

BOARD OF TRUSTEES REPORTS						
From	Period start date			To	Period end date	
	10	12	2020		25	03
Overview of Charity's key details						
Charity name:	The University of Bath Students' Union					
Other names:	The SU					
Charity number:	1143154					
Charity address:	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
Governing document:	Articles of Association					
Constitution:	Unincorporated association					
Details of Charity's professional services						
Bank name:	National Westminster Bank Plc					
Bank address:	39 Milsom Street, Bath, BA1 1DS					
Auditor name:	RSM UK Audit LLP					
Auditor address:	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
Board of Trustees						
Trustee name	Office	Start date	End date	Appointment		
Francesco Masala	President	02/07/2019	28/06/2021	Elected by Members		
Annie Willingham	Education Officer	29/06/2020	28/06/2021	Elected by Members		
Ka Ho Ho	Postgraduate Officer	29/06/2020	28/06/2021	Elected by Members		
Freya Jackson	Community Officer	29/06/2020	28/06/2021	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	28/06/2021	Elected by Members		
Vacancy	Activities Officer	-	-	-		
Jordan Kenny	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Alexander Robinson	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Valerie Copenhagen	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Kate Aldridge	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Marian McNeir	Independent Trustee	20/06/2017	28/06/2023	Appointed by the Board		
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board		
Vacancy	Independent Trustee	-	-	-		

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Governance – report on minutes of the previous meeting and actions arising	R2
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Finance – report on budget planned for 2021/22	R4
Strategy & performance - report on student life survey	R5
Strategy & performance - report on complaints & student member disciplinary	R6
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PURPOSE

To review the register of interests and identify any conflicts of interests in any items on the agenda.

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Page 2:	Register of Interests

REPORT**1. BACKGROUND**

- 1.1. The register of interests exists to record the current and past interests of Trustees (*including partners, family members and close friends*) that may potentially influence their ability to make decisions in the best interests of The SU.
- 1.2. In the event that a Trustee becomes aware of an interest that they have not declared on the register they should inform The SU as soon as practical so that it can be updated.
- 1.3. It is the responsibility of Trustees to declare potential interests as and when such matters arise at meetings. Failure to declare an interest which is later found to have unfairly influenced your decisions making may be grounds for removal from the Board in serious cases.
- 1.4. For the purposes of transparency and accountability the register of interest will be reviewed quarterly and published as part of these Board papers on the website.

ACTIONS

- 1.5. Trustees are asked to review the registered interests and declare any possible conflicts of interests a trustee may have in any item on the agenda (*whether listed on the register or not*).
- 1.6. In the event of any disagreement, Article 104 of the Articles of Governance states '*If any question arises as to whether a person has a conflict of interest, the question shall be decided by a majority decision of the others present and voting at the meeting*'

CONTACT:	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: REGISTER OF INTERESTS

Trustee	Name of organisation	Nature of organisation	Nature of Interest	Date of appointment	Ended	Date of entry
Rob Clay	Constellation Software Inc	Software	Director/employee	January 2007		21/06/2018
Marian McNeir	Bath & North East Somerset Council	Local Authority	Local councillor	1994	2010	21/06/2018
	University of Bath	University	Lecturer	1998	2015	21/06/2018
	Friends of Victoria Art Gallery	Charity	Trustee			21/06/2018
Jordan Kenny	University of Roehampton	University	Employee	01/08/2016		19/12/2019
	University of Bath Student Union	Student Union - Charity	President and Chair of Board	16/06/2015	25/06/2016	19/12/2019
	Federation Internationale du Sport Universitaire	Sport Governing Body – Charity	Education committee member Student committee member	01/01/2014	21/11/2019	19/12/2019
Kate Aldridge	University of Bath	University	Dr Andrew Chinery (<i>Partner</i>) employed as lecturer in computer science	24/11/2017	04/2021	24/11/2019
	University of Bath	University	Gold Scholar Programme – Mentor and Donor	10/2018		24/11/2019
Valerie Copenhagen	-	-	-	-	-	-
Alexander Robinson	University of Bath	University	Student (<i>Civil Engineering and Architecture</i>)			18/11/2019
	University of Bath	University	Casual Student Ambassador (<i>Civil Engineering and Architecture</i>)	09/10/2019	03/2020	18/11/2019
Francesco Masala	University of Bath	University	Council Member	29/06/2020		30/11/2020
	Office for Students	HE Regulator	Student Panel Member	31/07/2020		01/09/2020
Annie Willingham	University of Bath	University	Council Member	29/06/2020		29/06/2020
Freya Jackson	-	-	-	-	-	-
Ka Ho Ho	-	-	-	-	-	-
Tom Sawko	-	-	-	-	-	-

Trustee	Gifts received in relation to your involvement with The SU	Approximate value	Date received	From who	Date of entry
Rob Clay	-	-	-	-	-
Marian McNeir	-	-	-	-	-
Jordan Kenny	-	-	-	-	-
Kate Aldridge	-	-	-	-	-
Valerie Copenhagen	-	-	-	-	-
Alexander Robinson	-	-	-	-	-
Francesco Masala	-	-	-	-	-
Annie Willingham	-	-	-	-	-
Freya Jackson	-	-	-	-	-
Ka Ho Ho	-	-	-	-	-
Tom Sawko	-	-	-	-	-

PURPOSE

To:

- approve the minutes of the previous meeting;
- inform the committee of the outcome of actions arising from that meeting;
- note any decision that have been made without a meeting.

CONTENTS

Pages 1: Report
Pages 2-7: Appendix 1: Minutes

REPORT

1. MINUTES OF THE PREVIOUS MEETING

- 1.1. The minutes of the previous meeting are attached as appendix 1 and require the committees approval before being signed by the Chair.
- 1.2. If any committee members have any amendments can they please email these to the secretary before the meeting. Any amendments made will be noted at the meeting.

2. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING

2.1. The table reports on the actions arising from the previous meeting:

Action	Outcome
Secretary to research recommended practice for how far back Trustees should go in recording past interests on the register.	Still progressing
Trustees' annual report and audited accounts to be shared with the Board for approval via a decision without a meeting.	Completed
Governance & Executive Support Manager to update The SU website with information about each Trustee.	Completed
The Governance & Executive Support Manager to amend the Articles of Governance.	Still progressing

3. DECISIONS MADE WITHOUT A MEETING

- 3.1. The following decision was made without a meeting in accordance with Article 101:
- The Board unanimously agreed to approve the Trustees Annual Report and Audited Accounts to be sent to the Charity Commission on the 22/01/2021.

CONTACT: Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: Minutes

Meeting:	Board of Trustees
Location:	Microsoft Teams Meeting
Date & Time:	Thursday 12 December 2020 at 10am

Present:

Francesco Masala	President (<i>Chair</i>)
Ka Ho Ho	Postgraduate Officer (<i>Left the meeting under agenda item 10.1</i>)
Freya Jackson	Community Officer
Tom Sawko	Sport Officer
Annie Willingham	Education Officer
Rob Clay	Independent Trustee (<i>Joined under agenda item 7</i>)
Kate Aldridge	Independent Trustee
Marian McNeir	Independent Trustee
Valerie Copenhagen	Independent Trustee
Alexander Robinson	Independent Trustee

In attendance:

Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Andrew McLaughlin	Chief Executive
Mandy Wilson-Garner	Deputy Chief Executive
Sam Wright	RSM Auditor (<i>Present for items 1-6</i>)
Helen McHenry	Head of Finance (<i>Present for item 6</i>)
Ben Palmer	Student Voice Coordinator (<i>Present for items 8.1, 10.1 and 10.2</i>)

Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Jordan Kenny	Work commitments	Yes
	The Board noted that Rob Clay would be late to the meeting.		
2.	Notice of any other business		
	The following item was identified for discussion under any other business: 1) Minor amendment to Articles of Governance		
3.	Declaration of conflict of interest		
	The Board received a report on the Trustees' register of interests (<i>See R1 of the Committee reports</i>).		
	The Secretary explained that the purpose of the register was to allow the Board monitor each other's interests and identify any possible conflicts of interests before they occurred.		
	QUESTION: A Trustee asked how far back should they go in registering past interests on the register.		
	ANSWER: The Secretary agreed to look into what was the current recommended practice in this area.		

	<p>ACTION: Secretary to research recommended practice for how far back Trustees should go in recording past interests on the register.</p> <p>No Trustees present had any conflict of interest to raise relating to any items of business.</p>
4.	<p>Minutes of previous Board meeting</p> <p>The Board received a report on the previous meeting (<i>See R2 of the Committee reports</i>).</p> <p>They approved the previous minutes and noted the following matters:</p> <p>The Community Officer reported that the University had recently recruited a new Equality, Diversity and Inclusivity staff member who would now begin to look at the possibility of the University signing up for the race equality charter.</p>
6.	<p>Finance & Audit</p> <p><i>(The Head of Finance joined the meeting at this point)</i></p>
6.1.	<p>Trustees' Annual Report and Audited Accounts</p> <p>The Auditor reported that the Trustees' annual report and audited accounts was currently still in its draft form but a final version would be shared with the Board within the next few days. This year they had been more challenging around '<i>Going Concern</i>' due to the impact of COVID-19 on The SU finances. An email from the University had however reassured them that The SU was still a '<i>Going Concern</i>'.</p> <p>The Chair explained that normally the Trustees' annual report and audited accounts are signed by both the President and Chief Executive. However, as the Chief Executive was leaving this week it might have to be signed by just the President on this occasion. The Trustees' annual report and audited accounts would be shared with the Board for approval via a decision without a meeting before they were submitted to the Charity Commission.</p> <p>ACTION: Trustees' annual report and audited accounts to be shared with the Board for approval via a decision without a meeting.</p>
6.2.	<p>Audit Findings</p> <p>A Trustee reported that the audit had been carried out remotely this year and thanked the Head of Finance for their work on this recognising that this had created additional work for them. They noted that there were no new audit recommendations and only the segregation of duties recommendation remaining from last year.</p>
a.	<p>Finance Update</p> <p>A Trustee reported that the Finance & Audit committee would be meeting next week now to review the response of the University to The SU request for additional funding. The SU was in a strong position as it currently had large reserves it could draw on. However, the Finance & Audit committee were keen to reduce impact on the reserves as much as possible to preserve a suitable amount (£150,000) for future emergency use.</p> <p><i>(The Head of Finance and RSM Auditor left the meeting at this point)</i></p>
5.	<p>Strategy and Performance Monitoring</p>

<p>5.1.</p>	<p>Student Life Survey</p> <p>The Board received a report on student life survey (<i>See R3 of the Board reports</i>).</p> <p>The Chief Executive explained that there were still some adjustments to be made to this report to better link it to reporting on the strategic priorities. This would be done by removing some of the more operational elements within the report. They would ensure that they advised the Insights & Engagement Manager on this before they left The SU.</p> <p>A Trustee noted that the results appeared very positive given the current academic year.</p> <p>The Chair noted that the results of survey were reflected by the University's own survey.</p>
<p>5.2.</p>	<p>Complaints & Student Member Disciplinary</p> <p>The Board received a report on complaints & Student Member disciplinary (<i>See R4 of the Board reports</i>).</p>
<p>5.3.</p>	<p>External Speakers</p> <p>The Board received a report on external speakers (<i>See R5 of the Board reports</i>).</p> <p>The Chief Executive reported that this area was likely to receive more public attention in future due to the government's renewed focus on freedom of speech in Higher Education. This was part of the government's wider agenda of tackling Student Unions and what they saw as '<i>niche activism</i>'. It was noted by the Chief Executive that no external speaker had been refused the opportunity to speak on campus by The SU or University during their time working at The SU. The Chair noted that they had been assured by the Vice Chancellor that they would express public support for the work The SU did if government began to target Student Unions.</p>
<p>5.4.</p>	<p>SU Alumni Grant</p> <p>The Board received a report on SU alumni grant spending (<i>See R6 of the Board reports</i>).</p> <p>The Secretary reported that there was currently around £17,000 left of SU alumni grant to be spent and that this could be used on SU projects as long as they benefited students. One potential area that had been discussed by the SU alumni panel was the refurbishment of the 1 East Meeting room.</p> <p>The Board discussed The SU alumni application process and how this might be better promoted. It was noted that generally the same student groups tend to apply for the grant and often for quite minor things, such as new equipment. Consideration was currently been given to holding an event where students could potentially decide themselves what the grant should be spent on. Engaging students in this way might increase overall interest in the grant leading to more applications from a wider range of student groups. It would also allow for recordings to be taken which could be used by the marketing team to generate further interest.</p> <p>The Chief Executive noted that the information regarding this process was kept on the sports area of the website which might be creating the perception that it was for sports clubs only. They suggested that the information relating to the grant should be kept more centrally on the website to make it clear that it was available for all student groups.</p>

8.	<p>Project/Campaign Management</p>
	<p><i>(The Student Voice Coordinator joined the meeting at this point)</i></p>
8.1.	<p>ED&I Strategy Project</p>
	<p>The Board received a report on the Equality, Diversity & Inclusivity (EDI) strategy project (see R7 of the Board reports).</p>
	<p>The Deputy Chief Executive thanked Valerie Copenhagen and Kate Aldridge for their help with developing this client brief.</p>
	<p>The Student Voice Coordinator went through the report with the Board. It was explained that the purpose of this project is to identify the key EDI improvement areas for The SU to the inform the development of a EDI strategy.</p>
	<p>The Board discussed and agreed that going forward they should receive regular reports on the development of the EDI strategy in order to closely monitor this area of work.</p>
	<p>QUESTION: A Trustee asked if there would be any financial cost to the project.</p>
	<p>ANSWER: The Student Voice Coordinator confirmed there would be none at this stage.</p>
	<p>The Board approved the client brief and agreed there was no need for a business case to be submitted for this project.</p>
	<p><i>(The Student Voice Coordinator left the meeting at this point)</i></p>
8.2.	<p>Previously Approved Projects</p>
	<p>The Board received a report on previously approved projects (see R8 of the Board reports).</p>
	<p>QUESTION: A Trustee asked what the active travel project was.</p>
	<p>ANSWER: The Sport Officer explained that this was a project looking at finding new ways to support students in getting to campus in a more active ways such as cycling.</p>
7.	<p>Risk Management</p>
7.1.	<p>Risk Register</p>
	<p>The Board received a report on the risk register (see R9 of the Board reports).</p>
	<p>They reviewed and approved the risk register.</p>
7.2.	<p>Health & Safety</p>
	<p>The Board received a report on health & safety related activities (see R10 of the Board reports).</p>
9.	<p>Operational Matters</p>
9.1.	<p>Interim Chief Executive Arrangements</p>

<p>9.2.</p>	<p>The Board received a report on interim Chief Executive arrangements (<i>see R11 of the Board reports</i>).</p> <p>They reviewed and approved the arrangements for an interim Chief Executive and offered their support to the Deputy Chief Executive as they moved into this role.</p> <p>Officers</p> <p>The Board received a report on Officers (<i>see R12 of the Board reports</i>).</p> <p>QUESTION: A Trustee asked about a comment made by one of the Officers about feeling thinly spread. They asked what support is currently provided and if they needed more. ANSWER: The Officers reported that the support given by The SU was of a very high level and noted that the Deputy Chief Executive was largely responsible for this. They explained that the workload of the Officers varied considerably at different points in the year and this could have an impact on their wellbeing.</p> <p>The Board reassured Officers that it was important that they know how Officers were feeling so that they could put in place further support if needed. They advised Officers that they should not be afraid to prioritise the essentials and drop non-essential things as this year was very different to other years due to COVID-19. Not being able to do something should not be seen as a sign of weakness.</p>
<p>9.3.</p>	<p>Senior Management</p> <p>The Board received a report on senior management (<i>see R13 of the Board reports</i>).</p> <p>QUESTION: A Trustee asked the Chief Executive for an update on embedding the Edge into The SU. ANSWER: The Chief Executive explained that due the COVID-19 restrictions it had been a challenging year for the Edge as its been limited in what The SU can do. Going forward the priority for this area should be to make the Edge a distinctively SU venue.</p> <p>QUESTION: A Trustee asked if there was a director for the Edge who was a part of The SU staff. ANSWER: The Chief Executive explained that there was still a University employed director who was working on an arts strategy for the University. Unless it was recommended as part of that strategy there would be no director going forward. The Edge needs to become a space primarily for student use.</p> <p>QUESTION: A Trustee asked for an update on embedding Dartmouth avenue into The SU. ANSWER: The Deputy Chief Executive reported that currently the site was being used as COVID-19 testing site. However, future plans were to make the site a hub for volunteering and other community related student activities. In addition the site would also allow for the expansion of some student group activities such as boxing.</p> <p>QUESTION: A Trustee asked about the updated safeguarding policy and whether this would be coming to the Board for approval. ANSWER: The Secretary confirmed that this would come to the Board for approval. Adopting, reviewing and approving policies was one of the key responsibilities of the Board. This policy is one of a few old policies that the Governance & Executive Support Manager has not yet reviewed. They noted that it linked into the University's safeguarding practices and that therefore they did not at this time have any concerns with it.</p>

	<i>(The Board stopped for a 5 minutes break)</i>
10.	<p>Governance</p> <p><i>(The Student Voice Coordinator re-joined the meeting at this point)</i></p>
10.1.	<p>NUS Affiliation Referendum</p> <p>The Board received a report on National Union of Students (<i>NUS</i>) affiliation referendum (see <i>R14 of the Board reports</i>).</p> <p>The Secretary advised that the legal requirement referred to in the report ‘<i>there is a legal requirement (under the Education Act 1994) for students at the member organisation to vote on affiliation by secret ballot</i>’ is not entirely accurate. The main requirements of the Education Act 1994 relating to affiliations are; for student members and the University’s Council to be notified of affiliations and related costs, for a current list of affiliations to be approved annually by student members, and for a process to exist to allow a proportion of student members to challenge an existing affiliation.</p> <p>The Secretary advised that the Education Act 1994 predates the establishment of the Board which was required when Student Unions were all made registered charities. As such there is no mention of the Board in the Education Act 1994 and there are no restrictions preventing the Board from taking the decision itself. However, as this is a decision that directly affect students it is still advised that a referendum should be held to allow students to decide the matter themselves.</p> <p>The Board discussed the benefits that affiliation to NUS brings to The SU and the need to clearly communicate to students the facts of what leaving or staying will mean to them.</p> <p>QUESTION: A Trustee asked if it was possible to start providing information to student about the upcoming referendum in advance. ANSWER: The Student Voice Coordinator advised that this was possible but that they needed to be careful to make sure it wasn’t too far in advance.</p> <p><i>(The Postgraduate Officer left the meeting at this point)</i></p> <p>QUESTION: A Trustee asked if there were any other mechanism by which The SU could access national representation if they were no longer a part of NUS. ANSWER: The Chief Executive advised that NUS was currently the only national body out there for students.</p> <p>The Board agreed that a referendum should be held for students to decide whether The SU should continue to affiliate to NUS.</p>
10.2.	<p>Returning Officer Appointment</p> <p>The Board received a report on options for the appointment of a Returning Officer (see <i>R15 of the Board reports</i>).</p> <p>QUESTION: A Trustee asked for clarification on what the role of the Returning Officer was. ANSWER: The Student Voice Coordinator explained that the Returning Officer was responsible for overseeing The SU’s elections.</p> <p>QUESTION: A Trustee asked if this was the Officer elections?</p>

<p>10.3.</p>	<p>ANSWER: The Student Voice Coordinator explained this was all elections across The SU as well as referendums.</p> <p>The Board agreed to appoint the Charlie Slack (<i>Head of Student Voice & Engagement</i>) as Returning Officer and Ben Palmer (<i>Student Voice Coordinator</i>) as Deputy Returning Officer.</p> <p>They also agreed to confirm the following Acting Returning Officers:</p> <ul style="list-style-type: none"> • Student Voice Coordinator (NUS Delegates, CSSU Reps, EDIC Reps, Elections Committee) • Sport Officer (Sport Committees and Sport Executive Committee) • Education Officer (Academic Reps, Academic Exec, Senate & Faculty reps) • President (P&A groups, Media groups, activities & exec) • Postgraduate Officer (PG Execs) • Community Officer (D&S groups & exec, ISA Exec) <p><i>(The Student Voice Coordinator left the meeting at this point)</i></p> <p>Trustee Membership and Recruitment</p> <p>The Board received a report on Trustee Membership and Recruitment (<i>see R16 of the Board reports</i>).</p> <p>The Board noted that Rob Clay's term of office would end 12/10/2021 and that their departure from the Board would deprive them of a Trustee skilled in finance. It was important that whoever replaced them had these essential skills. Arrangements might need to be put in place to keep Rob Clay as an advisor to the Board if a suitable replacement was not found before October.</p> <p>The Board discussed the other vacant Independent Trustee role that was being reserved for a student. A Trustee suggested creating a recruitment video to highlight why students might want to become a Trustee and what they would get out of it in terms of skills and experiences.</p> <p>The Board discussed and agreed that The SU website needed to be updated with information about each Trustee.</p>
<p>10.4.</p>	<p>ACTION: Governance & Executive Support Manager to update The SU website with information about each Trustee.</p> <p>Committee reports</p> <p>The Board received a report on committees (<i>see R17 of the Board reports</i>).</p> <p>A Trustee suggested that it would be useful to receive copies of committee minutes in-between Board meetings. The Governance & Executive Manager agreed to do that going forward but noted that they would still need to present copies of all committee meetings to Board as this was a requirement within the Articles of Governance. This was to ensure that there was a formal record showing that the Board had received committee minutes with the exception of Complaints & Disciplinary committee which were confidential. These could be seen by Trustees on request.</p> <p>QUESTION: A Trustee asked had the previous decision to recruit a black student to the Board changed to a BAME student?</p>

	<p>ANSWER: The Chief Executive confirmed that this had changed as they had agreed limiting it to a black student might be too restrictive for recruitment.</p>
11.	<p>Any other business</p> <p>The following item had been previously identified for discussion under any other business:</p> <p>1) Minor amendment to Articles of Governance</p> <p>The Governance & Executive Support Manager reported that the University were in the process of removing the University secretary from their governance and that as a subsequent result there was a need for The SU to update its Articles of Governance.</p> <p>The University secretary role appeared in Articles 18.5 and 19 in relation to who Student Members should give notice to if they wished to opt out of SU membership. It was being proposed that this should be amended to be replaced with the Chief Executive role.</p> <p>Under Article 15 minor amendments can be made to Articles of Governance with the joint agreement of University Council and the Board of Trustees provided that students are informed of the changes.</p> <p>The Board discussed and agreed to the recommend amendments to the Articles of Governance.</p> <p>ACTION: The Governance & Executive Support Manager to amend the Articles of Governance.</p> <p>Chief Executive</p> <p>The Board requested that their thanks to the outgoing Chief Executive be formally be minuted. They noted that they would be very much missed by The SU and wished them the best with their new job.</p>
12.	<p>To confirm the date and time of future meetings</p> <p>The Board noted and confirmed the following meeting dates:</p> <ul style="list-style-type: none"> • Thursday 25th March 2021 at 9.30am • Thursday 17th June 2021 at 9.30am
<p>The meeting ended at 1pm</p>	
Item	Action
3	Secretary to research recommended practice for how far back Trustees should go in recording past interests on the register.
6.1	Trustees' annual report and audited accounts to be shared with the Board for approval via a decision without a meeting.
10.3	Governance & Executive Support Manager to update The SU website with information about each Trustee.
11	The Governance & Executive Support Manager to amend the Articles of Governance.

