need to get this agreed we can use it.

CONTACT:	Helen Webb (<i>Marketing & Communications Manager</i>)	E-Mail: hf219@bath.ac.uk
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REPORT ON AREA OPERATIONS

PEER SUPPORT AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Started	Exp finish	Progress	Budget
Growing Community – Community	Help University departments create a sense of community through Peer Mentoring and Peer Assisted Learning (PAL) activities. [1]	03/21	05/22	Reporting	TBC
	Develop new and existing PG schemes to build postgraduate communities. [2]	04/21	05/22	Complete	£750
	Develop relationships with University staff leading peer support schemes	06/21	05/22	Ongoing	None
	Create skills-based communities through Skills Training sessions	06/21	05/22		TBC
	Build community across the Peer Support department	10/21	05/22	Not Started	TBC
Inspiring Change – Student Leader Training	To create and develop online modules (Health & Safety, Finance, Wellbeing, etc) [5]	09/19		On track	£10k
	To develop core training for student leaders. [3]	03/21	04/22	On track	TBC
	To create a monitoring process to quickly identify students/groups who need to complete core training.	08/21	04/22	Started	None
	To implement Student Leader Development Programme to create additional training opportunities. [7]	02/21	05/22	Complete	None
	To provide opportunities for student leaders to reflect on skills developed	08/21	05/22	Started	None
Growing Community - Peer led training programme	Encourage student trainers to be creative in the sessions they create, both topics and activities within sessions.	06/21	05/22	Complete	£100
	Develop trainers' facilitation skills to be able to facilitate activities within session.	06/21	05/22	Complete	TBC
	Create skills-based communities through Skills Training sessions. [8]	06/21	05/22		TBC
	Develop programme of cookery classes held online with ISA to help students showcase cuisines and culture. [8]	10/21	05/22	Complete	TBC
	Develop the SU presence on MySkills, including use for student leader training.	09/20	12/21	Ongoing	None
Growing Community - Volunteers Development	Maintain regular communication with all volunteers during the year, utilising different platforms. [4]	06/21	05/22	Started	None
	Build community within and across schemes through regular drop-in opportunities.	06/21	05/22	Started	TBC
	Effectively measure volunteer experience, including volunteer community.	06/21	05/22	Started	TBC
	Roll out new rewards and recognition opportunities across all schemes.	06/21	05/22	Started	TBC
	Journey of progression for volunteers	06/21	05/22	Started	None
Participation - Widening Participation (WP) Students	Assess how many WP students volunteer and receive support in each scheme.	06/21	05/22	Complete	None
	Understand impact of peer support on WP students	04/21	05/22	Started	TBC
	Restart Language PAL for Sept 2021, as this scheme supports a significant number of WP students. [6]	10/21	05/22	Complete	None
	Develop Gold and Lloyds Scholars mentoring schemes to better support new Scholars.	07/21	05/22	Not started	None

REPORT ON AREA OPERATIONS

UPDATE

1. We had the most successful year in terms of attendance for PAL on record, with 740 individual students recorded as attending as session (actual number much higher due to attendances not being taken for one scheme regularly) and an average attendance of 3.28 sessions per student. This is significantly higher than last year, where sessions were impacted by the move online.
2. We piloted a successful peer mentoring scheme to support new DBA Higher Education students. These students are part-time, distance learners so the mentoring scheme was aimed at creating a community as well as supporting the transition to this course. The scheme was successful and will be returning next year. We also secured funding to pilot a PGT buddying scheme with Student Support to build community within PGT cohorts. This will begin in September 2022.
3. Feedback from Groups Conference has been used to develop a new strategy for future training for student leaders. Online modules will be complemented by live activities (online or in-person) that will be interactive, engaging and focus on case studies, discussions and building networks. Staff training is being developed to help colleagues develop suitable live training.
4. We have developed a communications calendar which will be used in the new academic year to guide when and how we communicate with our volunteers. This will encompass all peer support schemes and will be the first time we will have a clear structure to our communications with volunteers.

