

BOARD OF TRUSTEES REPORTS						
From	Period start date			To	Period end date	
	26	03	2020		18	06
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		
Eve Alcock	President (Chair)	02/07/2018	02/07/2020	Elected by Members		
Ruqia Osman	Education Officer	02/07/2018	02/07/2020	Elected by Members		
Jiani Zhou	Postgraduate Officer	02/07/2018	02/07/2020	Elected by Members		
Alisha Lobo	Community Officer	02/07/2019	02/07/2020	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	02/07/2021	Elected by Members		
Francesco Masala	Activities Officer	02/07/2019	02/07/2021	Elected by Members		
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board		
Marian McNeir	Independent Trustee	20/06/2017	20/06/2020	Appointed by the Board		
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		
Vacancy	Independent Trustee	-	-	-		

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PURPOSE

To:

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

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REPORT

1. MINUTES OF THE PREVIOUS MEETING

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

2. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING

- 2.1. To date we have received one expression of interest in the role of the Vice Chair from Jordan Kenny. Other Trustees still have the opportunity to express an interest before or at the meeting for the role.
- 2.2. A Business Continuity and Recovery policy has been shared with the senior management team, Finance & Audit Committee and Governance Committee. It has been included within these papers for approval and adoption.
- 2.3. The Risk Register and Business Continuity Plan have been amended to include the amendments agreed by the Board at the last meeting. These will next be reviewed by the Board at their September meeting.
- 2.4. The SU Strategy has been amended to reflect feedback received from the Board at the last meeting.

3. DECISIONS MADE BY THE BOARD WITHOUT A MEETING

- 3.1. No decisions have been made by the Trustees without a meeting since they last formally met.

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: Board Minutes

Meeting:	Board of Trustees		
Location:	1 East Meeting room 3.20 Microsoft Teams		
Date & Time:	Thursday 26 March 2020 at 9.30am		
Present:			
Eve Alcock	President (Chair)		
Francesco Masala	Activities Officer		
Jiani Zhou	Postgraduate Officer		
Alisha Lobo	Community Officer		
Tom Sawko	Sport Officer		
Ruqia Osman	Education Officer		
Rob Clay	Independent Trustee		
Kate Aldridge	Independent Trustee		
Alexander Robinson	Independent Trustee		
Valerie Copenhagen	Independent Trustee		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Andrew McLaughlin	Chief Executive		
Helen McHenry	Head of Finance (<i>present for agenda items 6 and 7</i>)		
Mandy Wilson-Garner	Deputy Chief Executive (<i>present for agenda item 8</i>)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Marian McNeir	Unable to join online meeting	Yes
	Jordan Kenny	Illness	Yes
	<p>Due to the coronavirus lockdown the Board met online via Microsoft Teams. This had been agreed prior to the meeting by the Board via emails.</p> <p>The Chair reported that Vikas Mistry had resigned since the previous meeting for personal reasons.</p> <p>The Board noted their understanding and thanked them formally for the time they had given to becoming a Trustee.</p>		
2.	Notice of any other business		
	No items identified for discussion under any other business.		
3.	Declaration of conflict of interest		
	No Trustees present had any conflict of interest to raise relating to any items on the agenda.		
4.	Minutes of previous Board meeting		

<p>4.1.</p> <p>4.2.</p>	<p>The minutes of the previous meeting were approved by the Board and would be signed by the Chair at a later date <i>(See R1 of the Board reports)</i>.</p> <p>Matters arising from previous Board meeting</p> <p>The Board received a report on matters arising from the previous meeting <i>(see R1 of the Board reports)</i>.</p> <p>Decisions made without a meeting</p> <p>The Board received a report on decisions made without a meeting since their last meeting <i>(see R1 of the Board reports)</i>.</p> <p>The Board noted that this report contained a mistake.</p> <p>Within the report point 1.4 <i>'The results of the referendum were that students voted to support the strike action'</i> should read <i>'The results of the referendum were that students voted not to support the strike action'</i></p> <p>The report would be corrected before it was published online.</p>
<p>5.</p>	<p>Appointment of Vice Chair</p> <p>This item was deferred to the next Board meeting.</p> <p>The Chair asked for Trustees interested in the role to send expressions of interest to the Secretary before the next meeting.</p> <p>The Chair, Chief Executive and Secretary would then discuss the role in more detail with interested Trustees.</p> <p>ACTION: Trustees interested in the Vice Chair role to send expressions of interest to the Secretary.</p>
<p>6.</p>	<p>Coronavirus</p> <p><i>(The Head of Finance joined the meeting at this point)</i></p> <p>The Board received a report on coronavirus which had been circulated separately to the Board reports <i>(see additional report)</i>.</p> <p>The Chief Executive noted the hard work that University departments are doing to keep campus running for those students that are remaining for the duration of the pandemic.</p> <p>A Trustee noted the excellent work that The Student Union (SU) were doing in supporting students through the online coronavirus community group which had been positively received.</p> <p>QUESTION: A Trustee asked what plans The SU had in place for the next six months to support student and staff wellbeing during this difficult time.</p> <p>ANSWER: The Chief Executive explained that the University and The SU had seen a significant drop in those accessing advice & support services. This was likely due to students now being at home with access to their own family for support. These services would continue to operate remotely and students would be kept informed of this.</p>