PURPOSE

To provide Trustees with:

- Finance Team Update
- An update on the SU financial position
- Update on Audit Recommendations

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Page 4:	Appendix 2: Revised Forecast

REPORT**1. FINANCE TEAM UPDATE**

- 1.1 The Finance Coordinator left on 31st December 2020. Following the consultation with HR and the Trade Unions the proposed new role was amended to a G7. In order to keep within budget, the role was reduced to a 0.6FTE and has been advertised. Interviews to be held on 15th March 2021.
- 1.2 In the interim the Bars Assistant Manager continues to provide some cover for the area. Both finance assistants placed on flexible furlough whilst transactions remain low.
- 1.3 As part of SU spaces project consideration is being made to future arrangement for finance staff. They are currently located with the activities team in the Edge. With no cash, and unlikely return of National Express Ticket sales there may not be a need to return to continue with a counter service in the Student Centre.

2.MANAGEMENT ACCOUNTS

- 2.1. Appendix 1 shows management accounts for February. These reflect a positive variance against budget to date. This is partly due to timing with activity budgets for semester two not yet getting expensed. Remainder of insurance pay-out has now been received.
- 2.2. BUCS league has been cancelled for the remainder of the year and with other NGBs limiting opportunities for sport no alternative competitive offer has been found. This gives budget saving of £35k which accounts for most of the move in the ytd variance.
- 2.3. Bars remain closed with staff furloughed in line with current guidance. Plans are being made with the AHS to reopen from mid-April with an outside venue on Chancellors Green until the end of May. Awaiting government advice before decision on reopening from 8 March.
- 2.4. Performance to date for other non-commercial area is lower than expected but in line with continued restrictions. Managers are still working on essential expenditure only and freeze remains on recruitment of non-key SU funded posts.
- 2.5. Block grant will be adjusted on 1st April with catch up payment and amended direct debit.

3.FORECAST

- 3.1. Appendix 2 shows an updated year end forecast showing a reduced deficit. Confirmed revisions are for the bar remaining closed in March, reopening mid-April in a joint venture with AHS running a beer garden on Chancellors Green.

- 3.2. The university has transferred £71k of £131k requested, holding back £60k which was allocated to support sport.
- 3.3. Assumes no Summer Ball. University is considering plans for end of year congratulatory events and on campus graduations ceremonies which may provide some opportunity for us to host some events.
- 3.4. Dartmouth is ready for SU to take use of as soon as return to work allowed. Some initial expenditure will be required, part of additional grant received.

4. AUDIT FINDINGS REPORT – UPDATE ON OUTSTANDING ITEMS

1.1. Segregation of Duties

Finance Coordinator has left, new role of p/t Finance Manager currently advertised. Role will help with delegation of tasks, better segregation and cover for Head of Finance to avoid single point of failure. Work on new Finance Policy planned for completion before year end.

1.2. Cash Controls

We’ve been advised by University cashiers that following closure of Barclays branch on campus the University is to go cashless. This will fully resolve this issue as no longer any need for using our cash office.

2. AUDIT TENDER PROJECT OUTCOME

- 2.1. The three shortlisted companies presented to members of the Finance and Audit Committee on 25th February: Bishop Fleming, Goodman Jones and Crowe UK. All gave really good presentations and were credible options. After much deliberation it was agreed that Crowe were the preferred choice having the most experience in dealing with SU’s, however their fees were considered too high. Rob negotiated a reduction with them from £15,250 to £13,950 and they have therefore been appointed. The fees are a reduction against last year’s audit fees of £15,600. The transition from RSM is now underway. Thanks to everyone who helped throughout the process.

ACTIONS

- 3. Trustees are asked to note the report.

CONTACT:	Helen McHenry (<i>SU Head of Finance</i>)	E-Mail: h.m.mchenry@bath.ac.uk
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APPENDIX 1: Management Accounts

Core Summary	Original budget 2020-21 £	Revised budget Nov 20 £	August	September	October	November	December	January	February	YTD			PRIOR YTD	Annual budget remaining £
			2020 Actual	2020 Actual	2020 Actual	2020 Actual	2020 Actual	2021 Actual	2021 Actual	Actual 2020-21	Budget 2020-21	Variance to revised budget	Actual Year-to-date 2019-20	
			£	£	£	£	£	£	£	£	£	£	£	
Income														
Block Grant	1,888,021	1,888,021	141,917	141,917	141,917	141,917	141,917	141,917	141,917	993,417	1,089,088	-95,671	993,417	894,605
<i>Grant Agreed not received</i>			3,175	3,175	17,875	17,868	17,868	17,868	17,868	95,699		95,699		-95,699
Commercial Income	218,679	123,062	0	20,404	38,201	4,223	2,073	0	0	64,901	68,962	-4,061	769,333	58,161
Student Groups	0	0	0	135	248	38	19	36	414	890	0	890	19,662	-890
Sports	123,950	44,800	0	180	1,978	-542	24	10,012	18	11,670	33,900	-22,230	120,286	33,130
Advertising & Sponsorship	29,000	21,825	3,023	3,960	25	1,452	6,450	279	1,249	16,437	17,346	-909	20,747	5,388
Events Income	55,307	54,917	0	39,690	265	1,458	0	0	0	41,413	47,521	-6,109	204,258	13,505
Union Income	124,090	100,250	81,005	5,307	1,534	24	22,386	25,877	6,697	142,831	97,896	44,935	55,869	-42,581
Motor	0	0	0	0	0	0	0	0	0	0	0	0	1,455	0
Internal Recharges	0	0	0	0	0	0	0	0	0	0	0	0	27,242	0
Total Income	2,439,047	2,232,876	229,119	214,768	202,042	166,436	190,738	195,990	168,163	1,367,256	1,354,713	12,543	2,212,270	865,620
Staff Costs														
Staff: Salaries & Wages	-1,741,604	-1,696,322	-126,041	-130,994	-135,625	-135,261	-132,134	-135,852	-124,701	-920,607	-987,119	66,511	-843,536	-775,715
Staff: Agency	-15,600	-15,600	0	-2,828	0	-2,514	-5,000	4,032	-1,200	-7,510	-9,100	1,590	-4,583	-8,090
Staff: Casual	-141,907	-112,296	-1,479	-16,603	-30,969	-10,147	-8,824	-3,902	-4,024	-75,948	-79,678	3,730	-192,816	-36,348
Total Staff Costs	-1,899,111	-1,824,218	-127,520	-150,425	-166,594	-147,923	-145,959	-135,721	-129,925	-1,004,066	-1,075,896	71,831	-1,040,933	-820,153
Other Expenditure														
Commercial	-71,306	-49,299	-1,789	-17,657	-16,547	-1,925	-555	-15	0	-38,488	-30,596	-7,892	-269,154	-10,811
Staff: Other	42,438	49,751	-3,868	-1,512	-1,479	-6,281	-605	-745	-5,253	-19,744	27,379	-47,122	-19,094	69,495
Student groups	-1,290	-600	0	-585	-390	-1,244	-2,561	-442	0	-5,221	0	-5,221	-25,075	4,621
Sports	-215,660	-119,110	-18,632	-364	-799	-6,583	-135	124	-31	-26,419	-62,041	35,622	-190,780	-92,691
Advertising & marketing	-26,500	-10,930	-3,525	-2,642	-2,855	-40	-60	-430	-250	-9,802	-6,376	-3,427	-7,033	-1,128
Event costs (direct)	-51,759	-98,600	-21,100	-33,662	-25,722	-3,854	0	0	0	-84,338	-98,558	14,221	-227,138	-14,262
Union expenses	-90,754	-87,614	142	-38,284	-2,503	-221	0	-206	-23,573	-64,645	-67,105	2,460	-6,426	-22,969
Administration	-34,514	-25,064	-1,454	-2,893	-1,514	-1,506	-1,163	-897	-762	-10,188	-13,440	3,252	-29,399	-14,876
Motor expense	0	-5,000	2,851	-1,234	-429	-372	-372	0	-372	70	-2,917	2,987	-45,268	-5,070
Internal Recharges	-16,548	-11,548	0	0	-16,548	0	5,000	0	0	-11,548	-11,548	0	-10,137	0
Volunteer and student costs	-13,739	-8,480	-84	0	-631	0	-350	0	-9,513	-10,578	-4,197	-6,381	-5,911	2,098
Establishment	-117,846	-116,676	-44,789	-11,082	-2,375	-13,464	-1,071	-1,055	-6,248	-80,085	-78,193	-1,892	-68,399	-36,592
Asset and finance expenses	-180,362	-122,959	-3,629	-11,278	-19,618	-4,959	-5,667	-2,599	-4,678	-52,428	-68,831	16,402	-76,117	-70,531
Depreciation	-15,600	-15,600	-1,217	-1,217	-1,217	-1,217	-1,019	-1,019	-11,677	-18,584	-9,100	-9,484	-8,521	2,984
Total Other Expenditure	-793,440	-621,730	-97,096	-122,411	-92,627	-41,666	-8,558	-7,284	-62,357	-431,997	-425,522	-6,475	-988,451	-189,733
Total Expenditure	-2,692,550	-2,445,948	-224,616	-272,836	-259,221	-189,588	-154,516	-143,005	-192,281	-1,436,063	-1,501,419	65,356	-2,029,384	-1,009,885
Net Surplus/(Deficit)	-253,503	-213,072	4,504	-58,068	-57,179	-23,152	36,221	52,984	-24,118	-68,807	-146,706	77,899	182,886	-144,265

APPENDIX 2: Forecast – Revised

Forecast	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021	July 2021	Forecast Total
	Actual for month £	Actual for month £	Actual for month £	Actual for month £	Actual for month £	Actual for month £	Actual for month £	Forecast for month £	Forecast for month £	Forecast for month £	Forecast for month £	Forecast for month £	£
Income													
Block Grant	141,917	141,917	141,917	141,917	141,917	141,917	141,917	163,683	163,683	163,683	163,683	163,683	1,811,832
Grant Agreed not received	3,175	3,175	17,875	17,868	17,868	17,868	17,868	-3,898	-3,898	-3,898	-3,898	-3,898	76,209
Addnl Grant Request								71,000					71,000
Commercial Income	0	20,404	38,201	4,223	2,073	0	0		880	1,760			67,541
Student Groups	0	135	248	38	19	36	414						889
Sports	0	180	1,978	-542	24	10,012	18						11,670
Advertising & Sponsorship	3,023	3,960	25	1,452	6,450	279	1,249	819	819	819	819	819	20,532
Events Income	0	39,690	265	1,458	0	0	0						41,413
Union Income	81,005	5,307	1,534	24	22,386	25,877	6,697	271	271	1,271	271	271	145,185
Motor													
Internal Recharges													
	229,119	214,768	202,042	166,436	190,738	195,990	168,163	231,875	161,755	163,635	160,875	160,875	2,246,271
Staff Costs													
Staff: Salaries & Wages	-126,041	-130,994	-135,625	-135,261	-132,134	-135,852	-124,701	-143,341	-143,341	-140,841	-140,841	-140,841	-1,629,811
Staff: Agency	0	-2,828	0	-2,514	-5,000	4,032	-1,200	-1,300	-1,300	-1,300	-1,300	-1,300	-14,010
Staff: Casual	-1,479	-16,603	-30,969	-10,147	-8,824	-3,902	-4,024	-4,024	-3,075	-5,389	-321	-321	-89,078
	-127,520	-150,425	-166,594	-147,923	-145,959	-135,721	-129,925	-148,665	-147,716	-147,530	-142,462	-142,462	-1,732,898
Other Expenditure													
Commercial	-1,789	-17,657	-16,547	-1,925	-555	-15	0		-1,075	-1,400	-750	-750	-42,462
Staff: Other	-3,868	-1,512	-1,479	-6,281	-605	-745	-5,253	4,759	4,759	4,759	3,604	3,859	1,998
Student Groups	0	-585	-390	-1,244	-2,561	-442	0	-290	-50	-50	-50	-50	-5,711
Sports	-18,632	-364	-799	-6,583	-135	124	-31	-1,126	-18,486	-819	-819	-819	-48,489
Advertising & Marketing	-3,525	-2,642	-2,855	-40	-60	-430	-250	-911	-911	-911	-911	-911	-14,357
Event Costs	-21,100	-33,662	-25,722	-3,854	0	0	0		-1,000	-1,000			-86,338
Union Expenses	142	-38,284	-2,503	-221	0	-206	-23,573	-3,822	-3,822	-3,822	-5,222	-3,822	-85,153
Administration	-1,454	-2,893	-1,514	-1,506	-1,163	-897	-762	-2,748	-2,628	-2,628	-1,855	-1,835	-21,883
Motor Expenses	2,851	-1,234	-429	-372	-372	0	-372	-417	-417	-417	-417	-417	-2,013
Internal Recharges	0	0	-16,548	0	5,000	0	0						-11,548
Volunteer & Student Costs	-84	0	-631	0	-350	0	-9,513	-457	-2,457	-457	-457	-457	-14,861
Establishment	-44,789	-11,082	-2,375	-13,464	-1,071	-1,055	-6,248	-5,107	-3,697	-3,697	-3,697	-23,697	-119,978
Asset & Finance Expenses	-3,629	-11,278	-19,618	-4,959	-5,667	-2,599	-4,678	-9,822	-8,682	-8,772	-8,792	-22,592	-111,086
Depreciation	-1,217	-1,217	-1,217	-1,217	-1,019	-1,019	-11,677	-2,700	-2,700	-2,700	-2,700	-2,700	-32,084
Total Other Expenditure	-97,096	-122,411	-92,627	-41,666	-8,558	-7,284	-62,356	-22,639	-41,163	-21,912	-22,064	-54,189	-593,964
Total Expenditure	-224,616	-272,836	-259,221	-189,588	-154,516	-143,006	-192,281	-171,303	-188,879	-169,441	-164,526	-196,651	-2,326,863
Net Surplus/(Deficit)	4,504	-58,068	-57,179	-23,152	36,221	52,984	-24,118	60,572	-27,124	-5,806	-3,651	-35,776	-80,592

PURPOSE

To provide Trustees with a proposed budget for the 2021/22 financial year

CONTENTS

Page1: Report

Page 2: Appendix 1: Proposed Budget

REPORT**1. ANNUAL PLANNING**

- 1.1. The University gave assurance that the SU block grant would be the same as awarded in FY20/21 adjusted for pay inflation. UPT meeting on 21st April.
- 1.2. Pay forecast assumes a 2% cost of living increase in line with University planning. Salary vacancy factor has been reduced to 4% for caution against risk averse job market.
- 1.3. NUS affiliation £30k remains following referendum. New graduation photo commission deal confirmed by the University, but no figures given yet. A cautious estimate of £20k has been included.
- 1.4. Facilities Coordinator post (vacant following retirement in December 2020) and the Digital Media assistant role (vacant since March 2020) have not been included.
- 1.5. Aim to achieve a breakeven budget whilst recovering from Covid-19. Reductions made to staff budget to achieve this.
- 1.6. Discussion regarding student clothing and printed materials ongoing.
- 1.7. Commercial areas assuming no restrictions following Government Roadmap.
- 1.8. Concern over Arts funding has been flagged by the University as possible target for cuts. Discussions are expected to continue on this as a matter of urgency.

ACTIONS

2. Trustees are asked to approve.

CONTACT:	Helen McHenry (<i>SU Head of Finance</i>)	E-Mail: h.m.mchenry@bath.ac.uk
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APPENDIX 1: PROPOSED BUDGET

 THE SU UNIVERSITY OF BATH			
	Budget V1	Revised Budget	Budget
	2020/21	2020/21	2021/22
Income	£	£	£
Block Grant	1,774,924	1,888,021	1,931,552
Commercial sales	1,087,934	123,063	1,033,250
Groups Income			5,500
Sports income	121,702	39,800	117,408
Advertising & Marketing	45,000	21,825	35,500
Event Income	400,865	54,917	410,765
Other	87,638	110,250	78,000
	3,518,063	2,237,876	3,611,975
Staff Costs			
Staff: Salaries & Wages	- 1,708,324	- 1,696,322	- 1,796,320
Staff: Casual	- 295,990	- 112,294	- 298,844
Staff: Training & Conferences	- 27,500	- 7,500	- 12,200
Staff: Vacancy Factor	62,533	61,627	53,852
Other	- 17,618	- 20,606	- 19,150
	- 1,986,899	- 1,775,095	- 2,072,662
Other Expenditure			
Commercial	- 364,417	- 49,299	- 341,669
Sport	- 271,805	- 124,110	- 251,606
Advertising & Marketing	- 24,620	- 10,930	- 20,950
Event costs	- 396,586	- 98,600	- 401,819
Affiliation	- 39,250	- 38,110	- 38,828
IT Management Fee	- 44,500	- 44,500	- 45,500
Administration Costs	- 47,483	- 21,896	- 35,014
Budget allocated to student group	- 19,773	- 15,023	- 17,567
Volunteer & Student Costs	- 34,533	- 8,480	- 29,146
Establishment	- 113,399	- 115,026	- 143,288
Capital Purchase Under £1000	- 19,700	- 11,670	- 18,500
Repairs & Maintenance	- 29,318	- 19,394	- 35,568
Irrecoverable VAT	- 26,500	- 14,000	- 25,000
Bank & Credit Card Charges	- 22,500	- 15,030	- 18,000
Professional fees	- 15,000	- 52,500	- 36,950
Depreciation	- 15,400	- 15,600	- 15,400
Other	- 46,161	- 22,313	- 64,452
	- 1,530,945	- 676,481	- 1,539,257
Total Expenditure	- 3,517,844	- 2,451,576	-3,611,919
Surplus / -Deficit	219	- 213,700	56

PURPOSE

To report on the strategy’s key performance indicators and survey results, specifically the monthly Student Life Survey.

CONTENTS

- Page 1-3: Report
- Page 4: APPENDIX 1: Background, methodology and response rates of Student Life Survey for noting
- Page 5: APPENDIX 2: Student Life Survey data (*spreadsheet Monthly data 2020-21*)

REPORT

1. STRATEGY KEY PERFORMANCE INDICATORS

1.1. The SU Strategy KPIs included in the Student Life Survey are reported below:

		19/20 YEAR AVE	OCT 2020	OCT 2020 AVE	NOV 2020	NOV 2020 AVE	DEC 2020	DEC 2020 AVE	TERM 1 AVE	JAN 2021	JAN 2021 AVE	FEB 2021	FEB 2021 AVE
Growing community – students FEEL part of something	I feel that my contribution to The SU matters	26%	31%	47%	36%	52%	31%	47%	49%	26%	42%	23%	45%
	I feel a sense of belonging	48%	58%		61%		57%			52%		56%	
	I feel part of a community	52%	53%		59%		53%			47%		57%	
Inspiring change – students KNOW how to make change	I know how to influence the decisions and actions of The SU	26%	28%	39%	26%	34%	22%	33%	35%	27%	35%	30%	36%
	I know how to contribute more to the community I am a part of	39%	43%		32%		37%			40%		35%	
	I know how students are making the community better	43%	45%		45%		40%			38%		43%	

Inspiring change – students FEEL they can make change	I can influence the decisions and actions of The SU	30%	24%		29%		26%			25%		24%	
	By contributing to my community I'm also gaining from it	62%	70%	58%	68%	58%	65%	55%	57%	61%	54%	64%	55%
	Everyone can make a contribution to the community	69%	80%		78%		75%			76%		78%	

1.2. Key insights from the above available KPI data indicate that:

- The first set of KPI questions relate to students feeling part of something. It has been encouraging to see some increases in students' feelings of belonging and part of a community. In particular there has been a **ten percentage point increase in students feeling part of a community** from January to February. Open comments related to these questions refer to **difficulties creating a community when doing everything online** this academic year, for those **students in later years of study they felt that they had had the opportunity to form their community before the pandemic**.
- The second set of KPI questions related to students knowing how to make change. Increases for a second month in a row, to its **highest level of agreement this academic year, of students knowing how to influence decisions and actions of The SU**. An increase can also be seen to students knowing how students make the community better, however there is a decrease in students knowing how to contribute more to the community they are a part of.
- The third set of KPI questions relate to students feeling they can make change. Students agreeing that by contributing to their community they are also gaining from it had consistently fallen from a peak of 70% in October but has seen an increase in February. **78% of students now feel that everyone can make a contribution to the community**.

1.3. Key insights from non KPI questions in the Student Life Survey are as follows *(please refer to Appendix 2 spreadsheet of data)*:

- Overall, there have been **increases in satisfaction or agreement with most questions** in the survey.
- There has been a sharp increase to **50% student satisfaction with being able to explore Bath**, this could be in part due to students taking the opportunity to take more walks as exercise during lockdown.
- **Students are still struggling to do things they like in their spare time or try new things** with most students putting this down to the lockdown restrictions in place.
- **5% of students agree they are getting the social experience they want**. Recognition was given in open that The SU is trying to provide virtual social activities but it is not the same. This is the lowest that this question has scored this academic year and may be a reflection of students not seeing an end to restrictions *(the Government announcement of the roadmap to lifting restrictions was announced at the end of the month after most students had completed the survey for the month)*.

- Overall, there have been **reductions in students being concerned about most areas of student life** which is positive to see after January saw all areas gain in concern. However, we still see **over half being concerned about their mental health, career prospects, academic workload, academic achievement, and sleep habits.**
- **Concern about employability and level of debt continues to increase.**
- 78% of students agree that The SU is welcoming and inclusive to all students.
- Open comments relating to key issues impacting on students saw a strong theme of students referring to the pandemic reducing their opportunities to meet other students and **feeling isolated and the impact that this is having on student mental health.** Comments regarding **workload and motivation** were also featured multiple times in the comments.