GOOD NEWS STORIES

5. We have launched online modules in Wellbeing and Chair training, which are currently live to student leaders. Marketing, Health and Safety and Safeguarding are completing testing with students and will be launched at the start of September. The project is moving forwards at a great pace, with student and staff feedback showing the value of these modules. One student was quoted as saying of the Wellbeing module "It was really helpful and made me feel confident in taking on my role as Chair."
6. Language PAL returned successfully this year. While attendance was lower than previous years, we have built a firm foundation and secured additional buy-in from the Languages team and PoLIS department to further support the scheme. This should lead to increased success next year.

CHALLENGES

7. The Student Leader Development Programme returned this year with low student engagement. This was particularly disappointing given the popularity of the sessions previously. Potentially changes to the topics delivered and the move to in person contributed to this. We are reviewing the sessions ready to relaunch next academic year.
8. Due to low recruitment, we have folded the previous Student Trainer scheme and the piloted Cookery Classes. Instead, we will be launching opportunities for students and student leaders to provide one-off training opportunities, with a focus on student groups delivering sessions on topics related to their group. This is a trial and we will be reviewing throughout the year.

CONTACT:	Sam Cook (<i>Peer Support Manager</i>)	E-Mail: sjc216@bath.ac.uk
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REPORT ON AREA OPERATIONS

STUDENT VOICE AREA REPORT

Strategy Focus	Area Plan Priorities 2021-22	Started	Exp finish	Progress	Budget
Inspiring change - Academic Representative Review/ Student Voice Framework	Undertake a University-wide review of the Academic Representative system with involvement from students, academic and professional service stakeholders and present findings and recommendations to Senate	01/21	06/21	Completed	None
	Redevelopment and delivery of Student Advisory Panels to facilitate student engagement on issues emerging within university departments, particularly professional services.	07/21	10/21	Completed	Yes
	Realign elections timetable to undertake elections for returning students at the end of the academic year 21/22		06/22	In progress	Yes
	Working with departments to expediate meeting minute approval to create a quarterly Student Voice report on emerging issues to be circulated to student and key staff stakeholders	07/21	ongoing	Completed	Yes
	Redesign training and induction for academic representatives to provide effective skills development and knowledge sharing.	07/21	10/21	Completed	Yes
	Redevelop the role of Faculty Forums to enable participation by other relevant student leaders	08/21		Completed	Yes
	Development of KPIs and benchmarking tool for departmental staff/students to use to self-assess student engagement performance			Not Started	None
	Scoping of additional responsibilities within role of Academic Reps through development of additional competencies			Not started	None
	Roles of students within student engagement activities articulated and agreed	12/20	06/22	Completed	None
	Data and research repository to be created across University with SU input	07/21		In progress	None
Growing Communities- Departmental Communities	Creation of Departmental Communities of SU student leaders; Academic Representatives, Peer Mentors, PAL leaders, Departmental Societies through Teams	06/21		In progress	None
	Redesigned Faculty Forums to ensure effective overview of student experience issues raised with Associate Dean and Faculty Reps	08/21		Completed	Yes
Inspiring change - Standpoints	Research and develop a mechanism to enable the SU to have a formal stance on political and topical issues and submit to Board of Trustees for approval	01/21	06/21	Completed	None
	Develop online guidance on submitting a standpoint and how the process is formal agreed or rejected, plus information on current standpoints and how standpoints are used	06/21	09/21	Completed	None
Inspiring change - Ideas to Action	Develop online interface to allow students to submit Ideas to Action proposals through SU website	06/21	09/21	Completed	None
	Agree process of triaging issues submitted to ensure timely action and response is provided to proposer	06/21	09/21	Completed	None
	Identify opportunities to promote the Ideas to Action and standpoints mechanisms so students are aware of how they can make a change		12/21	Completed	None
Inspiring change - SUMmit	Agree the SUMmit Terms of Reference through Board of Trustees	01/21	06/21	Completed	None
	Identify processes for the election and selection of attendee and associated training and support from staff roles, coordination and delivery of effective meetings	06/21	11/21	Completed	Yes
	Working with Officers to create routine reports on activity in response to standpoints and other emerging issues	08/21	11/21	Completed	None
Growing communities- Citizens Assembly	Undertake 2 events during the year to gather collective intelligence from the student community on core issues and SU activity	08/21	06/22	Completed	Yes

UPDATE

REPORT ON AREA OPERATIONS

- Ongoing discussions with the University in terms of oversight and support for Student Engagement are progressing positively with the development of strategic plans underway. This work will affect a number of areas of strategic development that we have been championing for a number of years without significant buy-in – including the roles and functions within departmental Student/Staff Liaison committees and support for this work.
- The work on articulating student roles to clarify the paid and unpaid work of volunteers and student staff across the University has now been agreed by SEB but further work will be needed to develop the source materials and communicate these changes to a wider community of stakeholders to ensure the projects success.
- The advisory panels set up prior to the pandemic have now been shelved given the wider workload of the team. Whilst a notable success during covid, they are now not seemed to be a priority area.

Good news stories:

- Work with the Officer team to develop the Top Ten for 2022/23 has been underway and will be presented to the next meeting of the Student Experience Board.
- The Student Voice Conference will return this year to provide a key development and networking event for student representatives across the SU.

Challenges:

Staff workload: We have readvertised the role of the Student Voice Coordinator (Academic Representation) again due to a disappointing application round. It is hoped that this work can be supported by student staff and the wider team. Another staff member has been offered a role elsewhere and will be expected to give notice in the coming weeks. Staff have raised concerns about the cost of living and expenses such as petrol. The return of in-person meetings means that many members of the staff team are required to be on campus on more days, increasingly limiting their ability to work from home.

CONTACT:	Charlie Slack (<i>Head of Student Voice & Engagement</i>)	E-Mail: suscas@bath.ac.uk
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REPORT ON RISK REGISTER

PURPOSE

To provide a report on proposed updates to the risk register.

CONTENTS

Page 1: Report

Page X: Actions

Page X-X: Appendix 1: 2021-22 Risk Register

Page X-X: Appendix 2: 2022-23 Risk Register

REPORT

1. Background

1.1. Risk is defined as uncertainty surrounding events and their outcomes that may have a significant impact on activity or operations. Risk is an everyday part of charitable activity and managing it effectively is essential for The SU to achieve key objectives and safeguard its funds and assets.

1.2. The SU uses a risk register to record the significant risks to the organisation along with the controls & measures that have been put in place to help mitigate these.

1.3. Risks are assessed by assigning a value between 1-5 to likelihood and impact. These scores are then multiplied to create the "gross risk" score. The 'gross risk' is the overall risk without any controls or measures in place. The 'net risk' is the score after controls and measures are applied.

1.4. The aim, where possible, is to reduce the net risk to low or medium. Risks are classified as:

Risk Key	Score	
Low risk	1-9	Small and easily managed at operational level
Medium risk	10-16	Overall performance might be significantly affected
High risk	17-25	Potentially catastrophic for The SU

1.5. The risk register is annually reviewed and is scheduled to go the June Board of Trustees. However, a gap between having a staff member for governance in post meant there was not capacity for the risk register to be completed for the June Board of Trustees.

1.6. The intention for future risk registers is to submit them to the June board.

2. Recommended changes for 2022-23

2.1. A draft 2022-23 risk register went to Finance and Audit Committee on Thursday 8th September for feedback. Members of the committee provided constructive feedback which alongside input from senior management

2.2. has led to the recommendations in 2.2 and 2.3.