ACTIONS

2. Trustees are asked to note the report and discuss resulting actions.

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APPENDIX 1: BACKGROUND AND METHODOLOGY OF STUDENT LIFE SURVEY FOR REFERENCE
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The SU Student Life Survey replaces the Student Life Pulse survey previously co-ordinated by Alterline on behalf of The SU.

The survey was significantly reduced in length from the Student Life Pulse, with sections and questions removed which were no longer aligned with The SU's vision or used by The SU to improve the student experience.

Due to the current pandemic, questions relating to student concerns were retained in order to gather insight into students' wellbeing during the first term in particular.

The student population has been split into 11 random sampled respondent groups with each group being assigned a month between October 2020 and August 2021 when they will be surveyed.

Response rate:

Month	Number of respondents	% of eligible respondents
October 2020	137	10%
November 2020	70	5%
December 2020	157	11%
January 2021	120	9%
February 2021	128	9%

Several other surveys have been run by the University or The SU which may have impacted on response rates including:

Month	Survey	Target audience	Produced by
October	Check in survey week 4	All students	University
November	Check in survey week 8	All students	University
December	Mental health and wellbeing	All students	PhD student with Student Services
February	National Student Survey	Final year UG	National survey, promoted by University
February	Academic Representation review	All students	The SU
February	Check in survey week 4	All students	University

APPENDIX 2: Student Life Survey

KPI questions highlighted								
Colour coding: Questions highlighted in orange are SU KPI questions. Red cells highlight where there has been a negative effect compared to the previous month*. Green cells highlight where there has been a positive effect compared to the previous month*. Light yellow columns indicate term averages for the question. *For questions 15-31 red demonstrates where the % of concern has risen (a negative effect) and green demonstrates where the % of concern has fallen (a positive effect).		19-20 Average	Oct-20	Nov-20	Dec-20	Term 1 Average*	Jan-21	Feb-21
Question No.	Satisfaction with the following in students' life at present							
1	Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with making new friends"	70%	44%	39%	44%	42%	29%	28%
2	Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with fitting in"	65%	61%	68%	63%	64%	51%	56%
3	Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with exploring Bath"	74%	67%	58%	28%	51%	24%	50%
4	Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with opportunities to do the things I like in my spare time"	65%	46%	46%	40%	44%	29%	31%
5	Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with opportunities to try new things"	63%	40%	38%	33%	37%	20%	21%
Belonging and community								
6	Students who selected 'agree' or 'strongly agree' in response to "I feel a sense of belonging"	48%	58%	61%	57%	59%	52%	56%
7	Students who selected 'agree' or 'strongly agree' in response to "I feel part of a community"	52%	53%	59%	53%	55%	47%	57%
8	Students who selected 'agree' or 'strongly agree' in response to "I know how to contribute more to the community I am a part of"	39%	43%	32%	37%	37%	40%	35%
9	Students who selected 'agree' or 'strongly agree' in response to "I know how students are making the community better"	43%	45%	45%	40%	43%	38%	43%
10	Students who selected 'agree' or 'strongly agree' in response to "By contributing to my community I'm also gaining from it"	62%	70%	68%	65%	68%	61%	64%
11	Students who selected 'agree' or 'strongly agree' in response to "Everyone can make a contribution to the community"	69%	80%	78%	75%	78%	76%	78%
Social experience								
12	Students who selected 'agree' or 'strongly agree' in response to "I am getting the social experience I want"	67%	20%	19%	20%	20%	14%	5%
13	Students who selected 'agree' or 'strongly agree' in response to "The SU has made a positive impact on my social life"	54%	34%	29%	36%	33%	30%	24%
Student wellbeing								
14	Students who selected 'satisfied' or 'very satisfied' in response to "Overall, how satisfied are you with your life nowadays"	83%	56%	52%	57%	55%	46%	51%
15	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your physical health in the last two weeks"	37%	40%	32%	36%	36%	47%	36%
16	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your mental health and wellbeing in the last two weeks"	49%	58%	54%	55%	56%	62%	53%
17	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your personal safety in the last two weeks"	12%	18%	15%	9%	14%	13%	11%
18	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your career prospects in the last two weeks"	46%	51%	46%	47%	48%	60%	56%
19	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your accommodation in the last two weeks"	28%	21%					
20	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your current accommodation in the last two weeks"			25%	14%	20%	24%	18%

21	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your accommodation next year in the last two weeks"			38%	34%	36%	34%	27%
22	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your academic workload in the last two weeks"	55%	61%	70%	66%	66%	72%	56%
23	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your academic achievement in the last two weeks"	61%	64%	64%	65%	64%	79%	62%
24	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about balancing academic and social time in the last two weeks"	43%	55%	55%	54%	55%	58%	48%
25	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about loneliness in the last two weeks"	33%	46%	34%	42%	41%	52%	40%
26	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about bullying in the last two weeks"	3%	4%	2%	4%	3%	1%	2%
27	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your employability in the last two weeks"	40%	45%	35%	39%	40%	46%	48%
28	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about being able to pay for the things you need in the last two weeks"	37%	33%	25%	34%	31%	30%	30%
29	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your level of debt in the last two weeks"	30%	22%	17%	23%	21%	25%	28%
30	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about the effect of your other responsibilities on your academic achievement in the last two weeks"	24%	20%	16%	20%	19%	29%	21%
31	Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your sleep habits in the last two weeks"	43%	32%	45%	50%	42%	56%	52%
The SU								
32	Students who selected 'agree' or 'strongly agree' in response to "The SU is welcoming and inclusive to all students"	72%	78%	74%	74%	75%	70%	78%
33	Students who selected 'agree' or 'strongly agree' in response to "I feel that my contribution to The SU matters"	26%	31%	36%	31%	33%	26%	23%
34	Students who selected 'agree' or 'strongly agree' in response to "I know how to influence the decisions and actions of The SU"	26%	28%	26%	22%	25%	27%	30%
35	Students who selected 'agree' or 'strongly agree' in response to "I can influence the decisions and actions of The SU"	30%	24%	29%	26%	26%	25%	24%

PURPOSE

To report on complaints and Student Member disciplinary.

CONTENTS

- Page 1: Report
- Page 1: Actions
- Page 2: Appendix 1: Complaints statistics
- Page 3-4: Appendix 2: Student Member disciplinary statistics

REPORT

1. COMPLAINTS

- 1.1. Since the start of this academic year there have been two complaints received which both related to the student experience area of The SU. One case was historic in nature having happened several years ago and the other related to a Freshers' week ticket from this year.
- 1.2. The historic case reached the Complaints & Disciplinary committee and a decision was made in favour of the complainant with actions being taken to resolve the matter. The other case reached the Chief Executive who decided that as tickets are clearly marked non-refundable a parent's request for a refund should be declined.
- 1.3. The three tables contained in appendix 1 show complaint statistics for the last three years.

2. STUDENT MEMBER DISCIPLINARY

- 2.1. Student member disciplinaries are down for this academic year due to the COVID-19 restrictions imposed on the activities of the bars areas. The few reports received have mostly been related to non-compliance with the restrictions put in place.
- 2.2. There has been one student member disciplinary appeal that reached a stage 1 appeal (*Chief Executive*) which was unsuccessful.
- 2.3. The tables contained in appendix 2 show student member disciplinary statistics for the last three years.

ACTIONS

- 3. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: COMPLAINTS STATISTICS

Complaints 2020-21		SU Areas							Total
		Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other	
Complainants	Undergraduate	0	0	0	1	0	0	0	1
	Postgraduate	0	0	0	0	0	0	0	0
	Public	0	0	0	1	0	0	0	1
	University	0	0	0	0	0	0	0	0
	Total	0	0	0	2	0	0	0	2
SU Response	No actions taken	0	0	0	0	0	0	0	0
	SU actions taken	0	0	0	1	0	0	0	1
	SU Appeal Stage 1	0	0	0	1	0	0	0	1
	SU Appeal Stage 2	0	0	0	1	0	0	0	1
Complaints 2019-20		SU Areas							Total
Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other	Total		
Complainants	Undergraduate	1	0	4	3	0	0	0	8
	Postgraduate	0	0	0	0	0	0	0	0
	Public	0	0	1	0	0	0	0	1
	University	0	0	0	0	0	0	0	0
	Total	1	0	5	3	0	0	0	9
SU Response	No actions taken	0	0	0	0	0	0	0	0
	SU actions taken	1	0	5	3	0	0	0	9
	SU Appeal Stage 1	0	0	0	0	0	0	0	0
	SU Appeal Stage 2	1	0	0	0	0	0	0	1
Complaints 2018-19		SU Areas							Total
Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other	Total		
Complainants	Undergraduate	1	0	2	1	0	0	0	4
	Postgraduate	0	0	0	0	0	0	0	0
	Public	0	0	0	0	0	0	1	1
	University	0	0	0	0	0	0	0	0
	Total	1	0	2	1	0	0	1	5
SU Response	No actions taken	0	0	0	0	0	0	0	0
	SU actions taken	1	0	1	1	0	0	0	3
	SU Appeal Stage 1	0	0	0	0	0	0	0	0
	SU Appeal Stage 2	0	0	0	0	0	0	1	1

APPENDIX 2: STUDENT MEMBER DISCIPLINARY STATISTICS

2020-21		Misconduct Reported											Total
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrasment	Breaching a sanction	Other	Total
Respondent	Total reported:	0	0	0	1	0	0	0	1	0	0	1	3
	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y2	0	0	0	1	0	0	0	0	0	0	0	1
	Undergraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Unidentified	0	0	0	0	0	0	0	0	0	0	1	1
	Reporting Party	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y2		0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y3		0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y4		0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y1		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y2		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y3		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y4		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0
Public		0	0	0	0	0	0	0	0	0	0	0	0
University		0	0	0	0	0	0	0	1	0	0	0	1
The SU		0	0	0	1	0	0	0	0	0	0	1	2
Unidentified	0	0	0	0	0	0	0	0	0	0	0	0	
SU Response	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	SU Disciplinary	0	0	0	0	0	0	0	0	0	0	0	0
	SU Appeal Stage 1	0	0	0	1	0	0	0	0	0	0	0	1
	SU Appeal Stage 2	0	0	0	0	0	0	0	0	0	0	0	0
	University Referral	0	0	0	0	0	0	0	0	0	0	0	0
University	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	University Disciplinary	0	0	0	0	0	0	0	0	0	0	0	0
	Joint Disciplinary	0	0	0	0	0	0	0	1	0	0	0	1

2019-20		Misconduct Reported											Total
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrasment	Breaching a sanction	Other	Total
Respondent	Total reported:	9	11	3	5	6	19	0	5	0	5	8	71
	Undergraduate Y1	5	4	3	3	3	8	0	2	0	2	5	35
	Undergraduate Y2	3	1	0	0	2	3	0	0	0	2	2	13
	Undergraduate Y3	1	1	0	0	0	2	0	1	0	1	0	6
	Undergraduate Y4	0	4	0	0	1	1	0	2	0	0	0	8
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Unidentified	0	0	0	2	0	5	0	0	0	0	1	8
	Reporting Party	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y2		0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y3		0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y4		0	0	0	0	0	0	0	0	0	2	0	2
Undergraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y1		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y2		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y3		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y4		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0
Public		0	0	0	0	0	0	0	0	0	0	0	0
University		0	0	0	0	0	1	0	1	0	0	0	2
The SU		9	11	3	5	6	18	0	4	0	1	8	65
Unidentified	0	0	0	0	0	0	0	0	0	2	0	2	
SU Response	No action taken	3	0	2	0	1	2	0	0	0	0	2	10
	SU Disciplinary	6	11	1	3	4	5	0	0	0	5	0	35
	SU Appeal Stage 1	1	0	0	0	1	0	0	0	0	2	0	4
	SU Appeal Stage 2	0	0	0	0	0	0	0	0	0	0	0	0
	University Referral	0	0	0	0	1	7	0	5	0	0	5	18
University	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	University Disciplinary	0	0	0	0	0	0	0	0	0	0	3	3
	Joint Disciplinary	0	0	0	0	1	7	0	5	0	0	2	15

STRATEGY & PERFORMANCE - REPORT ON COMPLAINTS & STUDENT MEMBER DISCIPLINARY

R6

2018-19		Misconduct Reported											Total	
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrasment	Breaching a sanction	Other		
Respondent	Total reported:	6	5	1	3	5	12	0	7	0	0	2	41	
	Undergraduate Y1	4	2	0	3	3	5	0	4	0	0	1	22	
	Undergraduate Y2	1	2	0	0	0	1	0	1	0	0	0	5	
	Undergraduate Y3	1	0	0	0	0	1	0	0	0	0	0	2	
	Undergraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0	
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0	
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0	
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0	
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0	
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0	
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0	
	Unidentified	0	1	1	0	2	5	0	2	0	0	1	12	
	Reporting Party	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
		Undergraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y3		0	0	0	0	0	0	0	3	0	0	0	3	
Undergraduate Y4		0	0	0	0	0	0	0	0	0	0	0	0	
Undergraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0	
Postgraduate Y1		0	0	0	0	0	0	0	0	0	0	0	0	
Postgraduate Y2		0	0	0	0	0	0	0	0	0	0	0	0	
Postgraduate Y3		0	0	0	0	0	0	0	0	0	0	0	0	
Postgraduate Y4		0	0	0	0	0	0	0	0	0	0	0	0	
Postgraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0	
Public		0	0	0	0	0	0	0	0	0	0	0	0	
University		0	0	0	0	0	0	0	0	0	0	0	0	
The SU		6	5	1	3	5	12	0	4	0	0	1	37	
Unidentified		0	0	0	0	0	0	0	0	0	0	1	1	
SU Response	No action taken	0	0	0	0	0	0	0	0	0	0	0	0	
	SU Disciplinary	6	5	1	3	4	5	0	3	0	0	0	27	
	SU Appeal Stage 1	0	1	0	1	1	0	0	0	0	0	0	3	
	SU Appeal Stage 2	0	0	0	0	0	0	0	3	0	0	0	3	
	University Referral	0	0	0	0	1	7	0	4	0	0	2	14	
University	No action taken	0	0	0	0	0	0	0	0	0	0	0	0	
	University Disciplinary	0	0	0	0	1	2	0	4	0	0	1	8	
	Joint Disciplinary	0	0	0	0	0	5	0	0	0	0	1	6	

PURPOSE

To report on external speaker applications.

CONTENTS

Page 1: Report

Page 1: Actions

REPORT**1. EXTERNAL SPEAKERS**

1.1. The table below reports on those external speakers that have been approved internally and those referred to the University in accordance with our Events & External Speakers policy.

Subgroup	Applications	Approved by SVC	Referred to Chief Executive	Approved by Chief Executive	Referred to University	Approved by University
Academic	0	0	0	0	0	0
D&S	3	2	0	0	0	0
ISA	0	0	0	0	0	0
P&A	9	2	0	0	6	6
PGA	0	0	0	0	0	0
Media	0	0	0	0	0	0
Societies	49	17	0	0	0	0
Sports	2	1	0	0	0	0
Volunteering	1	0	0	0	0	0
Other	0	0	0	0	0	0
Total	64	22	0	0	6	6

1.2. There are no known issues to report.

ACTIONS

2. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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PURPOSE

To report on SU Alumni grant spending.

CONTENTS

Page 1: Report

Page 1: Actions

REPORT**1. BACKGROUND**

- 1.1. The Alumni Fund exists to support projects which will enhance the University experience. Grants made can support new innovations in academic contexts, fund new equipment or enable new activities to be piloted.
- 1.2. Each year the Alumni Fund generously grants a pot of £20,000 to The SU to be used to help enhance and enrich the student experience.
- 1.3. Any Student Group registered as part of The SU can apply for a proportion of the grant to help fund their own project to enhance their activities within the student community.
- 1.4. Approval is be conditional on an application demonstrating that a project:
- will deliver positive and lasting benefit to the student community in line with our charitable objects;
 - will be affordable and achievable in terms of its objectives;
 - will be partly funded by the Student Group and/or an external sponsor.

2. SU ALUMNI APPLICATIONS

2.1. The table below reports on SU applications received and their outcomes.

	Student Group	Project Title	Project Expenditure	Own budget	Crowdfunding	External Sponsor	Amount Requested	Decision	Amount given	Alumni Fund running total
September	Bath Basketball Society	Outdoor Basketball Sessions to Support Training and New Players	£163.87	£0.00	£0.00	£0.00	£163.97	Approved	£170.00	£26,830.00
	Cricknet Club	Back Wall Net	£300.00	£0.00	£0.00	£0.00	£300.00	Approved	£300.00	26,380.00
	TEDx Bath University	TEDx Bath University Annual Conference 2020	£750.00	£200.00	£0.00	£0.00	£500.00	Partly Approved	£450.00	£26,380.00
	Bath Time	Digital platform for publishing issues	£0.00	£0.00	£0.00	£0.00		Approved	£420.00	£25,960.00
October	triathlon	Turbos	£450.00	£0.00	£0.00	£0.00	£450.00	Not Approved		£25,960.00
	PoleSoc	Enhancing the experience of PoleSoc with new equipment	£175.00	£0.00	£0.00	£0.00	£175.00	Not Approved		£25,960.00
	Trampoline	Coaching advancement	£6,289.00	£800.00	£0.00	£0.00	£1,200.00	Not Approved		£25,960.00
	Rowing	Hudson 4+ purchase	£13,680.00				£4,000.00	Not Approved	£0.00	£25,960.00
	Backstage	Backstage Technical Services LED Lighting Fixtures	£7,600.00	£2,600.00	£0.00	£0.00	£6,000.00	Approved	£6,000.00	£19,960.00
	Tennis	Increasing participation and accessibility in Tennis	£750.00	£0.00	£0.00	£0.00	£750.00	Approved	£750.00	£19,210.00
	Handball	Outdoor Handball	£360.00	£0.00	£0.00	£0.00	£360.00	Approved	£360.00	£18,850.00
November	Mountaineering	Climbing Shoes	£359.88	£179.88	£0.00	£0.00	£180.00	Approved	£540.00	£18,310.00
	ChaOS	Live Performances Recording	£1,135.83	£367.07	£270.00	£0.00	£498.76	Approved	£498.76	£17,811.24
	Space Soc	Team Bath Rowing	£1,000.00	£250.00	£0.00	£250.00	£500.00	Approved	£500.00	£17,311.24
December	Rugby	New rugby balls x15	£660.00	£400.00	£0.00	£0.00	£260.00	Not Approved	£0.00	£17,311.24
January	Backstage	Tallescope	£4,608.00	£945.00	£0.00	£0.00	£3,663.00			£17,311.24

ACTIONS

3. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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PURPOSE

To report on previously approved projects.

CONTENTS

Page 1-3: Report

Page 1-3: Actions

REPORT**1. BACKGROUND**

1.1. Under the Project Management policy a client brief will only be approved if:

- in line with The SU's purpose and strategic direction;
- achievable in consideration of other demands and priorities;
- affordable and a sound use of time and resources;
- going to deliver benefit in line with the core purpose of The SU.

1.2. Under the Project Management policy Leadership Committee are responsible for:

- making decisions with regards to approving clients briefs;
- making decisions with regards to approving business cases (£5,000-£10,000);
- monitoring progress of projects between Board meetings.

1.3. Under the Project Management policy Finance & Audit committee are responsible for:

- making decisions with regards to approving business cases (£10,000-£50,000 or medium risk).

1.4. Under the Project Management policy Board of Trustees are responsible for:

- making decisions with regards to approving business cases (*Above £50,000 or medium risk*);
- monitoring progress of projects on a quarterly basis.

1.5. Under the Project Management policy Leadership Committee and the Board of Trustees both reserve the right to cancel projects if they identify a need to do so.

2. STUDENT GROUP RESTRUCTURE PROJECT UPDATE

2.1. The following people are:

- Client: Tom Sawko (*Sport Officer*)
- Sponsor: Polly Hawker (*Head of Activities*)
- Project manager: Greg Noakes (*Governance & Executive Support Manager*)

2.2. The purpose of this project is to create a Student Group structure for a 21st Century Student Union.

2.3. Update:

- a new Student Group policy (*appendix 1*) has been developed and approved by Leadership committee;
- this new Student Group policy will be trialled with a range of student groups for 2021/22;
- Leadership committee will review how successful the trial has been at the end and make a decision on possible wider rollout with student groups.

3. STUDENT UNION STANDPOINTS PROJECT UPDATE

3.1. The following people are:

-
- Client: Freya Jackson (*Community Officer*)
 - Sponsor: Charlie Slack (*Head of Student Voice & Engagement*)
 - Project manager: Greg Noakes (*Governance & Executive Support Manager*)

3.2. The purpose of this project is to write a document that sets out The SU core Standpoints.

3.3. Update:

- this project is in the early planning stages with focus being on developing a mechanism whereby students can shape and agree the views of The SU.

4. ACTIVE TRAVEL PROJECT UPDATE

4.1. The following people are:

- Client: Tom Sawko (*Sport Officer*)
- Sponsor: Polly Hawker (*Head of Activities*)
- Project manager: Matt Price (*Club Development Officer*)

4.2. The purpose of this project is to facilitate students in a shift towards a sustainable, active way of travelling.

4.3. Update:

- As part of the project several purchases have been identified that will help/encourage students to choose an active travel method to campus other than to use the bus or to drive. These included cycle helmets and phone clips, both would come as part of the package that students receive when hiring out one of our SU Bikes.
- Other purchase identified were two cycle repair stations, one for campus and the other for Dartmouth Ave. Sport Officer is liaising with estates as to how quickly these can be installed as once "purchased" the stations will arrive in 8 weeks, so need to ensure estates are ok to install on the delivery date.
- Timescales may need to be adjusted slightly due to the slight delay in ordering and installing the service stations.

5. AUDIT TENDERING PROJECT UPDATE

5.1. This project was approved to proceed by Finance & Audit committee at its meeting on 22/10/2020.

5.2. The purpose of this project is to oversee the audit tendering process.

5.3. This process has been completed with the outcome being that Crowe has been appointed The SU new auditors. An end of project report will be submitted shortly for this.

6. EQUALITY, DIVERSITY AND INCLUSION PROJECT UPDATE

6.1. The following people are:

- Client: Freya Jackson (*Community Officer*)
 - Sponsor: Mandy Wilson-Garner (*Deputy Chief Executive*)
 - Project manager: Ben Palmer (*Student Voice Coordinator*)
-

6.2. Update:

- Preparations for research phase are being made, initial meeting between Student Voice Coordinator, Deputy Chief Executive, Community Officer and Insights and Engagement manager taken place.
- Currently participation data headings are being selected and potential dates are being looked at for a survey.
- Once we have an idea of what participation data we need, it will be a case of reviewing current resource and seeing if we need more to properly analyse data.
- Next up: draw up survey using old liD survey and making sure to appeal to all students, select dates and timings for survey, interviews and focus groups.
- Survey to be carried out in Semester 2. Focus groups with D&S to be in semester 2 as well.