2.3. The following are recommended changes to existing items on the 2021-22 risk register (Appendix 1) to make it reflective of risks for 2022-23:

- Item 1: "Change to University block grant and/or poor commercial income impacts on budget" to be split into two separate risks one for the block grant and one for commercial activities. This is to more accurately capture mitigations and allow more scrutiny into the risks.
- Item 2: "University review of VAT treatment on staff salary recharges results in significant cost to SU", to be removed as the review has concluded.
- Item 6: "High staff turnover or loss of key staff impacts on team's ability to deliver service", to have likelihood increased to reflect current recruitment concerns and current number of staff vacancies.

REPORT ON RISK REGISTER

- Item 8: “Poor Covid-19 measures results in local outbreak,” to be removed due to no government restrictions in England and the Covid-19 alert level being reduced to a level 2 across the UK.
- Item 13: “Poor Student Member satisfaction and engagement leads to disengagement with The SU” to have likelihood increased to reflect lower engagement in activities such as the officer elections.

2.4. The following are new items for the 2022-23 risk register:

- Creation of a new item “University does not continue to cover the VAT costs on staff salaries impacting budgets and may come at a significant cost to the SU”. This is because whilst it has been established that SU salaries are not VAT exempt and the University has offered to pay for the VAT, this is a temporary one year arrangement.
- Creation of new item: “Cyber attack results in key systems being offline and impacting delivery of services to members.”
- Creation of new item “Continued inflation and impact of the cost-of-living crisis results in less commercial income and increased demand in support services.”
- Creation of new item: “Chief Executive leaves or is on long term leave for an extended period. Resulting in poor strategic planning, damage to relationship with principle finder (the University) and impacts delivery of key services”

2.5. A 2022-23 Risk Register has been created with the recommendations in 2.2. and 2.3. (Appendix 2).

ACTIONS

The Board of Trustees are invited to:

- Provide comments and feedback on the 2022-23 Risk Register.
- Approve the 2022-23 Risk Register, subject to recommendations by The Board, for the 2022-23 academic year to be reviewed in June 2023.

CONTACT:	Beki Self (Senior Administrator (Governance))	Email: ras232@bath.ac.uk
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REPORT ON RISK REGISTER
APPENDIX 1: Risk Register 2021-22

Risk Key	Score	Impact
Low risk	1-9	Small and easily managed at an operational level
Medium risk	10-16	Overall performance might be significantly affected
High risk	17-25	Potential to be catastrophic for The SU

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Net Risk	Movement	Responsibility
1	Change to University block grant and/or poor commercial income impacts on budget	5	4	20	Monthly monitoring of business performance and return. Reserves to cover adverse commercial conditions or small changes to budget. Budget annually approved and management accounts reviewed quarterly.	5	4	20	-0	Head of Finance/Head of Commercial/Chief Executive Head of Finance/Finance & Audit Committee Finance & Audit Committee/Board of Trustees
2	University review of VAT treatment on staff salary recharges results in significant cost to SU	5	4	20	Monitoring the situation	5	4	20	-0	Head of Finance
3	Poor health & safety leads to accident resulting in serious injury or death.	5	4	20	Health & Safety policy reviewed annually. Health & safety inspections. Insurance cover reviewed annually. Risk assessments for activities. Review of Health & Safety performance and assurance	5	3	15	-5	Governance & Executive Support Manager/Leadership committee Governance & Executive Support Manager/SU Safety Coordinator Head of Finance/Chief Executive All Staff/Volunteers Leadership (<i>bi-annual</i>)/Board of Trustees (<i>annual</i>)
4	Management override of journal processing could lead to fraud	5	4	20	Segregation of duties within finance team Regular, evidenced review of journals and reconciliations Annual review of Finance Policy, systems and procedures Annual external audit review	5	2	10	-10	Head of Finance /Finance Manager Head of Finance/Finance Manager/Chief Executive Head of Finance/Governance & Support Manager Head of Finance/Finance & Audit Committee/Board of Trustees
5	Poor strategic planning results in poor use of resources	4	4	16	Budgets linked to annual area planning and business cases Key Performance Indicators reviewed	4	3	12	-4	Relevant Manager/Head of Finance/Chief Executive Leadership (<i>bi-annual</i>)/Board of Trustees (<i>annual</i>)

REPORT ON RISK REGISTER

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Net Risk	Movement	Responsibility
6	High staff turnover or loss of key staff impacts on team's ability to deliver service.	4	4	16	HR systems and procedures. 1-3 month notice period for staff to allow handover and succession planning. Staff role profiles setting out duties and responsibilities kept up to date.	3	4	12	-4	University Staff member/relevant line manager Relevant line manager/University
7	Poor budgetary control and financial reporting results in poor use of resources and/or financial loss	4	4	16	Budgets linked to annual area planning and business cases Procedures for segregation of duties and authorisation of expenditure. SU bank accounts monitored by Finance team. Budget annually approved and management accounts reviewed quarterly.	3	4	12	-4	Relevant Manager/Head of Finance/Chief Executive Head of Finance Finance & Audit Committee/Board of Trustees
8	Poor Covid-19 measures results in local outbreak	5	3	15	All rooms have been risked assessed. Room occupancy and one way systems set-up. Student Groups must COVID-19 risk assess their activities/events. Attendance at all events registered to allow for track and trace if required.	5	2	10	-5	Relevant Manager/University Relevant Manager/University Student Groups/relevant area Student Groups/relevant area
9	Poor security of assets results in financial loss	5	3	15	Asset register Insurance cover reviewed annually. Facilities owned and managed by the University.	4	3	12	-3	Head of Finance Head of Finance/Chief Executive University
10	Fraud or error results in financial loss	4	3	12	Procedures for segregation of duties and authorisation of expenditure. Insurance cover reviewed annually. Annual external audit. SU bank accounts monitored by Finance team.	4	2	8	-4	Head of Finance Head of Finance/Chief Executive Head of Finance/Finance & Audit Committee/Board of Trustees Head of Finance
11	Poor information security results in data breach	4	3	12	IT systems and data back-up. Data sharing agreement with University. GDPR training for staff and student groups. Data protection policy reviewed every two years. Privacy policy reviewed every two years.	4	2	8	-4	University Chief Executive/University University/Activities Team/Peer Support team Governance & Executive Support Manager/Leadership committee Governance & Executive Support Manager/Leadership committee

REPORT ON RISK REGISTER

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Net Risk	Movement	Responsibility
12	Poor relationship with principle funder (<i>University</i>) undermines The SU	4	3	12	Meetings with University Senior Management team. Reporting on major projects/achievements.	4	2	8	-4	Officers/Chief Executive Officers/Chief Executive
13	Poor Student Member satisfaction and engagement leads to disengagement with The SU	4	3	12	Complaints process for issues to be raised and addressed. Monitoring of number and nature complaints received. Student surveys on satisfaction and engagement. Performance benchmarked against other SU's using NSS survey	4	2	8	-4	Governance & Executive Support Manager Leadership Committee. Head of Student Voice/Insights & Engagements Manager Head of Student Voice/Insights & Engagements Manager

REPORT ON RISK REGISTER

APPENDIX 2: Proposed Risk Register 2022-23

Risk Key	Score	Description
Low risk	1-9	Small and easily managed at an operational level
Medium risk	10-16	Overall performance might be significantly affected
High risk	17-25	Potential to be catastrophic for The SU

Impact	Score	Description	Likelihood	Score	Description
Very Low	1	Minimal impact easily managed	Very Low	1	Rare. Extremely unlikely. Would only occur in exceptional circumstances.
Low	2	Some low-level impact, easily managed at an operational level	Low	2	Unlikely but possibility could occur under some circumstances.
Medium	3	Overall performance may be significantly impacted	Medium	3	Fairly likely to occur.
High	4	Overall performance will be significantly impacted	High	4	Probable. More likely to occur than not.
Very High	5	Potential to be catastrophic for The SU	Very High	5	Almost certainly will occur.