7. AWARDS PROJECT UPDATE

7.1. Update:

- The SU's award events have been consolidated into three events which are the SU Awards, the Education Awards and Blues.
- The Activity Awards were restructured so that the achievements and inclusion of all SU Groups (*apart from Sports*) could be recognised at this one event, this was renamed as the 'SU Awards'
- The award categories were amended so that all SU Groups (*apart from Sports*) could submit nominations
- This year there were 137 nominations compared to 300 in 2019 and 150 for 2018. However, these nominations were from all groups, therefore showcasing a more diverse range of activity. This number will increase in future years as the plan is to include the Sports area within the SU Award event.
- Stakeholders were invited to the award event relevant to them instead of all of them.
- The SU Awards would have been held in a new venue- Komedia- but had to be delivered virtually due to the pandemic.
- The project fulfilled its remit as events have been streamlined, saving on duplication and costs. The categories for the awards are more relevant for all SU groups and so more inclusive. The P and A, PGA and ISA now have a home for recognition. Stakeholders are not being asked to attend numerous events. When the events are able to be delivered face to face then there is the potential to market these together for more impact and look for possible sponsorship.
- The SU Awards could not include the sports area for 19/20 as there was not a large enough budget to accommodate in this pilot year. It was concluded that sports will need to be part of these awards in future years if they were to be a true representation of recognising the achievements/inclusion of all the SU Groups.
- The above will mean that the budget will need to be increased for 2022 as the event has the potential to be bigger than before.

ACTIONS

8. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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PURPOSE

To report on the risk register.

CONTENTS

Page 1: Report
 Page 1: Actions
 Page 2-3: Appendix 1: Risk Register

REPORT**1. RISK REGISTER**

- 1.1. There have been no changes made to the Risk Register since the last Board of Trustees meeting.
- 1.2. However, in February The SU received its first subject access request. A subject access request (SAR) is a request that a person may make to see what personal data an organisation holds about them.
- 1.3. It has taken the Governance & Executive Support Manager over a month and half to action this request.
- 1.4. In the course of actioning this request they have identified the following actions that need to be taken:
- The Data handling policy needs to be re-written to make it clearer to staff how they should be handling personal data and how an SU carries out a SAR in practice. This policy was being re-written prior to SAR being received;
 - In particular staff need to make sure any and all personal data is kept in the correctly designated areas of The SU filing system in order to ensure that SAR can be actioned speedily;
 - A SAR form needs to be developed for the website giving a clear breakdown of the data we hold in different areas of The SU which will then allow them to narrow down their request to those areas that they want to see. This will make it easier for The SU to respond to it appropriately right from the start instead of having to seek clarification from them;
 - A Data Retention policy needs to be written to make clear to staff how long various bits of data should be kept for. It is clear that currently too much data is being kept for perhaps longer than is actually necessary. This policy was also being written prior to SAR being received;
 - In particular a retention period needs to be set for staff emails as these are in particular tricky to handle when dealing with a SAR because redaction may be necessary. Understandably if there are 12 years' worth of emails this will take a long time so better to keep this to one year worth. Anything that needs to be kept longer than that should be saved into the x-drive folder so that others can access it in the event of a person's absence;
 - The privacy notice on The SU website needs to be updated as there are sections that are no longer relevant.

ACTIONS

- 1.5. Trustees are asked review the risk register.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	E-Mail: gdn26@bath.ac.uk
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Student Union Risk Register

Risk Key	Score	Impact	Action
Low risk	1-8	Small and easily managed at a operational level	Continue but review yearly to ensure controls remain effective
Medium risk	9-12	Overall performance might be significantly affected	Continue but Trustees review quarterly to ensure controls remain effective.
High risk	15-25	Activities/services might need to be terminated	Identify new controls to reduce risk to a low or medium level.

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Gross Risk	Movement
1	Insufficient University block grant leads to loss/restructure of SU	5	4	20	CE/President keep University senior management informed of SU finances Reserves can temporarily cover deficit while restructure.	4	3	12	-8
2	Poor commercial income performance leads to deficit budget	5	4	20	CE/President keep Head of University Finances informed of SU finances Reserves can temporarily cover deficit while restructure.	4	3	12	-8
3	Poor strategic and financial planning leads to poor use of resources	4	4	16	Strategy and performance reviewed by Trustees on a quarterly basis. Management account and reserves reviewed by Trustees on a quarterly basis. Budget targets set to generate surplus income to fill and maintain reserves. Projects approved and reviewed by Trustees on a monthly basis.	4	3	12	-4
4	Poorly run student group activity leads to serious injury/fatality	5	3	15	Suitable insurance to cover dangerous/common activities. Student Group events checked and approved by staff. Risk assessments for high risk activities approved by staff.	5	2	10	-5
5	Social distancing restrictions are not observed leading to staff/students catching COVID-19 and potential £10,000 fine.	5	3	15	All Offices and meeting rooms have been risked assessed. University have determined room occupancy and set-up one way systems. Student Groups must COVID-19 risk assess their activities/events. Student Group risk assessments are approved by SU staff. Attendance at all events registered to allow for track and trace if required.	5	2	10	-5
6	Fraud	4	3	12	External audit carried out by Auditors report directly to Trustees annually. Management accounts reviewed by Trustees on a quarterly basis. Duties within the finance are appropriately segregated to ensure oversight. Financial authorisations in place across The SU. SU bank accounts monitored by Finance team.	4	2	8	-4

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Gross Risk	Movement
7	Poor handling of personal data leads to data breach	4	3	12	Secure University managed IT system in place for SU. Data Handling policy sets out process for handling personal data. Appropriate training given to staff and student leaders/volunteers.	4	2	8	-4
8	Poor relationship with the University undermines SU	4	3	12	Regular engagement with University senior management via Officers/CE. Officers sit on key University decision making bodies (<i>senate, council etc</i>). Service Level Agreement in place with University setting out relationship.	4	2	8	-4
9	Poor student engagement and diversity leads to poor student representation	4	3	12	EDI KPIs and strategy in development. Student engagement KPI monitored by Trustees on a quarterly basis.				
10	Poor workplace environment leads to serious injury/fatality	4	3	12	Managers in each area responsible for keeping office environments safe. Annual health & safety inspection carried out for assurance purposes. Faults/issues with building can be reported to University Estates.	4	2	8	-4
11	Sudden loss of staff resource leads to reduced operating ability	4	3	12	Business Continuity plan to help SU scale back and prioritise core activities. Business Continuity plan reviewed by Trustees on a quarterly basis.	4	2	8	-4
12	Poor handling of SU equipment leads to accidental damage/loss	3	3	9	Relevant and suitable insurance to cover high cost items. Appropriate training given to staff and student leaders/volunteers.	3	2	6	-3
13	Poor student group behaviour leads to reputational damage to SU	3	3	9	Complaints policy setting out process to resolve issues with student groups. Student Member disciplinary policy setting out process for remedial action. Expected conduct communicated to student members at point of sign-up. Student Group policy setting out process to remove student group.	3	2	6	-3

PURPOSE

To report on health and safety related activities.

CONTENTS

Page 1:	Report
Page 1:	Actions
Page 2:	Appendix 1: Health & Safety statistics
Page 3	Appendix 2: Health & Safety Inspection report

REPORT**1. Health & Safety**

- 1.1. Appendix 1 contains statistics for accidents that have been reported to the Departmental Health & Safety co-ordinator.
- 1.2. The Departmental Safety Coordinator has identified the need to look into the protocols surrounding dangerous sports to ensure that all have suitable risks assessments in place.
- 1.3. The Cheerleading club's activities are currently still suspended due to concerns around standards of health & safety. Work is currently ongoing to address these. Work is ongoing with the University to address this.
- 1.4. Appendix 2 contains an update report from the Health & Safety inspection carried out in November 2020.

ACTIONS

- 1.5. Trustees are asked to note the report.

CONTACT:	Paul Brooks (<i>Departmental Safety Co-ordinator</i>)	E-Mail: pb262@bath.ac.uk
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APPENDIX 1:

	Incident Details					Injury Details		Referral Details			Investigation Details			Insurance Claims	
	Activity	Club/Event	Date of Incident	Location	Reported by	Injury to	Type	First Aid Administered	Sent to Hospital	Reported to University	Investigated	Was it preventable?	Anything Updated	Claim made	Claim Outcome
1	Setting up	Backstage/Freshers Week	Sep-19	Underdeck		Head	Gash	Yes	Yes	Yes	Yes	No	Risk Assessment	-	-
2	Inflatable Obstacle Course	Freshers Week	Sep-19	Founders Hall		Shoulder	Dislocated	Yes	Yes	Yes	Yes	Not known	No	-	-
3	Practice	Cheerleading club/Freshers Week	Sep-19	STV	Club Chair	Shoulder	Unspecified	Yes	No	Yes	Yes	No	No	-	-
4	Practice	Cheerleading Club	Oct-19	STV	Club Chair	Head	Concussion	Yes	Yes	Yes	Yes	No	No	-	-
5	Practice	Cheerleading Club	Oct-19	STV	Club Chair	Nose	Fracture	Yes	Yes	Yes	Yes	No	No	-	-
6	Match	Rugby	Oct-19	Sulis pitch	Captain	Leg	Fracture	Yes	Yes	Yes	Yes	No	No	Yes	-
7	Practice	Cheerleading Club	Nov-19	STV	Club Chair	Ankle, Head	Concussion & sprain	Yes	Yes	Yes	Yes	No	No	-	-
8	White water rafting	Canoe	Nov-19	River Dart	IP	Chin	Gash	Yes	Yes	Yes	Yes	No	No	-	-
9	Bars	Bars	Nov-19	Plug	N/K	Ankle	Dislocation	Yes	Yes	Yes	Yes	Not known	No	-	-
10	Practice	Cheerleading Club	Nov-19	STV	Club Chair	Nose	Broken	Yes	Yes	Yes	Yes	No	No	Yes	-
11	De-rigging	BUSMS Show	Dec-19	Edge	Edge staff	Head	Unspecified	Yes	No	Yes	Yes	Yes	Yes	-	-
12	Night Club	Night Club	Dec-19	Tub	Bar Security	Head	Laceration	Yes	Yes	Yes	Yes	No	No	-	-
13	Practice	Ultimate Frisbee	Dec-19	N/K	Club Chair	Knee	Fracture/Dislocation	Yes	Yes	Yes	No	No	No	Yes	-
14	Match	Dodgeball	Jan-20	Founders Hall	Club Chair	Humerus	Fracture	Yes	Yes	Yes	No	No	No	Yes	-
15	-	The Plug	Feb-20	Plug	Sally Williamson	Torso	Blunt force injury	Yes	Yes	Yes	Yes	Yes	Ongoing	-	-
16	Practice	Cheerleading Club	Mar-20	STV	Club Chair	Head	Concussion	Yes	Yes	Yes	No	No	No	-	-
17	Inflatables	Freshers' Week	Sep-20	East car park	IP	Ankle/COVID	Injured ankle, COVID sympto	Yes	No	Yes	Yes	N	No	-	-
18															
19															
20															
21															
22															
23															

APPENDIX 2: Health & Safety Inspection Report

Issues identified	Date	Actions taken	Status
Fire hazard from newspapers stacked in Bath Time	11/2019		Addressed
Bath Time/URB sofas potential fire hazard	11/2019	Sofas were checked and did not display correct labels to prove that furniture was fire-retardant. They have therefore been removed from the rooms.	Addressed
COVID-19 'No occupancy' messages not being displayed on Edge Theatre seating as required.	03/11/2020		
Trip hazards caused by stored items in Edge 2.1	03/11/2020	Brought to the Volunteering & Societies Manager attention to address.	Ongoing
Fire hazard from waste bins at foot of Edge stairs	03/11/2020	Email has been sent to the University's Director of Arts & Creative Engagement to highlight the issue to them	Ongoing
Temperature of 1 East corridor rooms	03/11/2020	No action at this time.	Ongoing
Non-University approved sanitisers found in student offices	03/11/2020	These have been removed and replaced with the correct materials, alongside advice to those student groups about only using materials approved by the University as effective against COVID-19.	Addressed

Further Comments:

- The following areas were inspected: The Edge SU offices and student spaces; Norwood House Bars, SU offices, and student offices; 1 East SU offices and student offices; "East Village" SU Marquee.
- All offices and areas operated by The SU have been made COVID-secure.
- Some minor lapses of COVID-security have been observed among staff and students in The SU areas, for example allowing more than the occupancy total into an office, failing to sanitise shared workspaces before using them, briefly forgetting to maintain social distancing. When observed, these lapses have been appropriately challenged by SU staff. There have been no reported cases of COVID-19 among SU staff.
- The Plug Bar is the most dangerous area of The SU premises as regards potential for transmission of COVID-19. All COVID-secure measures were seen to be in place and the senior Bars staff have attended COVID-specific training.
- England is about to go into a second lockdown for at least a month. Staff have been instructed to work from home wherever possible. On easing of the lockdown, the Chief Executive should issue a reminder to all staff of expectations relating to prevention of transmission of the virus. Staff overseeing student groups should then do the same with their student groups.

Inspection completed by:	
Mark Whelan	Departmental Safety Coordinator
Gregory Noakes	Governance & Executive Support Manager
Date of last inspection:	03/11/2020
Date of next inspection:	TBC

PURPOSE

To report on Officer matters.

CONTENTS

Page 1-6: Report

Page 6: Actions

REPORT**1. PRESIDENT REPORT (*FRANCESCO MASALA*)****2. EDUCATION OFFICER (*ANNIE WILLINGHAM*)****2.1. GOALS**

- Self Certification of Extensions – To implement this across all departments for the start of next Academic year.
- Digital recordings policy to be approved at Senate
- Education Awards
- Look at what additional measures are needed to support next years intake of students over the summer.
- Focus on national issues such as tuition fees, the police bill, freedom of speech and the turing scheme.

2.2. PLANNED KEY ACTIVITIES

- Self certification of extensions – The University has a new software that is being trialled across a few department, this software has the capacity to allow students to self certify for extension. I will be having another meeting with Peter Lambert to discuss this further.
- Digital recording policy, is currently being reviewed by academic reps and academic exec who have been asked to comment on the proposed policy. We will then feed this back to Peter Lambert ahead of the final draft going to Senate in April
- Decolonising the Curriculum – Looking to work with Rajani to pull together all the work that is happening across the university that is contributing to decolonising the curriculum. Work with NUS and Academic Exec to create an action plan to keep the momentum up.
- National issues – I have reached out to NUS but also to other SU Officers in the surrounding areas to see if we can lobby our MP on some key issues affecting students.

2.3. UPDATE

- Held a successful Academic Council with 120 Academic Reps attending, we had breakout rooms to discuss topical issues and also facilitated a Q&A with Senior Management.
- Self Certification Policy continues to receive pushback from the university. Now looking to write a paper to CSSU.
- Decolonising the Curriculum – This is one of our top tens this year. We have made good progress, took a paper to CSSU, facilitated a decolonise education session, and will be talking to NUS about creating an action plan for Bath to keep the momentum going.
- We introduce a new recognition scheme – Rep of the Month and have continued to frequently update Academic Reps with weekly emails and regular teams posts.

2.4. PERSONAL ACHIEVEMENTS

- Running for SU President and being elected as SU President 2021/22.
- Creating a better work life balance since being able to work from the office more.
- Becoming more confident to back my own decisions.

2.5. CONCERNS/ISSUES

- Trying to find the balance between doing student facing activities often enough whilst being in lots of different meetings.

2.6. IMPROVEMENT AREAS

- Enhancing my knowledge of sector wide issues and engaging more with officers across the country to present a unified approach.

3. COMMUNITY OFFICER (*FREYA JACKSON*)

3.1. GOALS

- Review MIND training & ensure university funding to continue for another year past Goldman Sachs funding
- Ensure BeTheChange timeline set before leaving with clear plan of training offer (mandatory & optional) & SCP & SU involved and informed throughout
- R&S Video breakdowns and case studies to be completed
- Introduce Safe Taxi Scheme
- Support Equal Access campaign being run by students for support for undergraduate asylum seekers, reaching their £10,000 target

3.2. PLANNED KEY ACTIVITIES

- Work with Cath Bailey to write up & review the feedback from the training and put together a business case for extended funding
- Provide all staff in The SU with an update of where the uni is with BeTheChange & share the timeline.
- Monitor progress in HPWG of R&S
- Discuss with security any obstacles to Safe Taxi scheme and discuss with Bath Spa who already have one
- Sharing the Equal Access campaign far and wide when it launches next month

3.3. UPDATE

- R&S resourcing- staff member within SS identified to oversee R&S development that fits with her capacity. Helping to ensure the development is taking place
- Undergrad Asylum seeker report- university yet to help support in the capacity of scholarships however alumni working with Amnesty and STAR in the SU with their first fundraising target. This was successful in lobbying the uni for support with postgrad scholarships
- Working with SS on suicide prevention & male MH- More widely on this met with Lucy Kitchener the MH Commissioner for the NHS. Establishing bi-monthly communication with NHS and students at Bath to inform the 3-year strategy for 16-25yols mental health.

3.4. PERSONAL ACHIEVEMENTS

- Confidence and enjoyment from delivering training sessions eg BinB
- Delivering talk and training at South West Peer Support conference and was contacted by students and staff from Cardiff and Bristol to learn more about the work I am doing & sung praise to my enthusiasm in the EDI area
- Believing in my own ideas e.g. Nigel and Xmas workstream
- Sitting on interviews panels helped me consider my career options beyond this year and write out my own skills I have developed
- Getting over my fear of being in front of the camera
- Creating a work life balance so I can continue to find time to write my book

3.5. CONCERNS/ISSUES

- Developing prevention of SH bystander training, from success of BinB but also addressing its downfalls
- We held student focus groups with students to inform BeTheChange and was hugely successful. Had students attend from across the uni, from Rugby to Feminism and Gender Equality and inform the training programmes, the marketing and future plans
- Rent rebates extended for students in halls

3.6. IMPROVEMENT AREAS

- Communicating what I am doing, especially not being in the office it's hard to make sure you do communicate with the officer team what you are doing, and something you are working on may be more relevant to their work than initially thought.
- Prioritising workload and setting longer term goals with time frames to achieve. Identifying what my hurdles to achieving longer term goals are and how will I deal with them. E.g. timings and ensuring I am blocking out project time. Reassessing whether I need to sit on all the meetings I currently do
- Stop apologising or saying I am rambling when I am in meetings.

3.7. CONCERNS/ISSUES

- Wanting to prioritise achieving my manifesto points while still attending my usual meetings. Am going to reevaluate what meetings I need to be in to identify time to focus on project work

3.8. IMPROVEMENT AREAS:

- As above, allocate my remaining time to focus on the projects I aimed to do when elected

4. SPORT OFFICER (*TOM SAWKO*)

4.1. GOALS

- Reopening of outdoor sports, and increasing throughput for outdoor sporting offer
- Return to Sport strategy
- Active Travel sustainability project fully updated and handed over
- Spaces project finalised and handed over
- Ensuring we maintain our membership structure
- Sporting culture work

4.2. PLANNED KEY ACTIVITIES

- Handover of key projects to staff and incoming officer
- Spaces Project writeup and handover
- Creation of sporting representative group structure
- Creating makeshift sporting facilities (ie. Overflow Car-park) and funding outdoor sporting projects
- Sporting return strategy, survey consultations beginning

4.3. UPDATE

- Comprehensive virtual offer throughout the lockdowns
- Membership extension with 3rd lockdown
- Trans Inclusion in sport Statement complete
- Overseeing sport membership restructure complete
- Overseeing SU sport intramural offer development- staff role managing project to trial sports next year.
- Secure annual funding commitment towards active travel- Not happened. University's Transport restructure works better!
- Work on elections for sport officer successful

4.4. PERSONAL ACHIEVEMENTS

- SU Sport weathered lockdown 3 excellently!
- House of Lords Sport and Rec committee roundtable
- Active Travel Letter to BANES + communications around AT to students, area is really active and increasing in size!
- ITV West interview on Lockdown offering
- 150th virtual workout with Franci!!
- Membership structure and savings have kept sport in an excellent position where other institutions have struggled

4.5. CONCERNS/ISSUES

- Tying everything together before leaving
- Groups committee elections/byelections
- **CONFIDENTIAL: Worried about potential loss of the new membership structure**

4.6. IMPROVEMENT AREAS

- Taking less on throughout the last few months.

5. POSTGRADUATE OFFICER (*KA HO HO*)

5.1. GOALS:

- Ensure different groups of doctoral students receive funding extension and supports on working from home.
- Chase up the doctoral campaign (supervision) on the SU Top 10 and the action of clarity of postgraduate who teach.
- Establish a PGT peer mentoring programme to provide incoming PGT students with educational support and signposting.
- Propose 3D printing service to Copy and Print Service to allow students to create 3D objects.
- Improve the "Postgraduate" sector on SU Bath website to provide useful information and FAQs for PGT and doctoral students about current hot topics.
- Clarify the student status of doctoral students during the thesis pending period to identify the possibility of allowing those doctoral students to be able to join the SU events.

5.2. PLANNED KEY ACTIVITIES:

- Continue to collect students' feedback on their issues and experience on research under pandemic and persuade the University to support doctoral students to recover their time lost due to the COVID-19 national lockdown.
- Request the University to set up timelines and framework on introducing supervision training and action plans on the clarity of postgraduate who teach.
- Continue to work with the Postgraduate Association (PGA) Doctoral and PGT Exec on the content on Hot topics and FAQs on the "Postgraduate" sector on The SU Bath website.

5.3. UPDATE:

- Funding and workstation support available for research students
 - Engaged with the Doctoral College on raising student's concerns and request for funding extension. The senior mangers promised to organise a live QnA for doctoral students on funding extensions.
 - Proposed the University to allow research students to borrow unused office and IT equipment from their department in order to provide a proper working environment supporting students to continue their research at home.
- Postgraduate mental health programme
 - Submitted a paper to the CSSU to promote preventative strategy on postgraduate mental health support.

- Doctoral employability
 - Encouraged the University to set up and participate in the doctoral employability worksteam to introduce strategy on improving doctoral employability.
- Postgraduate who teach
 - Submitted a proposal to University’s learning and teaching sector and asked for the clarity of the responsibility of postgraduates who teach within the University.
- PGT Peer mentoring scheme
 - Early discussion of a pilot scheme with School of Management is in place.
- Training for supervisors
 - The University is introducing online training for supervisors. Faculties and departments are consulted for any training need not already covered.
- Doctoral engagement
 - Since the start of the academic year 2020/21, The SU have organised regular doctoral council (doctoral academic reps) and forum (all doctoral students) to collect students’ concerns and experience under pandemic. Due to the limitation of resource and national restriction, it is unfortunate there was a lack of social events available to doctoral students. I am looking for clarity of the membership status of postgraduate students so they could have the opportunity to engage with the SU activities in the post-lockdown period.

5.4. PERSONAL ACHIEVEMENTS

- It is welcome that the University put the supervision training, clarity of Postgraduate who teach and actions on bullying and sexual harassment on their To-do list.
- The University accepted suggestions and recommendations from The SU on resolving the long-term doctoral students issues have been mentioned in the update.

5.5. CONCERNS/ISSUES:

- Progress from the University on resolving postgraduate issues – It is important that The SU would be able to monitor the process of resolving postgraduate issues, especially some long-term doctoral problems, e.g. supervision and postgraduate who teach.
- Postgraduate engagement – It is a long-term issue in our student union that there is a lack of engagement between the SU and the postgraduate students. We would like to demonstrate the SU is on their side and provide supports to them.
- Concerns of representing PGT UK/local students – The PTES 2020 demonstrated a low student satisfaction rate in local (especially local BAME) compared with international students. I personally worried the UK/local students were lack of supports from the University and the SU.

5.6. IMPROVEMENT AREAS:

- Lack of engagement with postgraduate students due to significantly high workload under pandemic.
- Not enough representation and work in the PGT community.

ACTIONS

5. Trustees are asked to note the report.

CONTACT:		E-Mail:
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PURPOSE

To report on senior management matters.

CONTENTS

Page 1-10: Report

Page 10: Actions

REPORT**1. INTERIM CHIEF EXECUTIVE (*Mandy Wilson-Garner*)****1.1. UPDATE**

- Since the last meeting activities have continued to maintain a student experience albeit online due to the lockdown. A wide variety of activities have taken place: peer mentoring training, student leader training, activity group events, volunteering, hall rep-led activities etc. Huge thanks to all the SU areas and student leaders who have put in so much hard work over this period in difficult circumstances.
 - The SU Arts team is thriving. They have joined up with the Bristol Old Vic to offer students a vastly reduced rate to access the Favourites Box Set, a set of five acclaimed BOV productions to stream and watch online. Alongside this, the SU Arts team is running an online Q&A next Thursday 25th March with Bristol Old Vic Artistic Director Tom Morris, to talk all things arts industry, giving Bath students the opportunity to engage with one of the biggest names in British theatre today.
 - Bars – the decision was taken not to open as originally planned in January due to the lockdown. To help mitigate the loss of income the managers were furloughed. The decision was also taken to dismantle the East Village. The Bar & Events Manager is planning ahead already - see below.
 - Finance - the audit findings report was very good. There was an extra focus on going concern for consideration and the University provided assurances on the continuation of our block grant. The Head of Finance has worked tirelessly over the last few months focussing, among other things, on the planning and budgeting period with SU areas, the preparation of a budget submission, the new auditor tendering process and interviewing for a new Finance Manager. An offer has been made and we are awaiting confirmation of acceptance. Again, huge thanks must go to the Finance team, in particular Helen for working so tirelessly and flexibly to ensure The SU met deadlines in all these areas.
 - Having attended the Silver EMT every morning I am aware of the importance the University has attached to the Marketing & Communications and Voice areas of The SU. Student feedback has indicated that timely communications has been much appreciated during this difficult time and this is largely due to these two areas. Recent meetings in the university such as Business Continuity have flagged the importance of the SU in communicating with and engaging with students. Areas such as Student Activities, Advice and Peer Support have also produced weekly “temperature checks” – reports on activity that has taken place or issues and this has helped inform the university’s strategy, as well as demonstrating how flexible, adaptable and responsive The SU is. Engagement on issues and communications has meant very quick turnarounds and extra hours of work so huge thanks to the teams in the Voice and Marketing & Communications areas.
 - The teams working on the elections & referendum deserve a special mention too. Good turnout, all online campaigning. Thank you to all who kept the processes on track, supported the candidates and, of course congratulations to our newly elected team.
 - The current officer team had their 360 degree reviews post-Christmas where they reflected on their own performance, reassessed their objectives and gave peer feedback. Managers and staff also added to that feedback. It will come as no surprise that feedback was constructive, positive and really drew attention to the skills learnt and the reflective ability of the strong team we have
-

this year. Over the Christmas period the University Senior Management team met with the officers to thank them for all their hard work and support.

- The Advice Team have continued to provide advice on-line, have supported students at disciplinaries (*sadly quite a few due to student gatherings*) as well as providing feedback to university working groups such as Report & Support and on issues such as discipline consistency. Many thanks to the team. The Advice & Community Manager will be leaving us on 1st April and we wish her all the very best in her new role.

1.2. PERSONAL ACHIEVEMENTS

- Planning activities appropriate for each stage of the roadmap. This includes a “beer” garden, with SU Bars working with Accommodation & Hospitality and the possibility of a “festival” on campus in July.
- Space review in the three locations; Dartmouth, The Edge and Student Centre. Preliminary work has taken place – staff consultation. This area of work takes into account physical space, flexible working, home working and new technology to underpin new ways of working. Managers have been asked to plan a gradual/phased return post 12th April.
- Recruitment of Advice & Community Manager
- Staff development – continuation of the initiative to develop managers and co-ordinators and introduction of lunch time learning sessions.

1.3. COMING UP

- Planning activities appropriate for each stage of the roadmap. This includes a “beer” garden, with SU Bars working with Accommodation & Hospitality and the possibility of a “festival” on campus in July.
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- Recruitment of Advice & Community Manager
- Staff development – continuation of the initiative to develop managers and co-ordinators and introduction of lunch time learning sessions

1.4. CONCERNS/ISSUES

- Importance of ensuring the identity/finances of our own events/activities in areas such as the “festival”.
- Finances – need to plan for the future to replenish the SU finances
- The Edge – work underway on identifying the financial need e.g. equipment, maintenance etc in The Edge and to scrutinise the budget to ensure The SU is adequately funded in this area. This includes discussions on the use of the space in the summer and any potential commercial opportunities.

1.5. IMPROVEMENT AREAS

- A presentation tactics (SWAY etc) training session, run by the Microsoft 365 team was attended by a wide cross-section of SU staff
- Some staff also attended Remote Working workshops and WONKHE events

1.6. AND FINALLY

- After a successful Chief Executive recruitment process, we are very much looking forward to welcoming Nicky Passmore to The SU. Work is underway on Nicky’s induction and staff are very much looking forward to meeting her.
- I would also like to thank the very supportive team of SU Heads of Department, Line Managers and Trustees, as well as all other SU staff, for their help and continued enthusiasm during this interim period.

2. STUDENT VOICE (*CHARLIE SLACK*)

2.1. OBJECTIVES

- Coordination of a range of activities to ensure that The SU is engaging with our members in a variety of ways to gather their views of their student experience and to work with elected representatives and student community to deliver on making changes

2.2. PLANNED KEY ACTIVITIES

- **Citizenship strategy strands:** Consulting/creating a formalised proposal around the 20-23 SU Strategy 'Citizenship' points for 2021 and building a mechanism to provide a policy-making structure within the SU.
- **Academic Representation Review project:** As part of the University Student Voice Framework (SVF), undertaking the final stages of extensive consultation with University staff and student stakeholders to design and build a revised Academic Representation System. The final proposal will be submitted to Senate in June for approval.
- **Student Voice Framework:** Ongoing critical work to define the roles of and how engagement should take place. Additionally, looking at how data is used effectively, how professional services undertake student engagement, and creating a good practice guide.
- **Departmental Communities:** working with Activities and Peer Support to create 'Departmental Communities' to foster opportunities for Academic Reps, Peer Mentors, PAL leaders and Departmental Societies to work together in a more cohesive way to develop localised communities that are 'owned' by the students rather than departments.
- **Elections:** SU Activities officer by-election, Faculty Rep elections, group elections
- **Education Awards:** 6th May 2021. Event held (Online) in collaboration with the University celebrating Academic Reps, PAL leaders and those that have made outstanding contributions in Education.
- **Officer Support:** Planning of handover activities for incoming Officers. Twice weekly Voice Team meetings supporting the Officers in the identification, strategic direction and delivery of change around current issues.
- **PG and International Events and Community Building:** development of an SU wide calendar of postgraduate and International events. Key festivals (e.g Holi) being delivered virtually by student groups with support of SU.
- **Research:** Monthly student life survey continues until August, including presenting data to University committees. Analysis of University check in survey open comments.
- **Top Ten preparation:** planning ahead on how to gather evidence for 2021/22. The changing role of the University management in leading on taking action shifts the focus onto how we develop and evidence the ten to maximise opportunity for change.
- **NUS Conferences:** Training and support for delegates attending online conferences
- **EDI (Equality, Diversity and Inclusion) and Liberation groups:** Continued work within University/SU on EDI meetings, SARAG (Student Anti-Racist Campus Action group), SU response to the Access and participation Plan (APP), refugee scholarship campaign, Black History month planning. SU EDI strategy project progression (research phase) following last meeting of Board. Working with marketing on calendar of EDI events.

2.3. AREA UPDATE

Academic Representation Review: Agreed in January by the Student Voice Framework Project Group and immediately launched into consultation phase 1 – interviews and surveys with groups of staff and students. Researching models on engagement across the sector.

PG Branding: New postgraduate section of thesubath.com created with separate hubs for postgraduate taught and doctoral students.

Engagement events and activities:

- Monthly International forums, topics discussed have included loneliness and engagement with activities, and experiences during the pandemic.
- Doctoral Council and Doctoral Forums held monthly, topics discussed have included funding extensions, harassment, employability and supervision.
- International Student Coordinator working with SU areas to review participation data and has created a guide for SU areas in engaging with off campus/remote learner students.
- 'Complaints 101' for Academic Reps- session to help Reps understand the group complaints process.
- 'Decolonise your Curriculum' session run for Academic Reps by Ruqia Osman (Education Officer 19/20 and current Race Equality Community Developer) and attended by 45 students.

Community Building:

- Work done to create activities and events for international students to virtually meet with each other including Christmas Cafe, Talk and Eat monthly event, quiz nights and film nights.
- Creation of 'ISA Families' which over 200 international students joined to provide a platform for students to meet each other and attend online events in their 'family' group.
- Lunar New Year celebrated virtually with student groups using the SU's Instagram platform to showcase celebrations at home.

Research:

- 'Return to Campus/Semester 2' for International students (445 respondents)
- SU monthly Student Life Survey: First half of the year just under 500 respondents. Data reported monthly to Leadership Committee. Data on student concerns presented to CSSU and now being used by the University to identify when particular concerns peak amongst the student body.
- Semester 1 exam issues (224) data used in discussions with Resilient Curriculum Committee when evaluating examinations and preparing for semester two
- Placement feedback (259) data used in University committees to highlight concerns from student currently on placement or applying for placements
- Academic Representation Review project (862 student responses across surveys for all students, Academic Reps and Faculty Reps). Survey also open for staff feedback.
- Analysis of the University's week 8 Check In Survey 8,500+ open comments.

Officer elections (see separate paper)

Referendum: (see separate paper)

EDI strategy project work: Following business case at last Board, met with initial key stakeholders to decide next steps. Working with University on LGBT+ and Black History Months. University Access and participation plan monitoring.

National representation: 2 policy proposals submitted to NUS National conferences (1 on Erasmus scheme, 1 on PG Representation), pre-conference training for delegates.

Top Ten: Regular meetings with members of the University Executive Board who report on progress around each issue.

External Speakers: Coordinating central SU process for speakers (incl. monitoring log, advising areas, liaising with DVC's office) with a more cautious view from the University following the Government Freedom of Speech activity.

2.4. CONCERNS/ISSUES

- Workload within the Voice Team is at an unsustainable level, with staff routinely feeling overwhelmed. Whilst support is available from line-managers in terms of provision of prioritisation and gaining additional resourcing (where possible) from the wider team for individuals flagging concern, we will need to address how to create limits on issues and the resource surrounding them, particularly where single points of failure exist.
- Several University areas continue to create structures to undertake 'student engagement' to help them better understand and prioritise resource and activities around the student experience. Whilst this a broadly positive move for our members, it can create a difficult relationship between officers and representatives who have been elected to undertake these roles, and the students who are recruited into these positions or activities. If the SU is not providing student opinion in

those areas, other stakeholders fill the space to engage with and take action on student issues which dilutes the SUs role and influence. Whilst some of this is being addressed through the University Student Voice Framework Project Group, a lack of capacity within the SU to lead on and develop ideas around these points creates an element of risk to our future work in this area.

2.5. IMPROVEMENT AREAS

- The pandemic has created a consistently overwhelming workload for the area since March. This has meant that much of the annual planning and preparation did not occur for the start of the year as it would in normal years. Planning events for staff and are officers are currently being developed for January 2021 to plan for the following 6/12 months

3. STUDENT EXPERIENCES (*HELEN WEBB & MICHAEL DALTON*)

3.1. GENERAL SERVICES PROVIDED

- Experiences and events within the SU – Summer Ball, Freshers' Week, Refresh Week
- Bar & Club – 2 student nights per week and partnership with Moles in Bath for Volt club night on last Thursday of the Month.
- Catering and Coffee operation – Starbucks
- Weekly entertainment programme – Quiz night, cocktail night...
- Social and workspace for students – social hub of the community
- Farmers' market – recently moved to sit under marketing – increase in markets to make it a commercial venture. Very popular with students.
- Marketing communications – engaging with students across a variety of channels about experiences and wider SU areas.
- Photography of events

3.2. OBJECTIVES:

- Run successful Freshers' Week events programme, generating positive engagement with new students and making sure their first experiences with The SU are enjoyable
- Make sure all students have enjoyable experiences at university
- Provide a weekly social events programme ensuring the safety and wellbeing of our members
- Hit our annual budget and financial target – generate income to add to the grant and running of the SU.
- Communicate experiences to our members and ensure they have an awareness of the SU and what it does.
- Embed video as one of the core content assets available to The SU
- Improve communications with large Chinese student population.
- Begin segmenting communications to increase impact.

3.3. PLANNED KEY ACTIVITIES:

- Easter activities are underway with a working group created to compile the offer
- Looking at Study Well Campaign and what options are available within restrictions
- Pushing Student group elections and running Activities Officer By-election
- Looking at the spaces project and particularly how we can make Dartmouth look more appealing.
- Formalising some sort of Summer Activities plan as well as beginning to plan for FW21.
- SU Award nominations are due to go live and plans for the virtual event are underway.
- Creating a calendar and priorities system for communication across the year.

3.4. AREA UPDATE:

- Officer Elections have been the main focus over the last few weeks. We had some technical issues with the website which definitely effected turnout. Overall though we are pleased with the

turnout and have tried out some new ideas that we will definitely keep for next year. We were also heavily pushing the Referendum at the same time and this made quoracy which was a relief. We introduced a new environmental initiative as part of the elections which gave it a nice positive angle.

- Interviews are booked in for the Freshers' Week Event Managers
- Work on The SU Awards has begun
- Co-ordinating the offer for Easter and Summer Activities for students who will be on campus
- Have been doing a lot of work around the student voice area, looking at rent rebates, no detriment policies and how we promote and engage students in this key issues.
- Working with AHS in potential beer garden idea.
- Looking at possibilities for graduation celebrations.

3.5. CONCERNS/ISSUES:

- As other teams have got bigger and workload in other areas has been slightly less due to COVID, marketing are struggling to keep up with the demand for promotional and comms support from other areas.
- Having only online promotional opportunities has led to marketing having to use channels much more than usual. We have therefore possibly overdone it and have lost followers and seen a real drop in engagement.
- We want to be able to use an external email provider, but the University are making this more difficult, so we need to find a solution.
- Issues with the plasma screens, many do not work. Concern for lack of revenue that we can make from them as well as budget to replace them.
- Worried about the late notice and expectations for summer activities from the University and what this will mean for our area.
- The Freshers' have not been able to see the bar and nightclub in full action the whole year
- Not having a Summer Ball for the second year in a row is a concern around its legacy.

3.6. IMPROVEMENT AREAS:

- At busy times we can lose track of our comms plan and we are working on developing a new system for planning and scheduling which should help.
- We need to be able to be quicker to react with crisis comms and we need to develop a system for this.
- We need to do a lot of work on social media to try and understand why we are losing students and what we can do to re-engage them. This may need a focus group.

4. PEER SUPPORT (SAM COOK)

4.1. OBJECTIVES

- To build a sense of community within departments through Peer Mentoring and Peer Assisted Learning.
- To ensure all student leaders feel equipped and prepared to fulfil their roles through a programme of training.
- To develop a programme of peer-led training that is open to all students and is a unique offer alongside the University's MySkills.
- To develop the journey of volunteers within the Peer Support Department, providing effective support and recognition as well as development opportunities and progression.
- To effectively measure and increase the number of Widening Participation students accessing peer support and going on to become student leaders.

4.2. PLANNED KEY ACTIVITIES

- Recruitment and training of Peer Mentors to continue through to May, with an increased focus on community building within departments and amongst mentors.
- Continuation of PAL and Student Trainer sessions online.
- Development and launch of online Wellbeing and Finance training modules to further develop student leader training and support.
- Produce a monitoring system for completion of compulsory training for groups and reps to ensure leaders complete compulsory training, ready for next groups training.
- Launch a Student Leader Hub on the SU website with additional opportunities, progression opportunities, online resources and training.

4.3. AREA UPDATE

- We piloted the Student Leader Development Programme, with the aim to bring additional training opportunities to a wider audience of student leaders and reduce staff resource. Sessions were very well attended with 23 students attending a Leadership session and 47 students attending a Project Management session. We also used LinkedIn endorsements to encourage attendance, with 46 endorsements completed across the sessions. We are now working launching more sessions, with all departments and students involved in delivery.
- Expanded use of MySkills platform to manage signups for Student Trainer sessions, Voice sessions, Student Leader Development Programme and more. Our presence on the platform is looking stronger with combined promotion and collaboration with other departments.
- We have confirmed the return of Foreign Language PAL for next year, with plans to focus on increasing awareness of the scheme to improve attendance.
- We have secured the return of Modern Languages and Sport Management and Coaching PAL schemes as well as introducing new schemes in the three Biosciences departments.
- Peer mentor recruitment has started, with 253 students recruited and 259 students signed up to future training (17/3). While lower than last year as expected, things are looking positive with over two months left. Student trainer applications closed on 15/3 with interviews taking place after Easter. PAL Leader recruitment started on 15/3.
- Feedback from various online training sessions has been overwhelmingly positive this semester, with students valuing the opportunity to come together. This should help with community feel amongst student leaders.
 - "The session was much more engaging due to discussions, best Zoom I've done this year (honestly)" – Peer Mentor Training attendee.
 - "It was lovely to go into breakout rooms and have some genuine interactions with humans after so long in a lockdown!" – Leadership attendee
- We have produced a pyramid of rewards and recognition to set out clear benefits at different levels of leadership within the department, focusing on free incentives. We are also researching other opportunities that have a budgetary commitment.
- We have engaged with various departments around Widening Participation (WP) targets from Access and Participation Plan. Our focus now is to campaign for better access to student data so we have better communication with WP students and can evaluate their engagement and experience.

4.4. CONCERNS/ISSUES

- Student engagement with student trainer scheme is low. Looking at diversifying session topics, collaborating with groups and additional promotional opportunities. This will hopefully increase interest in signing up for the role in the future. We're also looking at low-commitment opportunities for students to deliver training allow students to get a taste of delivering training and developing skills.

4.5. IMPROVEMENT AREAS

- Improved marketing of student trainer sessions and student leader roles, utilising MySkills and networks more to promote roles and developing new and engaging resources.

- Adapting peer mentoring scheme for next year to include clear check-in points and a Microsoft Team for each department to improve mentor engagement throughout the year.

5. STUDENT SUPPORT (*NAOMI GALLIFORD*)

5.1. OBJECTIVES

Advice:

- Provide a professional, friendly and efficient service.
- Improve processes within the service.
- Increase links with stakeholders and knowledge of their functions.

Community:

- Provide support to all Hall Committees to aid them to fulfil representative and activity role.
- Provide a broad range of activity where hall students can meet others, make friends and build a strong community in halls.
- Increase links with Advice and Accommodation

5.2. PLANNED KEY ACTIVITIES

Advice:

- Recruit and induct new Manager and implement interim plans for management.
- Plan return to campus processes, including identifying and preparing the location for next year.
- Continue to develop data reporting processes, relaying trends/issues to Voice, Officers and Uni.
- Continue to proactively empower students to improve their peers and own wellbeing, understanding of policy and procedure e.g. enhancing marketing and communications, webpages, Housing campaign and Report and Support operations development.
- Continue to provide enhanced support to Nightline and Student Minds.
- Continue to develop the 'Support Hub' with Support Services and the SU disability and impairment pathways.

Community:

- Transition to Activities department and review role needs, including return to campus and adjusted responsibilities through the upcoming lockdown lifting phases.
- Support Hall Committees during online Hall Forums and online/in-person event depending on restrictions.
- Work with the Marketing and Bars teams to coordinate community building events during COVID restrictions, in-person and online.
- Work with University to run events over Study Well.
- Continue work towards Climate Shift Project.

5.3. AREA UPDATE

Advice:

- Operating remotely since National lockdown began.
- Very busy first quarter with assessments (IMCs, deferrals, extensions) and housing campaign (supporting students to find housing/housemates, contract checking etc). Also, very busy with general academic, housing, and mental health issues, mostly due to student misconduct cases in accommodation with fines and disciplinaries. We've also seen increased complaints about security and accommodation e.g. not knowing they can terminate contract due to exceptional circumstances.
- Effective management of complex/high-risk cases.
- Developing further stakeholder relationships - Disability, SCP, Registry etc.
- Policy, procedure, campaign and operational work, includes IMC's, No-detriment, suicide prevention, Report and Support development, Housing campaign etc.