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Net Risk	Movement	Responsibility
1.	Poor health & safety leads to accident resulting in serious injury or death.	5	4	20	Health & Safety policy reviewed annually. Health & safety inspections. Insurance cover reviewed annually. Risk assessments for activities. Review of Health & Safety performance and assurance	5	3	15	-5	Governance & Executive Support Manager/Leadership committee Governance & Executive Support Manager/SU Safety Coordinator Head of Finance/Chief Executive All Staff/Volunteers Leadership (<i>bi-annual</i>)/Board of Trustees (<i>annual</i>)
2.	Management override of journal processing could lead to fraud	5	4	20	Segregation of duties within finance team Regular, evidenced review of journals and reconciliations Annual review of Finance Policy, systems and procedures Annual external audit review	5	2	10	-10	Head of Finance /Finance Manager Head of Finance/Finance Manager/Chief Executive Head of Finance/Governance & Support Manager Head of Finance/Finance & Audit Committee/Board of Trustees

REPORT ON RISK REGISTER

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Net Risk	Movement	Responsibility
3.	High staff turnover or loss of key staff impacts on team's ability to deliver service.	4	5	20	HR systems and procedures. 1-3 month notice period for staff to allow handover and succession planning. Staff role profiles setting out duties and responsibilities kept up to date.	3	4	12	-8	University Staff member/relevant line manager Relevant line manager/University
4.	Poor strategic planning results in poor use of resources	4	4	16	Budgets linked to annual area planning and business cases Key Performance Indicators reviewed	4	3	12	-4	Relevant Manager/Head of Finance/Chief Executive Leadership (bi-annual)/Board of Trustees (annual)
5.	Poor budgetary control and financial reporting results in poor use of resources and/or financial loss	4	4	16	Budgets linked to annual area planning and business cases Procedures for segregation of duties and authorisation of expenditure. SU bank accounts monitored by Finance team. Budget annually approved and management accounts reviewed quarterly.	3	4	12	-4	Relevant Manager/Head of Finance/Chief Executive Head of Finance Head of Finance Finance & Audit Committee/Board of Trustees Relevant Manager/Head of Finance/Chief Executive Leadership (bi-annual)/Board of Trustees (annual)
6.	Poor Student Member satisfaction and engagement leads to disengagement with The SU	4	4	16	Complaints process for issues to be raised and addressed. Monitoring of number and nature complaints received. Student surveys on satisfaction and engagement. Performance benchmarked against other SU's using NSS survey	4	3	12	-4	Senior Administrator (Governance) Leadership Committee. Head of Student Voice/Insights & Engagement Manager Head of Student Voice/Insights & Engagement Manager
7.	Poor commercial income impacts budget.	3	4	12	Monthly monitoring of business performance and return. Reserves to cover adverse commercial conditions or small changes to budget. Budget annually approved and management accounts reviewed quarterly.	3	3	9	-3	Head of Commercial/Head of Finance Head of Commercial/Head of Finance/Chief Executive Finance & Audit Committee/Board of Trustees

REPORT ON RISK REGISTER

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Net Risk	Movement	Responsibility
8.	Change to University block grant impacts budget	4	3	12	Reserves to cover adverse commercial conditions or small changes to budget. Budget annually approved and management accounts reviewed quarterly. Meetings with University Finance and Senior Management teams	4	2	8	-0	Head of Finance/Head of Commercial/Chief Executive Head of Finance/Finance & Audit Committee Finance & Audit Committee/Board of Trustees Chief Executive/Officers
9.	Fraud or error results in financial loss	4	3	12	Procedures for segregation of duties and authorisation of expenditure. Insurance cover reviewed annually. Annual external audit. SU bank accounts monitored by Finance team.	4	2	8	-4	Head of Finance Head of Finance/Chief Executive Head of Finance/Finance & Audit Committee/Board of Trustees Head of Finance
10	Poor information security results in data breach	4	3	12	IT systems and data back-up. Data sharing agreement with University. GDPR training for staff and student groups. Data protection policy reviewed every two years. Privacy policy reviewed every two years.	4	2	8	-4	University Chief Executive/University University/Activities Team/Peer Support team Senior Administrator (Governance)/Leadership Committee Senior Administrator (Governance)/Leadership Committee
11	Poor relationship with principle funder (<i>University</i>) undermines The SU	4	3	12	Meetings with University Senior Management team. Reporting on major projects/achievements.	4	2	8	-4	Officers/Chief Executive Officers/Chief Executive
13	University does not continue to cover the VAT costs on staff salaries impacting budgets and may come at a significant cost to The SU	4	3	12	University exploring long term options, relevant senior management involved with those conversations.	4	2	8	-4	University/Head of Finance/Chief Executive
14	Poor cyber security results in a cyber-attack resulting in key systems being offline, impacting delivery of services to member and loss of personal data.	4	3	12	IT systems and data back-up. Compulsory online data security training for staff members	3	2	6	-6	University Relevant Line Managers

REPORT ON RISK REGISTER

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Net Risk	Movement	Responsibility
15	Chief Executive leaves or is on long term leave for an extended period. Resulting in poor strategic planning, damage to relationship with principle finder (the University) and impacts delivery of key services	4	3	12	Arrangement for interim chief exec Deputy Chief Exec in place to cover if needed.	4	2	8	-4	Officers/Chief Executive Board of Trustees/University
16	Poor security of assets results in financial loss	3	3	9	Asset register Insurance cover reviewed annually. Facilities owned and managed by the University.	2	2	4	-5	Head of Finance Head of Finance/Chief Executive University

SU Becoming an American Express Merchant

PURPOSE

To request approval from the Board of Trustees for The SU to become an American Express Merchant.

REPORT

1. Background

- 1.1. Following the recent commercial review, one of the people carrying out a test transaction and found that they couldn't pay with their AMEX card and flagged this as a potential barrier for potential customers for a cashless venue.
- 1.2. Previously there has been minimal demand for facilitating AMEX card use but there have been several factors which indicate a likely increase in demand. It has been noted there has already been a change in customer base since the September 2021 return to 'normal' and the UK leaving the European Union. This has included a notable increase in the number of students with affluent backgrounds from Asian countries. It has become more common for these students to arrive in the UK with their AMEX card as their only source of payment other than cash. It would be reasonable to assume that this number will increase year on year given that each new intake will follow this trend.
- 1.3. Having this facility removes this barrier to the customers and prevents them from not being able to participate in our events or use our facilities. Although the transaction fees with AMEX have been traditionally high and would've been an obstacle to accepting it before so I have managed to negotiate a discounted rate 1.60% per transaction on the basis that we are a charity organisation. This relatively low extra fee should be outweighed by the benefits

2. Risks and mitigations

- 2.1. As an Unincorporated Association all contracts or agreements must be signed by the Trustees. Merchant banks and Finance companies insist on all Trustees giving permission, whereas some organisations will accept one representative.
- 2.2. This contract with American Express Merchant is low risk. There is no financial cost to the SU - no set up, monthly or minimal fees. If it is not viable the SU can cancel the agreement with a months' notice. Transactions will be monitored by the SU Finance team.
- 2.3. Terms and conditions of the agreement are available in Appendix 1 of this report.
- 2.4. The application form is available in Appendix 2 of this report

ACTIONS

The Board of Trustees are asked to approve The SU becoming an American Express Merchant and permit the required details to be shared with American Express.