Community:

- Hall Forums have continued with issues raised around security entering halls and questioning students.
- Rent rebates have been available from January – 12th April. This has caused fluctuating numbers of students in halls.
- Current student numbers in halls are approx. 80%
- Plans to run student lead events after Easter

5.4. CONCERNS/ISSUES

Advice & Community:

- Housing:
 - C19 misconduct is significant issue at present. We help students go through the disciplinary process mainly, which takes up a large part of our resources. We help feedback to the Disciplinary team to try to help improve the processes and minimise students going through them. Security patrolling processes have been complained about from many students since end of November including how, when and where they patrol, consistency of their approach and fining too.
 - Accommodation communications – lack of clarity and communication to students and staff around contract release, food and drink credit, rent rebates and security protocols.
- Academic - Clarity around no-detriment and lack of complaints – Students weren't always clear on the no-detriment measures, including the tools available to them for assessments (IMCs, deferrals, extensions). They also don't realise they have the right to complain about their academic experience, numbers low here.
- Wellbeing:
 - Mental health affected by assessments and C19, with loneliness too. Lots of students trying to find friends/housemates.
- Community – As above, no events due to fluctuations.

5.5. IMPROVEMENT AREAS

Advice & Community:

- See planned key activities.

6. STUDENT ACTIVITIES (*POLLY HAWKER*)

6.1. OBJECTIVES

- Area support towards Easter activities and contribution towards the summer festival proposal.
- Clarifying responsibilities towards the Edge between the SU/ASH and the University.
- Development of the Arts strategy
- Returning to campus, bringing staff back to campus will have its challenges, including the use of different sites, and developing a form of rota. Whilst trying to introduce in person working and getting used to an open plan environment again.
- Recruitment of part time Volunteer Coordinator
- The need to provide extra support for outgoing and incoming committees with handovers due to lack of Activity Officer/disengagement from groups
- Areas continue to look at budgets and where possible where savings can be made. Alongside this highlight the impact budget reductions will have to ensure there are very clear justifications to the membership.

6.2. PLANNED KEY ACTIVITIES

- It has been confirmed that all award evenings will be virtual with the aim that as restrictions are lifted opportunities to celebrate in person may be delivered via a drinks reception either within the festival event or freshers' week 21/22 for example. The area will support the Students' Union in the delivery of any activities that can contribute towards the University planned Summer Festival
- The area will continue to support students' groups in the delivery of their offer as restrictions are lifted
- Extra support with incoming Activity Officer due to not having a current officer to provide a handover

- Planning day with the staff team to look at actions needed to deliver aspects of the area plan, along with areas confirming their own operational plans for the year.
- Engaging with the SCP Coordinator to plan possible joint projects between ourselves and Bath Spa Uni
- Working with the Voice team to support with the Academic Review- looking at how departmental societies can link with Academic Reps to become part of a departmental community of groups
- Handover of the Fundraising Volunteer Co-ordinator role across the Activities team.
- Promoting activities in having a presence in Dartmouth Avenue whilst adjusting to allow relevant testing to take place pre and post-Christmas in both Dartmouth and the Edge.
- Development of The Edge, reshaping it into an arts and cultural hub for all student groups.
- Linking directly to the arts director and the creation of the university arts strategy.
- Clarifying responsibilities between the SU and AHS and producing a clear agreement to ensure decisions are made efficiently towards equipment, maintenance and any future development.
- Work with SU marketing in the active promotion towards the Activity Officer role
- Recruitment and inducting of the Lloyd's Scholar maternity cover

6.3. AREA UPDATE

- At this time of year, the area would start to work towards a number of large events including awards evenings and the annual varsity event. Award evenings will be delivered virtually, however the annual varsity event has been cancelled again with Bath due to host in 21/22
- As part of the student group policy project, a new committee structure is being trailed, with groups being asked to opt into a new committee election process and structure for 21/22. In-line with the project, once groups have been confirmed, workshops and actions throughout the year will be planned to allow for feedback to be received and possible changes to be tested
- From April the Community Hall Coordinator will join the Activities Team and will be line managed by the Head of Activities. This is an opportunity for grater collaboration between activities, events and voice
- RAG is now being supported by various staff members across the activity team- with the hope that engagement in fundraising activity increases next year.
- The Society Exec has been remodelled and is now the Activities Exec so as to include reps from the arts, volunteer and fundraising area
- Volunteer groups will now sit under the Activity Officer remit

6.4. CONCERNS/ISSUES

- The SU's role towards the delivery of an Arts strategy. Must ensure there are clear lines towards responsibility and resources required along with a student focus.
- The Edge, responsibilities and future budgets restrictions from the University
- Lloyds have halted recruitment of scholars for 21/22- this is the second year running where there will be no new cohort of scholars

6. IMPROVEMENT AREAS

- None to report.

ACTIONS

6. Trustees are asked to note the report.

PURPOSE

To inform the board about the results and key information surrounding the SU Officer Elections 2021.

REPORT**1. Election statistics**

	2021	2020	2019	2018
Number of individual voters:	3,783	4,978	4,046	5,095
Turnout:	18.8%	25.3%	22.5%	28.5%
Total number of votes:	16,587	23,365	20,264	26,392
Abstentions:	1,381	2,277	1,853	2,762
Candidates at start:	11	14	11	15
Grievances:	1	2	6	38

2. Results: The SU Officer Team 2021-22

**Annie Willingham,
SU President**



**Meg Crossman,
Community Officer**



**Elizabeth Stacey,
Sport Officer**



**Jacob Withington,
Education Officer**



**Sid Singh,
Postgraduate Officer**

**There will be a by-election
to fill the Activities Officer
role (more information
below).**

For more information on candidates and their manifestos, visit:

<https://www.thesubath.com/elections/officers/candidates/>

3. Additional Information

Nominations period: Monday 25 January 2021 - Monday 22 February 2021
Polling period: Tuesday 2 March 12:00 - Thursday 4 March 22:00
Complaints Upheld: 0

- 3.1. These Officer elections marked the first year with our new Returning Officer structure (*with NUS no longer being our Returning Officer*). This system worked well, and it is recommended this structure remains for future elections.
- Returning Officer: Charlie Slack (*Head of Student Voice & Engagement*).
 - Deputy Returning Officer: Ben Palmer (*Student Voice Coordinator*).
 - External Appeals Officer: Caroline Dangerfield (*Deputy Chief Executive of Bath Spa SU*).
- 3.2. There were zero candidates for the position of Activities Officer and therefore a by-election will be held with the following dates.
- Nominations open on Friday 26 March at Midday
 - Nominations close on Monday 12 April at Midday
 - Polling opens on Tuesday 20 April at Midday
 - Polling closes Thursday 22 April at 19:00
 - Results: Friday 23 April at 18:00
- 3.3. The election process worked well, despite the pandemic which meant that this was first year of a total online process, from training to campaigning and results. Additional steps were taken to safeguard candidate welfare, including daily 1:1s and drop-ins. Candidates provided positive feedback on Elections Committee's approach and the level of support offered. Overall, the elections had a positive tone, evidenced by a reduced number of grievances. This was enabled by regular contact with the candidates as well as clear rules and guidance, this meant a good rapport was built with the candidates.
- 3.4. Our candidate numbers were down by 3 compared to the 2020 elections and our turnout also decreased by almost 7%. This was to be expected considering we had zero candidates for Activities Officer and that there was no physical promotion or campaigning for the first time this year.
- 3.5. Additionally, our website provider, MSL, experienced multiple cyber-attacks on the last day of voting (*Thursday 4 March*). This caused issues with our website throughout the day – consequently, this may have also impacted voter turnout. However, on Thursday the RO and DRO, in consultation with Elections Committee and the candidates, made the decision to extend the polling period by 3 hours (*until 22:00*) to compensate for the technical difficulties. This appeared to have a positive impact on turnout, without causing candidates the additional stress of extending polling overnight.
- 3.6. Please see Appendix 1 for a full breakdown of Officer Election results, including the count statistics.

ACTIONS FOR THE BOARD

4. The Board is asked to note and discuss the SU Officer Election results.

CONTACT:	Ben Palmer (<i>Student Voice Coordinator</i>)	E-Mail: bjp42@bath.ac.uk
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APPENDIX 1: The Election Count results

SU President

Total Valid Vote: 3318					Quota: 1659
Candidate	Stage 1	Stage 2	Stage 2 Total	Result	
[52828] Re-open Nominations (R.O.N.)	115	0	115		
[52907] Rachele Wabissa	1030	0	1030		
[52908] Kamakshi Khandelwal	336	0	336		
[52912] Annie Willingham	1837	0	1837	Elected @ Stage 1	

Community Officer

Total Valid Vote: 3282					Quota: 1641
Candidate	Stage 1	Stage 2	Stage 2 Total	Result	
[52824] Re-open Nominations (R.O.N.)	99	0	99		
[52902] Meg Crossman	1777	0	1777	Elected @ Stage 1	
[52914] Heleen Maes	1406	0	1406		

Education Officer

Total Valid Vote: 3052					Quota: 1526
Candidate	Stage 1	Stage 2	Stage 2 Total	Result	
[52825] Re-open Nominations (R.O.N.)	129	0	129		
[52900] Jacob Withington (Jake 2 Educate)	2215	0	2215	Elected @ Stage 1	
[52901] Ben Davis	708	0	708		

Postgraduate Officer

Total Valid Vote: 2527					Quota: 1263.5
Candidate	Stage 1	Stage 2	Stage 2 Total	Result	
[52826] Re-open Nominations (R.O.N.)	161	0	161		
[52913] Sid Singh	1379	0	1379	Elected @ Stage 1	
[52915] Tony Cheung	987	0	987		

Sports Officer

Total Valid Vote: 3027					Quota: 1513.5
Candidate	Stage 1	Stage 2	Stage 2 Total	Result	
[52827] Re-open Nominations (R.O.N.)	103	0	103		
[52895] Chris Morgan-Smith	1225	0	1225		
[52903] Elizabeth Stacey	1699	0	1699	Elected @ Stage 1	

PURPOSE

To report on the trustee membership and recruitment.

CONTENTS

Pages 1-2:	Report
Page 2:	Actions
Page 4:	Board skills audit
Page 5:	Board diversity audit

REPORT**1. BOARD BACKGROUND CHECKS**

1.1. The table below provides details of the backgrounds checks completed by Trustees for 2020/21:

Trustee name	Skills audit	Diversity audit	Disqualification check	Register of interests
Rob Clay	✓	✓	✓	✓
Jordan Kenny	✓	✓	✓	✓
Alexander Robinson	✓	✓	✓	✓
Valerie Copenhagen	✓	✓	✓	✓
Kate Aldridge	✓	✓	✓	✓
Marian McNeir	✓	✓	✓	✓
Francesco Masala	✓	✓	✓	✓
Tom Sawko	✓	✓	✓	✓
Freya Jackson	✓	✓	✓	✓
Ka Ho Ho	✓	✓	✓	✓
Annie Willingham	✓	✓	✓	✓

1.2. The Charity Commission is up to date with Board's membership.

2. BOARD SUCCESSION PLANNING AND RECRUITMENT

2.1. The table below provides the end dates for all current Independent Trustees descending in order of when they will expire and detailing whether they are eligible for a second term.

Trustee name	End date	Appointment	Eligible for 2 nd term
Rob Clay	12/10/2021	Appointed by the Board	No
Jordan Kenny	19/12/2022	Appointed by the Board	Yes
Alexander Robinson	19/12/2022	Appointed by the Board	Yes
Valerie Copenhagen	19/12/2022	Appointed by the Board	Yes
Kate Aldridge	19/12/2022	Appointed by the Board	Yes
Marian McNeir	28/07/2023	Appointed by the Board	No
Vacancy	-	-	-

2.2. Under our Articles of Governance an Independent Trustee's term of office is initially 3 years with possibility of re-appointment for a further 3 years. They can only serve a total maximum of 6 years.

2.3. Independent Trustees are appointed by the Board but responsibility for recruiting and making recommendations on who should be appointed is delegated to the Leadership committee. The

process for this is outlined within the Trustee Recruitment and Induction policy. All SU policies can be found on [policy page](#)¹ of the governance section of the website.

2.4. Under our Articles of Governance there is a minimum requirement for at least one of the Independent Trustees to also be a student. While there is no restriction on how many students can be on the Board it is advised that this should never exceed more than two. This is to ensure that there are a reasonable number of Trustees on the Board without personal connections to The SU which might otherwise cause conflicts of interests.

2.5. There is currently an Independent Trustee vacancy on the Board of Trustees that is being reserved for a student.

3. BOARD SKILLS & DIVERSITY

3.1. The Board skills audit (*appendix 1*) and diversity audit (*appendix 2*) were last updated in autumn 2020.

3.2. The skills audit shows no major areas of concern in the collective knowledge, experiences and skills of the Board.

3.3. The following are the areas where more Trustees might potentially benefit from further training:

- Charity Sector;
- Local community/businesses;
- Trustee responsibilities;
- Finance;
- HR;
- Health & Safety;
- Media & Marketing.

ACTIONS

3.4. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	E-Mail: gdn26@bath.ac.uk
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¹ If this link no longer works this means there has been a change to the website since this report was published.

APPENDIX 1: BOARD SKILLS AUDIT

The skills audit below gives a collective overview of the Board’s strengths and weaknesses.

Board Skills Audit	Desirable/essential	Independent Trustees	Officers
Knowledge of the Student Union Sector	Essential	4	4
Knowledge of issues, nationally and locally, affecting students and Higher Education	Essential	4	4
Knowledge of the legal duties and responsibilities of a Charity Trustee	Essential	4	4
Knowledge of the role of the Board and how this differs to the role of senior management	Essential	4	4
Knowledge of the Charity Sector	Essential	3	3
Knowledge of the importance of adhering to an organisations policies	Desirable	5	5
Knowledge of my own strengths, weaknesses and commitment to personal development	Desirable	4	4
Knowledge of and/or connections to the local community/business	Desirable	3	3
Experience of being a trustee/director of a Charity/company	Essential	3	3
Experience of chairing a committee/Board	Essential	4	3
Experience of strategic planning and setting clear objectives	Essential	4	4
Experience of risk management and how to prioritise, assess and mitigate against risk	Essential	4	3
Experience of financial planning, monitoring, decision making, compliance and control	Essential	4	3
Experience of complying with legal, regulatory and financial frameworks and statutory guidance	Essential	3	3
Experience of setting clear expectations for improvement, outcomes and how progress should be reported	Essential	4	3
Experience of reviewing governance structures	Essential	3	2
Experience of engaging and working with a range of different stakeholders	Desirable	4	4
Experience of human resource (HR) policy and processes	Desirable	3	2
Experience of Health & Safety policy and processes	Desirable	3	3
Experience of campaigning, advocacy and democratic processes	Desirable	3	3
Experience of media and marketing	Desirable	3	4
Experience of change management activities such as re-structures/reorganisations	Desirable	3	2
Ability to ask questions and challenge leaders in an appropriate way	Essential	4	5
Ability to interpret data and statistics to identify strengths, weaknesses and areas for development	Essential	5	4
Ability to listen, reflect and learn from a range of viewpoints including impartial advice before reaching own view	Essential	5	4
Ability to work in a team and build positive working relationships with a range of personalities	Essential	5	4
Ability to discuss a sensitive issue in an appropriate manner and bring people together in adversarial situations	Essential	4	4
Ability to maintain confidentiality regarding sensitive matters discussed in confidence	Essential	5	5
Ability to relate to students by understanding their needs and perspectives	Essential	4	5

Key	Meaning
1	Very weak – future trustee recruitment/training should target this area
2	Weak – future trustee recruitment/training should target this area
3	Okay – future training should target this area
4	Strong – No action required
5	Very strong – No action required

APPENDIX 2: BOARD DIVERSITY AUDIT

The audit below gives a collective overview of the current Board’s strengths and weaknesses in terms of diversity.

		Independent Trustees	Officers		
Gender:	Male	50%	60%		
	Female	50%	40%		
	Prefer not to say	0%	0%		
Marital status:	Married	16.6%	0%		
	Single	50%	100%		
	In a civil partnership	16.6%	0%		
	Other	16.6%	0%		
	Prefer not to say	0%	0%		
Age band:	18 – 29	33.3%	100%		
	30 –39	33.3%	0%		
	40 – 49	0%	0%		
	50 – 59	16.6%	0%		
	60 – 65	0%	0%		
	Over 65	16.6%	0%		
	Prefer not to say	0%	0%		
Sexual orientation:	Heterosexual	83%	60%		
	Homosexual	16.6%	20%		
	Bisexual	0%	20%		
	Transsexual	0%	0%		
	Undergone gender reassignment	0%	0%		
	Prefer not to say	0%	0%		
Disabilities:	None	66.6%	100%		
	Physical disability	16.6%	0%		
	Mental disability	0%	0%		
	Prefer not to say	16.6%	0%		
Race/nationality/ethnic origin:	White	English	50%	0%	
		Scottish	0%	0%	
		Welsh	0%	20%	
		Irish	0%	0%	
		British	50%	20%	
	Other white background	Other white background	0%	60%	
		Mixed	White and Black Caribbean	0%	0%
			White and Black African	0%	0%
			White and Black British	0%	0%
			White and Asian	0%	0%
	Other mixed background	0%	0%		
	Asian	Indian	0%	0%	
		Pakistani	0%	0%	
		Bangladeshi	0%	0%	
		British	0%	0%	
	Other Asian background	0%	25%		
	Black	Caribbean	0%	0%	
		African	0%	0%	
		British	0%	0%	
		Other black background	0%	0%	
Chinese	0%	0%			
Other ethnic group	0%	0%			
Prefer not to say	0%	0%			
Religion:	Christian	50%	0%		
	Jewish	0%	0%		
	Sikh	0%	0%		
	Muslim	0%	0%		
	Hindu	0%	0%		
	Buddhist	0%	20%		
	Rastafarian	0%	0%		
	None	50%	80%		
	Other religion	0%	0%		
	Prefer not to say	0%	0%		

PURPOSE

To report on the committee meetings.

CONTENTS

Page 1: Report

Page 2: Actions

REPORT**1. COMMITTEE STRUCTURE AND MEMBERSHIP**

1.1. Appendix 1 contains the structure and membership for all committees of the Board.

1.2. Should any Trustee wish to change committee they should raise this at the Board for discussion and agreement.

1.3. All Committees have terms of references set out their responsibilities and delegated powers from the Board. These are usually reviewed annually but Trustees may propose amendments to Board for discussion and agreement.

2. COMMITTEE MEETINGS

2.1. In accordance with Article 100 of the Articles of Governance the Board must receive the minutes of all committee it has set up in order to monitor and ensure that the authority that has been delegated to them is being exercised correctly.

2.2. The Leadership Committee has met four times since the previous Board meeting.

- 09/12/2020 – appendix 2.
- 13/01/2021 – appendix 3.
- 10/02/2021 – appendix 4.

2.3. The Finance & Audit Committee has met

- 19/11/2020 - appendix 5.
- 17/12/2020 - appendix 6.
- 25/02/2021 - appendix 7.
- 15/03/2021 - appendix 8.

2.4. The Complaints & Disciplinary committee has had no meetings during this time. Minutes of Complaints & Disciplinary committee are not shared with the Board due to the confidential nature of the meeting but may be viewed by Trustees on request.

ACTIONS

2.5. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	E-Mail: gdn26@bath.ac.uk
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APPENDIX 1: COMMITTEE MEMBERSHIP AND LINK TRUSTEE APPOINTMENTS

Finance & Audit committee			
Tom Sawko (<i>Chair</i>)	Officer		
Francesco Masala	Officer		
Rob Clay	Independent Trustee		
Valerie Copenhagen	Independent Trustee		
Kate Aldridge	Independent Trustee		
Jordan Kenny	Independent Trustee		
Meeting dates:			
<ul style="list-style-type: none"> Monday 27th July 2020 2-4pm Thursday 27th August 2020 9-11am Thursday 22nd October 2020 9-11am Thursday 19th November 2020 9-11am Monday 15th March 2021 9-11am Thursday 20th May 2021 9-11am 			
Leadership committee			
Freya Jackson (<i>Chair</i>)	Officer		
Francesco Masala	Officer		
Tom Sawko	Officer		
Ka Ho Ho	Officer		
Annie Willingham	Officer		
Vacancy	Officer		
Meeting dates:			
<ul style="list-style-type: none"> Wednesday 8th July 2020 3.30pm Wednesday 12th August 2020 3.30pm Wednesday 9th September 2020 3.30pm Wednesday 14th October 2020 3.30pm Wednesday 11th November 2020 3.30pm Wednesday 9th December 2020 3.30pm Wednesday 13th January 2021 3.30pm Wednesday 10th February 2021 3.30pm Wednesday 10th March 2021 3.30pm Wednesday 14th April 2021 3.30pm 			
Complaints & Disciplinary committee			
Marian McNeir (<i>Chair</i>)	Independent Trustee		
Alexander Robinson	Independent Trustee		
Freya Jackson	Officer		
Kate Aldridge (<i>Reserve member</i>)	Independent Trustee		
Vacancy (<i>Reserve member</i>)	Independent Trustee		
Annie Willingham (<i>Reserve member</i>)	Officer		
Meeting dates: Meets as and when necessary.			
Name	Link Trustee	Staff contacts	Officer contact
Rob Clay	Finance & Commercial activities	Head of Finance Head of Commercial activities	Tom Sawko
Valerie Copenhagen Kate Aldridge	Equality, Diversity and Inclusion	Deputy Chief Executive	Freya Jackson
Jordan Kenny	Student Representation	Head of Student Voice	Tom Sawko Francesco Masala
Valarie Copenhagen	Student Activities	Head of Activities	Tom Sawko Francesco Masala
Marian McNeir	Student Advice, Community and Support	Advice & Community Manager Peer Support Manager	Ka Ho Ho
Alexander Robinson	Student Communications and Marketing	Head of Marketing	Annie Willingham
Jordan Kenny	Governance, Strategy and Management	Chief Executive	Francesco Masala

APPENDIX 2: LEADERSHIP COMMITTEE MINUTES (09/12/2020)

Meeting:	Leadership Committee
Location:	Microsoft Teams Meeting
Date & Time:	Wednesday 9th December 2020 at 3.30pm
Present:	
Freya Jackson	Community Officer (<i>Chair</i>)
Francesco Masala	President
Fritz Ho	Postgraduate Officer (<i>Present for items 5.1 – 6.2</i>)
Tom Sawko	Sport Officer
Annie Willingham	Education Officer
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Andrew McLaughlin	Chief Executive
Mandy Wilson-Garner	Deputy Chief Executive
Polly Hawker	Head of Activities
Helen McHenry	Head of Finance
Charlie Slack	Head of Student Voice & Engagement
Amy Young	Insights & Engagement Manager (<i>Present for items 1 - 5.1</i>)
Kelly Macrae	Office 365 Adoption Manager (<i>Joined under item</i>)
Linda Parkinson	Office 365 Adoption Manager (<i>Joined under item</i>)
Item	
1.	Apologies for absence All Committee members were present for the meeting.
2.	Notice of any other business No items were identified for discussion under any other business.
3.	Declaration of conflict of interest No conflicts of interests were declared in any items on the agenda.
4.	Minutes of the previous meeting and matters arising The Committee received a report on the previous meeting (<i>See R1 of the Committee reports</i>). They approved the previous minutes and noted that there were no matters arising.
5.	Strategy and Performance Monitoring
5.1.	Student Life Survey The Committee received a report on Student Life Survey (<i>See R2 of the Committee reports</i>). QUESTION: An Officer asked how the survey works?

ANSWER: The Insights & Engagement Manager explained that monthly surveys are taken throughout the year which are reported to the Leadership Committee. At the end of the year all the results are compiled into a single end of year report. The purpose is to help The SU identify and address areas where it appears to be underperforming.

QUESTION: An Officer asked how does The SU account for the differences in the number of responses received monthly when determining if there has been an increase or not.

ANSWER: The Insights & Engagement Manager explained that this was currently difficult to do because this was the first year The SU had done it this way. Next year this would be easier to do as The SU would have a year's worth of monthly data to compare back to.

(The Postgraduate Officer joined the meeting at this point)

The Committee discussed the 11% drop in percentages for the *'I know how to contribute more to the community I am a part of'* between the October and November surveys. This was considered surprising given the high number of student voice activities that had taken place during this period. It was agreed that The SU needed to get better at communicating to its members the ways in which they influenced the decisions of The SU.

The Chief Executive explained that this report was the essential report for monitoring the performance of The SU. Going forward this might also be used by the Committee to help identify particular areas for more specific research to be carried out on.

(The Insights & Engagement Manager left the meeting at this point)

5.2.

Complaints & Student Member disciplinary

The Committee received a report on Complaints & Student Member disciplinary (See R3 of the Committee reports).

5.3.

External Speakers

The Committee received a report on External Speakers (See R4 of the Committee reports).

5.4.

SU Alumni Grant

The Committee received a report on SU Alumni Grant (See R5 of the Committee reports).

The Head of Activities reported that The SU needs to make sure that it spends the full alumni grant before the end of the academic year. If this is not achieved The SU may see a reduced grant next year. Therefore it is being proposed that The SU spend some of this money on some of its projects that will be of benefit to students such as the 1 East Meeting room refurbishment.

The Head of Activities explained that historically most applications The SU receives for this grant come predominately from the sports clubs. They noted that any student group can apply for this and that they were keen to see an improvement in both range and quality of applications coming in.

QUESTION: An Officer asked for more details regarding the £420 that was approved.

ANSWER: The Secretary explained the column recording the student groups the applications came from had accidentally been missed out of the report. The £420 had been given to Bath time to help them get an online digital platform to publish their issues.

5.5.

	<p>Annual Planning Round</p> <p>The Committee received a report on Annual Planning (<i>See R6 of the Committee reports</i>).</p> <p>The Chief Executive explained that this was the time of the year when budget managers would be thinking about their area's priorities for the next year. This was therefore an opportunity for the Officers to give input into what they believed should be the strategic priorities for areas.</p> <p>The Chief Executive explained that immediate priorities for budget managers should be to continue to make savings wherever they can. While it was looking increasingly like The SU would see through the year with the help of its reserves it was important to start generating surplus budget to restore the reserves to pre COVID-19 levels. Therefore the current restrictions in place such recruitment freezes would remain for the foreseeable future.</p> <p>The Head of Finance reported that they were confident that once The SU could resume club nights again it would start turning over a profit that would help to quickly restore the reserves to pre COVID-19 levels. They noted that The SU was financially doing a lot better than other Student Unions in the sector with many others having to make staffing cuts.</p> <p>The Committee discussed the need to recognise student leaders differently this year as they would not be getting a hoody. The reasons for this would need to be clearly communicated to them and another way of celebrating their contributions found. Whatever was agreed would need to be applied consistently across The SU.</p> <p>The Committee thanked the Head of Finance for the hard work they had done during this difficult financial year.</p>
<p>6.</p> <p>6.1.</p> <p>6.2.</p>	<p>Project/Campaign Management</p> <p>Harm Reduction Campaign</p> <p>The Committee received a report on Harm Reduction Campaign (<i>See R7 of the Committee reports</i>).</p> <p>The Chief Executive noted that they had sent some feedback previously for this client brief about the need to link this piece of work to the strategy in terms of what The SU is getting from it. This piece of work would contribute to The SU strategic objective of helping to build student communities. However, the client brief needed to better highlight this.</p> <p>The Deputy Chief Executive noted that The SU needed to be mindful about how much resource it commits to this joint project as without the University it wouldn't be able to sustain it long term.</p> <p>ACTION: President to amend client brief and share with committee for decision without a meeting.</p> <p>Impact Reporting Project</p> <p>The Committee received a report on Impact Reporting Project (<i>See R8 of the Committee reports</i>).</p> <p>The Committee approved the project to proceed and agreed that a business case was not necessary.</p>

6.3.	<p><i>(The Office 365 Adoption Managers joined the meeting and the Postgraduate Officer left the meeting at this point)</i></p> <p>Previously Approved Projects</p> <p>The Committee received a report on Previously Approved Projects <i>(See R9 of the Committee reports)</i>.</p> <p>The Committee confirmed that it approved the Active Travel project plans for how the £10,000 given by the University was being proposed to be spent.</p>
8. 8.1.	<p>Strategy and Performance Monitoring <i>(this agenda item was brought forward for discussion)</i>.</p> <p>Statement of Work</p> <p>The Committee received a report on Statement of Work <i>(See R11 of the Committee reports)</i>.</p> <p>The Office 365 Adoption Managers explained the statement of work to the Committee and noted that there was a limited window of opportunity for this taking place if The SU wanted to proceed.</p> <p>The Committee discussed and agreed for this piece of work to proceed recognising that it would bring many benefits to staff.</p> <p>ACTION: Deputy Chief Executive to oversee arranging a time for the Office 365 work to be carried out.</p> <p>The Chair thanked The Office 365 Adoption Managers for attending the meeting.</p> <p><i>(The Office 365 Adoption Managers left the meeting at this point)</i></p>
7. 7.1.	<p>Governance</p> <p>The Committee received a report on making changes to the Activity Officer Role <i>(See R10 of the Committee reports)</i>.</p> <p>The Committee discussed and agreed to the proposed changes. This change would need to be clearly communicated out to potential candidates standing for election to this role.</p>
9.	<p>Any other business</p> <p>No items had been previously identified for discussion under any other business.</p>
The meeting ended at 5pm	
Item number	Action
6.1	President to amend client brief and share with committee for decision without a meeting.

8.1	Deputy Chief Executive to oversee arranging a time for the Office 365 work to be carried out.
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APPENDIX 3: LEADERSHIP COMMITTEE MINUTES (13/01/2021)

Meeting:	Leadership Committee
Location:	Microsoft Teams Meeting
Date & Time:	Wednesday 13th January 2020 at 1pm
Present:	
Freya Jackson	Community Officer (<i>Chair</i>)
Francesco Masala	President (<i>Present for items 1 - 5.1</i>)
Fritz Ho	Postgraduate Officer
Tom Sawko	Sport Officer
Annie Willingham	Education Officer
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Mandy Wilson-Garner	Deputy Chief Executive
Polly Hawker	Head of Activities
Helen McHenry	Head of Finance
Charlie Slack	Head of Student Voice & Engagement
Amy Young	Insights & Engagement Manager (<i>Present for items 1 - 5.1</i>)
Item	
1.	Apologies for absence All Committee members were present.
2.	Notice of any other business No items were identified for discussion under any other business.
3.	Declaration of conflict of interest The Committee received a report on the Trustees' register of interests (<i>See R1 of the Committee reports</i>). No Trustees present had any conflict of interest to raise relating to any items of business.
4.	Minutes of the previous meeting and matters arising The Committee received a report on the previous meeting (<i>See R2 of the Committee reports</i>). They approved the previous minutes and noted the following action was still to be completed: ACTION: President to amend client brief and share with committee for decision without a meeting.
5.	Strategy and Performance Monitoring
5.1.	Student Life Survey

	<p>The Committee received a report on Student Life Survey (<i>See R3 of the Committee reports</i>).</p> <p>The Committee discussed the need to carry out a staff survey in order to measure how effective The SU is being in meeting its KPIs related to staffing. The Deputy Chief Executive explained that University HR had information that might be able to help and that they would work with Insights & Engagement Manager to carry this out.</p> <p>ACTION: Deputy Chief Executive and Insights & Engagement Manager to work on staff survey for KPIs.</p> <p>QUESTION: An Officer asked where KPIs related to finance were being monitored. ANSWER: The Secretary explained that finance KPIs were monitored by the Finance & Audit committee and the Board of Trustees.</p> <p>The Committee discussed the report and made the following suggestions:</p> <ul style="list-style-type: none"> • amending the colour coding within the report to be consistent; • highlighting particular important points for attention; • including where possible the data from last year within the table. <p>The Committee discussed the best way to use this data in order to ensure that The SU was using it effectively. It was suggested that this information could be shared with teams who might then be tasked to carry out actions to improve various results within the survey.</p> <p><i>(The President left the meeting at this point and the Insights & Engagement Manager left the meeting at this point)</i></p>
5.2.	<p>Complaints & Student Member disciplinary</p> <p>The Committee received a report on Complaints & Student Member disciplinary (<i>See R4 of the Committee reports</i>).</p>
5.3.	<p>External Speakers</p> <p>The Committee received a report on External Speakers (<i>See R5 of the Committee reports</i>).</p>
5.4.	<p>SU Alumni Grant</p> <p>The Committee received a report on SU Alumni Grant (<i>See R6 of the Committee reports</i>).</p> <p>The Committee noted that there is still large amount of the grant left to spend. They discussed possibly using it to refurbish the 1 East Meeting room as part of the spaces project. The Chair noted their concern that there was no evidence to show that students felt the 1 East Meeting room was a priority over any of the other rooms The SU had. They noted that the expansion of The SU to include Dartmouth and the Edge meant more spaces to work with. It was agreed that this should be re-looked at to determine where the grant money should be spent.</p> <p>ACTION: Spaces project to submit SU alumni grant application for money to spend on SU spaces.</p>
6.	<p>Project/Campaign Management</p>
6.1.	<p>Current Projects</p>

	<p>The Committee received a report on current projects (<i>See R7 of the Committee reports</i>).</p> <p>The Secretary reminded the Committee that projects would need to come back to them if a project team wanted to expand the scope beyond what was in the original client brief.</p> <p>The Committee discussed and agreed that future reports should include a short 5 bullet point summary of progress since the last meeting.</p>
9.	<p>Any other business</p> <p>No items had been previously identified for discussion under any other business.</p>
<p>The meeting ended at 2pm</p>	
Item number	Action
4	President to amend client brief and share with committee for decision without a meeting.
5.1	Deputy Chief Executive and Insights & Engagement Manager to work on staff survey for KPIs.
5.4	Spaces project to submit SU alumni grant application for money to spend on SU spaces.

APPENDIX 4: LEADERSHIP COMMITTEE MINUTES (10/02/2021)

Meeting:	Leadership Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Wednesday 10th February 2021 at 1pm		
Present:			
Fritz Ho	Postgraduate Officer (<i>Present for items 1 - 6.2</i>)		
Tom Sawko	Sport Officer (<i>Acting Chair</i>)		
Annie Willingham	Education Officer		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Polly Hawker	Head of Activities		
Helen McHenry	Head of Finance		
Charlie Slack	Head of Student Voice & Engagement		
Amy Young	Insights & Engagement Manager (<i>Present for items 1 - 5.1</i>)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Francesco Masala	Another meeting	Yes
	Freya Jackson	Another meeting	Yes
	The Sport Officer was elected as acting Chair for this meeting only.		
2.	Notice of any other business		
	The following item was identified for discussion under any other business:		
	1) Access to SU activities for Students post viva		
3.	Declaration of conflict of interest		
	The Committee received a report on the Trustees' register of interests (<i>See R1 of the Committee reports</i>).		
	No Trustees present had any conflict of interest to raise relating to any items of business.		
4.	Minutes of the previous meeting and matters arising		
	The Committee received a report on the previous meeting (<i>See R2 of the Committee reports</i>).		
	They approved the previous minutes and noted the following action was still to be completed:		
	ACTION: President to amend client brief and share with committee for decision without a meeting.		
	ACTION: Deputy Chief Executive and Insights & Engagement Manager to work on staff survey for KPIs.		

	<p>ACTION: Spaces project to submit SU alumni grant application for money to spend on SU spaces.</p>
5.	<p>Strategy and Performance Monitoring</p>
5.1.	<p>Student Life Survey</p> <p>The Committee received a report on Student Life Survey (<i>See R3 of the Committee reports</i>).</p> <p>The Committee formally thanked the Insights & Engagement Manager for making the previously requested changes. They agreed that the new report format made it much easier to interpret the data.</p> <p>QUESTION: A Committee member asked about the high percentage response given to question 18 and whether there needed to be more signposting or if this was normal for this time of year.</p> <p>ANSWER: The Insights & Engagement Manager explained that this was a normal time of the year when students began to worry about career prospects.</p> <p>A Committee member noted the high percentage response to question 22 and raised the possibility of using this data to highlight this issue to the University.</p> <p>ACTION: Data to be looked at in detail at voice team meeting to identify data that could be used to raise issues with the University.</p> <p><i>(The Insights & Engagement Manager left the meeting at this point)</i></p>
5.2.	<p>Complaints & Student Member disciplinary</p> <p>The Committee received a report on Complaints & Student Member disciplinary (<i>See R4 of the Committee reports</i>).</p>
5.3.	<p>External Speakers</p> <p>The Committee received a report on External Speakers (<i>See R5 of the Committee reports</i>).</p>
5.4.	<p>SU Alumni Grant</p> <p>The Committee received a report on SU Alumni Grant (<i>See R6 of the Committee reports</i>).</p> <p>The acting Chair reported that they would be promoting the alumni fund to student groups for one further round of applications. After this the remaining amount would be used on the Spaces project.</p> <p>The Secretary noted that the Backstage alumni fund application had been approved since papers sent out and the current total of funds remaining was £13,648.</p>
6.	<p>Project/Campaign Management</p>
6.1.	<p>Current Projects</p> <p>The Committee received a report on current projects (<i>See R7 of the Committee reports</i>).</p>

6.2.	<p>The acting Chair reported on the Active travel project. They explained that the £10,000 would be spent this year but that they would not be seeking a replenishment from the University next year. This was because the University Advisory Sustainable Travel group (<i>which included SU representatives</i>) was better equipped to do this going forward.</p> <p>The acting Chair reported on the Spaces project. They explained that they had consulted with the Heads of Department and identified two key priorities for spending. These were signage and video conferencing tech. How much this would cost would need to be confirmed before an application was submitted to the alumni fund. A project brief would likely be submitted to a future meeting of Leadership Committee for approval.</p> <p>Student Groups Project</p> <p>The Committee received a report on current projects (<i>See R8 of the Committee reports</i>).</p> <p>QUESTION: The acting Chair asked why these options had been chosen post-student consultation.</p> <p>ANSWER: The Head of Activities explained that they believed this was the best approach to take following the consultation. It was clear from consultation that the current Student Group model favoured big groups at the expense of smaller groups. The only option left now was to test it and see if it makes a positive difference.</p> <p>QUESTION: The Head of Student Voice & Engagement asked how The SU would monitor Student Groups to ensure that their purposes did not change over time i.e. society to P&A.</p> <p>ANSWER: The Secretary explained that the original email that the Student Group signed up with would have to be kept. In the event that a Student Group's purpose began to change the Executive Committee would have to review its affiliation to the area. They noted that the existence of a constitution did not in itself prevent Student Group's purposes from changing as these were largely ignored or misunderstood.</p> <p>The Committee discussed and agreed that they felt there was a need for further consultation on this before it was rolled out across all Student Groups. It was therefore decided that Student Groups would be invited to sign up to the new model for 2021/22 and, following a trial run, the Leadership Committee would review the decision at the end to decide whether to adopt for all Student Groups.</p> <p><i>(Postgraduate Officer left the meeting at this point)</i></p> <p>[The Committee became inquorate from this point onwards and no formal decisions could be made except via decision without a meeting]</p>
7. 7.1.	<p>Governance</p> <p>Society Cap and Disaffiliations</p> <p>The Committee discussed and agreed that this should be recommended for decision without a meeting.</p> <p>Those Committee members present supported adopting the recommendations made within the report.</p>
8.	<p>Any other business</p>

	<p>The following item had been previously identified for discussion under any other business:</p> <p>1) Access to SU activities for Students post viva</p> <p>The Head of Student Voice & Engagement explained that following completion of viva many Students lost access to SU activities as their details were not kept.</p> <p>The Committee discussed and agreed that this should be looked into.</p> <p>ACTION: Governance & Executive Support Manager to consult with Web Developer and Digital Technology Lead on the matter of access to SU activities for Students post viva.</p>
<p>The meeting ended at 2.10pm</p>	
Item number	Action
4	President to amend client brief and share with committee for decision without a meeting.
4	Deputy Chief Executive and Insights & Engagement Manager to work on staff survey for KPIs.
4	Spaces project to submit SU alumni grant application for money to spend on SU spaces.
8	Governance & Executive Support Manager to consult with Web Developer and Digital Technology Lead on the matter of access to SU activities for Students post viva.

APPENDIX 5: FINANCE & AUDIT COMMITTEE (19/11/2021)

Meeting:	Finance & Audit Committee
Location:	Microsoft Teams Meeting
Date & Time:	Thursday 19th November 2020 at 9am
Present:	
Tom Sawko	Sport Officer (<i>Chair</i>)
Francesco Masala	President
Jordan Kenny	Independent Trustee
Kate Aldridge	Independent Trustee
Rob Clay	Independent Trustee
Valerie Copenhagen	Independent Trustee
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Helen McHenry	Head of Finance
Andrew McLaughlin	Chief Executive
Anna Spencer-Gray	RSM Auditor (<i>Present for items 1, 2, 3, 4 and 6</i>)
Item	
1.	Apologies for absence All Committee members were present.
2.	Notice of any other business The following item was identified for discussion under any other business: 1) Rowing Club Purchase
3.	Declaration of conflict of interest No conflicts of interests were declared in any items on the agenda.
4.	Minutes of the previous meeting and matters arising The Committee received a report on the previous meeting (<i>See R1 of the Committee reports</i>). They approved the previous minutes and noted the following matters were still to be actioned: ACTION: The Head of Finance to check what the impact of the proposed change to the limit authorisation would have been on last year's asset register. ACTION: The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.
6.	Audit Findings Report (<i>this agenda item was brought forward for discussion</i>) The Committee received a report on audit findings (<i>report circulated separately</i>) The auditor went through the audit findings report with the Committee noting that the only real issue identified was the 'Going Concern' policy. It was explained that the auditors were looking for a 12 month forecast to be sure that The SU would remain a viable charity in the long term. This meant getting University assurances on next year's budget earlier than normal.

	<p>The auditor reported that there were no new audit recommendations and only the segregation of duties recommendation remaining from last year. They recognised that this was a difficult recommendation to achieve for a small finance team, particularly when impacted by staff absence.</p> <p>QUESTION: A Trustee asked if the proposed restructure of the finance team would help address this recommendation.</p> <p>ANSWER: The Head of Finance explained that the new manger role would provide them with more support including being able to cover their position in the event of their own absence. This along with a review of the financial procedures would improve the segregation of duties within the team.</p> <p>The Trustees Rob Clay and Kate Aldridge reported that they had no concerns to share following their phone call with the auditors.</p> <p>The auditor thanked the Head of Finance and their team for all the work they had done during the audit.</p> <p>(Anna Spencer-Gray left the meeting at this point)</p>
5.	<p>Annual Accounts</p> <p>The Committee received a report on the Trustees' annual report and audited accounts (<i>see R2 of the Committee reports</i>).</p> <p>QUESTION: A Trustee asked when was the final deadline for feeding back on the Trustees' annual report.</p> <p>ANSWER: The Head of Finance reported that this was the end of November.</p> <p>QUESTION: A Trustee asked what the difference was between restricted and unrestricted funds.</p> <p>ANSWER: The Head of Finance explained that unrestricted funds can be re-purposed but restricted funds cannot as they can only be used for the purposes they were originally intended for.</p> <p>The Committee discussed the Trustees' annual report and agreed that the tone of the report needed to be more celebratory of The SU successes. This report would be especially important in the future if The SU start applying for charitable grants. The inclusion of impact statements was suggested and it was noted that this had been done in the past.</p> <p>The Committee discussed the idea of having an impact report in addition to the Trustees' annual report. Such a report could serve to better demonstrate the positive impact The SU was having in terms of achieving its Charitable Objectives. To be successful this would need to have a clear purpose and audience in mind. This report could be developed by the Marketing Team working with the Insights & Engagement Manager and approved by the Board.</p> <p>The Committee discussed the Going Concern section of the Trustees' annual report and noted that this had been expanded on compared to previous years. This was to reflect the increased concerns brought about by the impact of COVID-19 on commercial income.</p> <p>ACTION: Trustees' annual report to be circulated to committee members for feedback.</p>
7.	Finance & Audit

	<p>The Committee received a report on finance and audit matters (<i>see R3 of the Committee reports</i>).</p> <p>The Head of Finance reported that the University were indicating that it was their intent to fund The SU at current funding levels for the next few years. Once formally agreed by the University's Finance committee this would be put in writing to The SU. They had also indicated that they were prepared to reverse cuts previously made and provide financial support to help cover the deficit budget resulting from loss of commercial income.</p> <p>The Committee discussed and agreed that new budget plans needed to be drawn up to reflect a plan A where the University provide financial support and a plan B where they do not. They agreed that the University's reassurances were positive news but that in the event that the University did not follow through on this The SU would need to ensure it met the planned deficit of £150,000. This may require the need for drastic decisions to be made.</p> <p>ACTION: New budget plans to be drawn up to reflect a plan A where the University provide financial support and a plan B where they do not.</p> <p>The Head of Finance reported that the insurance company had made an offer to The SU of £24,000. This was for a claim previously made to cover a month's worth of lost trading activity (£50,000) under the disruption to business insurance. It was the Head of Finance's recommendation that The SU accept the offer as there were still legal challenges going on in the Courts around whether the insurance company was obligated to pay this. It was not certain what the outcome would be and The SU needed to recover money where it could.</p> <p>QUESTION: A Trustee asked if this money was factored into the budget. ANSWER: The Head of Finance confirmed that the budget did not currently factor this in and therefore this money would help The SU financial position.</p>
8.	<p>Risk Management</p> <p>The Committee received a report on risk management (<i>see R4 of the Committee reports</i>).</p> <p>QUESTION: A Trustee asked if The SU had only one Business continuity and recovery plan. ANSWER: The Chief Executive confirmed that The SU had developed a single generic plan that shows how it would react in response to any business disruption. In almost all cases this was to switch to remote working.</p>
9.	<p>Any other business</p> <p>The following item had been previously identified for discussion under any other business.</p> <p>1) Rowing Club Purchase</p> <p>The Head of Finance reported that the Rowing Club wanted to make a purchase for a boat that would cost over £10,000. In order to do this the committee's permission was required.</p> <p>QUESTION: A Trustee asked if this was SU money? ANSWER: The Head of Finance explained that the Club was raising money for this themselves but The SU would have to underwrite this if they weren't successful. However, given their previous experience and successes in the past the Head of Finance believed there was little risk of them being unsuccessful.</p>

	<p>The Chair noted that the Club had money within their own budget ring fenced for a boat house project that could be used if needed to cover the cost of the boat in the event unlikely event they were unsuccessful.</p> <p>The Committee agreed to authorise the purchase.</p>
10.	<p>To confirm the date and time of future meetings</p> <p>The Committee agreed the following dates and times for future committee meetings:</p> <ul style="list-style-type: none"> • Thursday 10th December 2020 9-10am • Thursday 21st January 2021 9-11am • Monday 15th March 2021 9-11am • Thursday 20th May 2021 9-11am <p>The Committee agreed to add a meeting on the 10th December to review and discuss the University's response to their request for financial support. This would be prior to the Board of Trustees meeting which the Committee would give a verbal report to. The Chief Executive confirmed they would share the University's response with Committee members once received.</p>
<p>The meeting ended at 10.35am</p>	
Item number	Action
4	The Head of Finance to check what the impact of the proposed change to the limit authorisation would have been on last year's asset register.
4	The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.
5	Trustees' annual report to be circulated to committee members for feedback.
7	New budget plans to be drawn up to reflect a plan A where the University provide financial support and a plan B where they do not.

APPENDIX 6: FINANCE & AUDIT COMMITTEE (17/12/2021)

Meeting:	Finance & Audit Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Thursday 17th December 2020 at 9am		
Present:			
Tom Sawko	Sport Officer (<i>Chair</i>)		
Francesco Masala	President		
Jordan Kenny	Independent Trustee		
Rob Clay	Independent Trustee		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Helen McHenry	Head of Finance		
Mandy Wilson-Garner	Interim Chief Executive		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Kate Aldridge	Other commitments	Yes
	Valerie Copenhagen	Unknown	Yes
2.	Notice of any other business		
	No items were identified for discussion under any other business.		
3.	Declaration of conflict of interest		
	No conflicts of interests were declared in any items on the agenda.		
4.	Minutes of the previous meeting and matters arising		
	The secretary reported that they had identified an error that needed to be amended in a previous set of Finance & Audit committee minutes (22/10/2020).		
	The Committee re-approved these minutes subject to the following duplicated section being removed:		
	P2 Agenda item 5: <i>'The Chief Executive explained the two plans contained within the confidential budget paper. Plan A outlined the financial support that The SU was looking for from the University. As part of this the Board would be asked to approve the use of £132k from the reserves to support The SU through the next year. Plan B outlined the measures that would be taken by The SU to make savings in the event that the University did not agree to plan A.</i>		
	QUESTION: <i>A Trustee asked whether the savings outlined in plan B would be made this year or next year.</i>		
	ANSWER: <i>The Chief Executive explained that half the savings would apply to the next financial year'</i>		
	The Committee received a report on the previous meeting (See R1 of the Committee reports).		
	They approved the previous minutes and noted the following matters were still to be actioned:		

	<p>ACTION: The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.</p> <p>ACTION: New budget plans to be drawn up to reflect a plan A where the University provide financial support and a plan B where they do not.</p> <p>The Head of Finance reported that they had checked what the impact of the proposed change to the capital expenditure limit would have been on last year's asset register. It would have been negligible with only a few assets being affected.</p> <p>The Committee approved the capital expenditure limit to be changed from £1000 to £2500.</p>
5.	<p>Annual Accounts</p> <p>The Head of Finance reported that they had received the finalised version of the Trustees' annual report and audited accounts from the auditors last night. This had been emailed directly to committee members separate to the reports.</p> <p>The Committee agreed that the President should sign the Trustees' annual report and audited accounts to return to auditors today. It was also agreed that, in accordance with Article 59.5 of the Articles of Governance, the final report should be shared with the Board for formal approval before it is submitted to the Charity Commission. This would be done by email for a decision without a meeting.</p> <p>ACTION: Final Trustees' annual report and audited account to be shared with Board for formal approval before being submitted to the Charity Commission.</p>
11.	<p>Finance & Audit</p> <p>The Committee received a report on finance and audit matters (<i>see R2 of the Committee reports</i>).</p> <p>The Head of Finance reported that under a worst case scenario they were forecasting an end of the year deficit of -£213,000. This would likely occur without the requested funding from the University. However, this was now unlikely as the University had informed The SU that their request for funding had been fully approved. With this additional funding and a successful insurance claim The SU might expect to achieve an end of year deficit of -£145,000 which would be the best case scenario.</p> <p>The Committee discussed the University email and queried whether the £60,000 allocated for sports was conditional on The SU exceeding a deficit of -£150,000. It was agreed that this should be clarified and if possible amended so that it was not conditional on exceeding a deficit of -£150,000. If The SU did not use all of £60,000 allocated to sports it could return this to the University. The Committee was confident that even if this was not possible the funding that was being provided would help The SU meet its previously agreed target end of year deficit budget of -£150,000. This would be covered by The SU reserves which would still leave £150,000 remaining in case of future need.</p> <p>The Head of Finance reported that their main area of concern was around whether the Bars area would be able to open after Christmas. This would all depend upon what COVID-19 restrictions were in place. If it was unable to operate effectively it would need to remain closed. The Interim Chief Executive confirmed that they had communicated this to the University as could result in the temporary loss of another student space. The University currently</p>

	<p>recognised the importance of these spaces during this time and would likely be keen to see it remain open.</p> <p>QUESTION: A Trustee asked how managers were feeling about the savings they've had to make.</p> <p>ANSWER: The Head of Finance reported that managers had taken well to the need to make savings recognising the importance. Some areas had used the opportunity to carefully review everything they were spending their money on to see if these changes could be permanently made.</p> <p>QUESTION: A Trustee asked what the next steps were with insurance claim.</p> <p>ANSWER: The Head of Finance explained that the £26,000 was being paid to The SU but that the insurance company was currently appealing to the high court about this. In the event they were successful this would mean The SU would lose the £26,000.</p> <p>QUESTION: A Trustee asked if students were aware how good The SU was doing compared to other student unions.</p> <p>ANSWER: The Chair confirmed that they believed students were aware. The Interim Chief Executive noted that the University were certainly aware of this. It was likely the reason they were prepared to provide additional funding to The SU.</p> <p>The Head of Finance reported that the audit tendering had been delayed by about four weeks as this could not begin without the Trustees' annual report and audited accounts being signed. To date the following companies had expressed an interest; RSM, Crowe, Mazars, Godfrey Wilson, Knox Cropper, Bishop Fleming and Goodman Jones.</p>
12.	<p>Any other business</p> <p>No items had been previously identified for discussion under any other business but the Head of Finance raised the following:</p> <p>1) Finance Team Restructure</p> <p>The Head of Finance reported that the finance team restructure had been successfully completed and that they would be seeking to recruit a new staff member to fill the new role in the new year.</p>
13.	<p>To confirm the date and time of future meetings</p> <p>The Committee agreed the following dates and times for future committee meetings:</p> <ul style="list-style-type: none"> • Thursday 25th February 2021 day • Monday 15th March 2021 9-11am • Thursday 20th May 2021 9-11am <p>The Committee agreed that the monthly management accounts for January should be shared with committee members and an extra-ordinary meeting arranged earlier if necessary.</p>
<p>The meeting ended at 10am</p>	
<p>Item number</p>	<p>Action</p>
4	

	The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.
4	New budget plans to be drawn up to reflect a plan A where the University provide financial support and a plan B where they do not.
5	Final Trustees' annual report and audited account to be shared with Board for formal approval before being submitted to the Charity Commission.

APPENDIX 7: FINANCE & AUDIT COMMITTEE (25/02/2021)

Meeting:	Finance & Audit Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Thursday 25th February 2021 at 9.30am		
Present:			
Tom Sawko	Sport Officer (<i>Chair</i>)		
Jordan Kenny	Independent Trustee		
Rob Clay	Independent Trustee		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Helen McHenry	Head of Finance		
Mandy Wilson-Garner	Interim Chief Executive		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Kate Aldridge	Other commitments	Yes
	Francesco Masala	University Council meeting	Yes
	Jordan Kenny	Other commitments	Yes
2.	Notice of any other business		
	No items were identified for discussion under any other business.		
3.	Declaration of conflict of interest		
	No conflicts of interests were declared in any items on the agenda.		
4.	Minutes of the previous meeting and matters arising		
	This item was deferred to the next meeting.		
5.	Finance & Audit		
	This item was deferred to the next meeting.		
6.	Audit Presentations		
	The Head of Finance gave a brief overview on the background of the three audit companies that were coming to present.		
	BISHOP FLEMING (9.30)		
	<i>(David Butler, Jon Sparkes and Keely Noad joined the meeting at this point)</i>		
	David Butler explained that Bishop Fleming was a small local firm employing around 400 staff based in seven offices across Bristol/Bath. Around 40% of its clients were charities and these were primarily of educational background such as schools/academies. As a company there focus was on providing a quality personal one to one service with their clients.		

Keely Noad explained the approach that Bishop Fleming takes to audit. The first stage was planning which would involve identifying possible issues and agreeing timelines. At the second stage they would test the risk areas identified under the previous stage to identify possible improvement areas. At the end they would report their audit findings. It was noted that throughout the audit they would also report their findings as they go along to ensure there were no surprises at the end. In addition to this they also encouraged their clients to call them anytime outside the audit period if they had queries.

Jon Sparkes explained that their primary role was to help clients improve their VAT position. For this purpose they regularly attended the charity VAT group which keeps them up to date on the latest proposed changes within the sector. They noted that in the past they had worked with student unions elsewhere to help them improve their commercial income which was an area that unions usually struggled with. This would be one area that they would be happy to help The SU with if the company was successful in their bid to be the new auditors.

QUESTION: The Head of Finance asked if the audit fees are fixed or go up with inflation.

ANSWER: David Butler explained that they increase with inflation unless there is a significant change to the financial situation.

QUESTION: The Head of Finance asked how the auditors segregate duties when preparing financial accounts and auditing the accounts.

ANSWER: Keely Noad explained that they use a software which generates the first draft of the accounts automatically which they then check before sending.

QUESTION: The Head of Finance asked how long does it take to prepare the accounts.

ANSWER: David Butler explained that for the first year they would expect it to take about seven to eight days.

QUESTION: The Head of Finance asked about if new legislation coming out would affect how the auditors segregate duties when preparing financial accounts and auditing the accounts.

ANSWER: David Butler explained that as the auditors would be producing statutory accounts and not making managerial decisions there would be no need to segregate these.

QUESTION: The Head of Finance asked if auditors would provide advice around where something should be disclosed within the accounts.

ANSWER: David Butler explained that they would be able advise on this but the decision would ultimately be that of the client.

QUESTION: A Trustee asked how different would The SU be to other clients they had.

ANSWER: David Butler explained that they currently have one client that was a student union but noted that as a client they were not dissimilar to their other clients. As most of their clients have educational backgrounds they have similar issues which tends to be around income and reserves.

QUESTION: A Trustee explained that this year The SU had issues with going concern and asked if many of their clients had had similar issues with going concerns.

ANSWER: David Butler explained that due to recent changes a lot of their clients had found this more challenging than in previous years.

QUESTION: A Trustee explained last year that The SU had been charged an overcharge fee because of this area of work and asked what experiences they had of this with other clients.

ANSWER: David Butler explained that there had been a few experiences of this with their clients but in 85-90% of cases this had already been factored into the cost so no overcharge fee.

The Chair thanked David Butler, Jon Sparkes and Keely Noad for attending the meeting and informed them that they would be advised of the outcome by Monday at the latest.

(David Butler, Jon Sparkes and Keely Noad left the meeting at this point)

CROWE (10.30)

(Janette Joyce and Phuong Pollock joined the meeting at this point)

Janette Joyce explained that Crowe are the 10th largest auditors in the country, although not well known outside of the charity sector. This access to a large client base allows them to share best practice between their clients. In addition to this they are also auditors for other audit companies and had been voted number one for fair fees.

Phuong Pollock explained the approach that Crowe takes to audit. The first stage was planning which would involve identifying possible issues. At the second stage they would test the risk areas to identify possible improvement areas. At the end they would report their audit findings. In addition to this clients would be able to call them anytime outside the audit period if they had any queries.

Janette Joyce explained that they can provide support to the Board by helping them to identify the questions to ask management about the audit report. Alongside this Crowe also provide seminars and free access to specialist for help with wider issues that cover more than just audit.

QUESTION: The Head of Finance asked how the auditors segregate duties when preparing financial accounts and auditing the accounts.

ANSWER: Phuong Pollock explained that the same team prepares the financial accounts that audits them. There are rigorous internal procedures in place to ensure that work done is reviewed by an independent senior staff member.

QUESTION: The Head of Finance asked if auditors would provide advice around where something should be disclosed within the accounts.

ANSWER: Janette Joyce explained that they can answer any questions at any time so as long as it is not related to management decisions.

QUESTION: The Head of Finance asked auditors to talk through the timetable.

ANSWER: Phuong Pollock explained that in terms of timetable they are flexible to the clients' needs. However, normally it would start with a planning meeting followed by a week for the audit work, a second week for any necessary follow up and one week to prepare audited accounts.

QUESTION: The Head of Finance asked if the audit company would continue to work remotely post pandemic.

ANSWER: Janette Joyce explained that going forward they would be quite flexible to what the client wanted, offering both options. They noted that many student unions welcomed the remote style as means of reducing unnecessary travel.

QUESTION: A Trustee explained that this year The SU had issues with going concern and asked if many of their clients had had similar issues with going concerns.

ANSWER: Janette Joyce explained that due to recent changes a lot of their clients had found this more challenging than in previous years. They noted that student unions did have an

advantage in this area in that University will have to provide funding to them. As long as student unions can demonstrate that the University will do this Crowe will be satisfied.

QUESTION: A Trustee asked how far forward would the auditors be looking for around going concern.

ANSWER: Janette Joyce explained that they would normally be satisfied with assurances up to 12 months.

QUESTION: A Trustee asked where The SU would rank among their clients.

ANSWER: Janette Joyce explained that they would rank in the top third of clients.

The Chair thanked Janette Joyce and Phuong Pollock for attending the meeting and informed them that they would be advised of the outcome by Monday at the latest.

GOODMAN JONES (11.30)

(Martin Bailey and Jennifer Frostick joined the meeting at this point)

Martin Bailey explained that Goodman Jones are an audit company that works across a wide range of sectors; construction, leisure & hospitality, charity and social businesses. Can also give further assistance and guidance on a range other things in addition to audit such as VAT.

Jennifer Frostick explained the approach that Goodman Jones takes to audit. The first stage would be to meet with managers or trustees to plan out work and identify possible issues. At the second stage they would test the risk areas to identify possible improvement areas. At the end they would report their audit findings along with a meeting with managers or trustees.

Jennifer Frostick explained that they can also offer trustee training and can meet with student trustees separately to talk through the accounts away from the Board meeting.

QUESTION: The Head of Finance asked how the auditors segregate duties when preparing financial accounts and auditing the accounts.

ANSWER: Jennifer Frostick explained that the same team prepares the financial accounts that audits them. As they are preparing accounts this is more a mechanical process so there is no need to segregate.

QUESTION: The Head of Finance asked auditors to talk through the timetable.

ANSWER: Jennifer Frostick explained that in terms of timetable they would work backwards from the Board meeting and be flexible to suit the clients' needs.

QUESTION: The Head of Finance asked if the audit company would continue to work remotely post pandemic.

ANSWER: Jennifer Frostick explained that going forward they would most likely be doing more work remotely.

QUESTION: A Trustee explained that this year The SU had issues with going concern and asked if many of their clients had had similar issues with going concerns.

ANSWER: Martin Bailey explained that this had been more challenging for clients this year than in previous years. They noted that student unions could rely on the University to provide funding to them. As long as student unions can demonstrate that the University will do this Goodman Jones will be satisfied.

QUESTION: A Trustee asked where The SU would rank among their clients.

ANSWER: Martin Bailey explained that they would rank in the top third of clients.

	<p>The Chair thanked Martin Bailey and Jennifer Frostick for attending the meeting and informed them that they would be advised of the outcome by Monday at the latest.</p> <p>CONCLUSION</p> <p>The Committee discussed and agreed that their preferred top choice would be Crowe but at the current price offered they felt that Goodman Jones or Bishop Fleming might be the better value for money. If Crowe were prepared to negotiate a slightly lower fee then they agreed they should be given the contract.</p> <p>ACTION: Rob Clay to negotiate with Crowe on the fee.</p>
14.	<p>Any other business</p> <p>No items had been previously identified for discussion under any other business.</p>
15.	<p>To confirm the date and time of future meetings</p> <p>The Committee agreed the following dates and times for future committee meetings:</p> <ul style="list-style-type: none"> • Monday 15th March 2021 9-11am • Thursday 20th May 2021 9-11am
The meeting ended at 12.30pm	
Item number	Action
6	Rob Clay to negotiate with Crowe on the fee.

APPENDIX 8: FINANCE & AUDIT COMMITTEE (15/03/2021)

Meeting:	Finance & Audit Committee
Location:	Microsoft Teams Meeting
Date & Time:	Monday 15th February 2021 at 9am
Present:	
Tom Sawko	Sport Officer (<i>Chair</i>)
Francesco Masala	President
Jordan Kenny	Independent Trustee
Rob Clay	Independent Trustee
Kate Aldridge	Independent Trustee
Valerie Copenhagen	Independent Trustee
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Helen McHenry	Head of Finance
Mandy Wilson-Garner	Interim Chief Executive
Michael Dalton	Head of Commercial - Venues & Events (<i>Present for item 7</i>)
Sally Williamson	Assistant Manager (<i>Present for item 7</i>)
Item	
1.	Apologies for absence All committee members were present for the meeting.
2.	Notice of any other business The following item was identified for discussion under any other business: 1) University timeline for SU finances
3.	Declaration of conflict of interest The Committee received a report on the Trustees' register of interests (<i>See R1 of the Committee reports</i>). None of the Trustees had any conflicts of interests to declare in any items on the agenda.
4.	Minutes of the previous meeting and matters arising The Committee received a report on matters arising from previous meeting (<i>see R2 of the Committee reports</i>). The following amendments were identified and made to the minutes: P1 Present: 'Jordan Kenny' to be replaced with 'Kate Aldridge'. P1 Agenda item 1: 'Kate Aldridge' to be replaced with 'Jordan Kenny'. The Committee approved the previous minutes and noted the following action was still to be completed: ACTION: The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.

5.	<p>Finance & Audit</p> <p>The Committee received a report on finance and audit matters (<i>see R3 of the Committee reports</i>).</p> <p>QUESTION: The Chair asked what the outcome of the court appeal had been for the business disruption insurance.</p> <p>ANSWER: The Head of Finance confirmed that the court appeal had ruled that insurance companies do have to pay out business disruption insurance for COVID-19.</p> <p>QUESTION: A Trustee asked if the additional funding from the University had been allocated to specific activities.</p> <p>ANSWER: The Head of Finance confirmed that it had been.</p> <p>A Trustee suggested that if the additional funding could not be spent on the allocated activities it might be worth going back to the University to see if it could be re-allocated to other SU activities.</p>
6.	<p>Annual Planning</p> <p>The Committee received a report on annual planning (<i>see R4 of the Committee reports</i>).</p> <p>The Head of Finance advised the Committee that it would probably take three to four years for the University's finances to recover from the impact of the pandemic.</p> <p>QUESTION: A Trustee asked what period does this budget cover.</p> <p>ANSWER: The Head of Finance confirmed it runs from August 2021 to July 2022.</p> <p>QUESTION: A Trustee asked at what point does The SU start to plan how it will replenish its reserves.</p> <p>ANSWER: The Committee agreed that this was a piece of work they would need to discuss at a future meeting.</p> <p>A Trustee suggested that The SU should seek advice from Crowe on what they think would be an appropriate level to hold in reserves based on their experiences of other student unions. The Head of Finance noted that in past the University had been critical of The SU having too much money in their reserves and The SU had had to spend money to reduce their reserves.</p> <p>A Trustee cautioned The SU advising that that the government's roadmap for lifting restrictions might be a little ambitious and that The SU should be prepared for possibility of local lockdowns/restrictions being imposed where cases flare up.</p>
7.	<p>EPOS Business Case</p> <p><i>(The Head of Commercial and Assistant Manager joined the meeting at this point)</i></p> <p>The Committee received a report on EPOS business case (<i>see R5 of the Committee reports</i>).</p> <p>They discussed and agreed to approve the EPOS business case.</p>

	<p>Commercial Performance update</p> <p>The Head of Commercial reported that their priority going forward was to get the 2020/21 first years students to use the nightclub which none of them had any experience off.</p> <p>Current possible plans going forward included:</p> <ul style="list-style-type: none"> • Putting on some large 'nightclub' events in July to celebrate the end of the academic year; • Putting on a 2020/21 Freshers' week before the 2021/22 Freshers' week; <p>The Head of Commercial reported that the University were envisioning putting something on at the end of the academic year to celebrate but at this stage plans were still not clear.</p> <p><i>(The Head of Commercial and Assistant Manager left the meeting at this point)</i></p>
8.	<p>Any other business</p> <p>The following item had been previously identified for discussion under any other business:</p> <p>1) University timeline for SU finances</p> <p>The Head of Finance reported that the new timeline agreed with the University would see them presenting the budget for approval to the University Finance Committee in October and the signed accounts and audit findings report to them for the preceding year in February.</p>
9.	<p>To confirm the date and time of future meetings</p> <p>The Committee agreed the following dates and times for future committee meetings:</p> <ul style="list-style-type: none"> • Thursday 20th May 2021 9-11am
<p>The meeting ended at 10.20pm</p>	
<p>Item number</p>	<p>Action</p>
4	<p>The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.</p>