	<p>The Chief Executive explained that staff were using Microsoft Teams to keep in touch with each other not just for work but also for social use. The wellbeing of staff was being prioritised with flexibility around working arrangements being encouraged. Managers were monitoring staff wellbeing and feeding back on any issues staff were having.</p> <p>QUESTION: A Trustee asked what will happen when accommodation contracts end for students.</p> <p>ANSWER: The Chair explained that government guidance was clear that Universities cannot evict any students who are living in University accommodation during the pandemic.</p> <p>The Head of Finance noted that due to recent actions taken by The SU such as cancelling the Summer Ball the worst case financial scenario contained within the report had been avoided. They noted their current concern was the financial impact the disruption was going to have on the University and how this would affect future block grants given to The SU.</p> <p>QUESTION: A Trustee asked how long could the reserves cover The SU for.</p> <p>ANSWER: A Trustee estimated that based on current predictions The SU could operate with a deficit budget of about £127,000 for two years provided there was no change to the block grant.</p> <p>QUESTION: A Trustee asked what the financial impact would be if Freshers' week did not go ahead.</p> <p>ANSWER: The Head of Finance explained that events like Freshers' week were not huge sources of commercial income. This was because they were run with the income going towards covering the cost of running the event. Provided that nothing was spent on them their financial impact on the budget was relatively low.</p> <p>QUESTION: A Trustee asked if The SU was looking at diversifying their income streams and suggested that were external grants available that they could access.</p> <p>ANSWER: The Chief Executive explained this was being looked at already as commercial income had already been projecting a steady downward decline due to changes in student drinking culture.</p> <p>QUESTION: The Chair asked if the Board would still be approving the budget.</p> <p>ANSWER: The Chief Executive explained that they were checking with University as they expected that they would want all budgets to be modified to factor in worst case scenario cost savings for the next academic year.</p>
<p>7.</p>	<p>Risk Register and Business Continuity Plan</p> <p>The Board received a report on the Risk Register and Business Continuity Plan (<i>see R2 of the Board reports</i>).</p> <p>The Chief Executive explained these documents to the Board and noted that these appeared to be working well in this live evolving situation.</p> <p>QUESTION: The Chair asked who would lead The SU in the terms of Business Continuity in the event that both the Chief Executive and Deputy Chief Executive were unreachable.</p> <p>ANSWER: The Secretary explained that the Risk Register and Business Continuity Plan were tools to support decision making during a time of disruption. They noted that guidance on how these tools should be used would be contained within the proposed Risk Management policy.</p>

	<p>The Board discussed and agreed that in the absence of this policy suitable arrangements should be informally agreed to see The SU through the rest of this pandemic.</p> <p>ACTION: Suitable arrangements to be informally agreed for how The SU senior management team make decisions for the rest of this pandemic.</p> <p>The Board approved the Business Continuity Plan subject to the following amendment;</p> <ul style="list-style-type: none"> identifying the staff involved in carrying out each process. <p>The Board approved the Risk Register subject to the following amendment;</p> <ul style="list-style-type: none"> a section on safeguarding being added. <p>ACTION: The Risk Register and Business Continuity Plan to be amended to include the amendments agreed by the Board.</p> <p><i>(The Head of Finance left the meeting at this point)</i></p> <p><i>(The Board stopped for a 5 minute break)</i></p>
<p>8.</p>	<p>SU Strategy</p> <p><i>(The Deputy Chief Executive joined the meeting at this point)</i></p> <p>The Board received a report on the SU strategy <i>(See R3 of the Board reports)</i>.</p> <p>QUESTION: A Trustee asked how The SU would measure and report on the impact that the key performance indicators <i>(KPIs)</i> were having.</p> <p>ANSWER: The Chief Executive and Deputy Chief Executive explained that the impact would be measured through student pulse survey and staff survey. These would be reported quarterly to the Board throughout the year.</p> <p>A Trustee noted that these KPIs will be useful in terms of applying for external grants to support work The SU are doing as they will be able to demonstrate impact.</p> <p>The Chief Executive noted that due to the pandemic:</p> <ul style="list-style-type: none"> project management training has been delayed till at least July; staff currently have more time to focus on projects; projects that have been approved will have to be reviewed to check financial implications. <p>The Board approved the SU Strategy subject to the following amendment:</p> <ul style="list-style-type: none"> re-adding the section about sharing student community stories. <p>ACTION: SU Strategy to be amended to re-add section about sharing student community stories.</p> <p><i>(The Deputy Chief Executive left the meeting at this point)</i></p>
<p>9.</p>	<p>Finance</p> <p>The Board received a report on SU management accounts and reserves <i>(see R4 of the Board reports)</i>.</p> <p>This item was discussed previously under agenda item 6 Coronavirus.</p>

<p>10.</p>	<p>Governance</p> <p>The Board received a report on Governance (<i>see R5 of the Board reports</i>).</p>
<p>11.</p>	<p>Student Member Disciplinary</p> <p>The Board received a report on Student Member disciplinary (<i>see R6 of the Board reports</i>).</p> <p>QUESTION: The Chair asked if the Board would receive a report on the Report and Support tool in the future.</p> <p>ANSWER: The Secretary explained that this was being actioned and that this would likely be a separate report to the Student Member Disciplinary report.</p>
<p>12.</p>	<p>Health & Safety</p> <p>The Board received a report on Health & Safety (<i>see R7 of the Board reports</i>).</p>
<p>13.</p>	<p>Officer Elections</p> <p>The Board received a report on Officer elections (<i>see R8 of the Board reports</i>).</p> <p>A Trustee noted and the Chair agreed that for future elections advice published on transferable vote needs to be clearer as there was some evident confusion around this.</p>
<p>14.</p>	<p>Chief Executive and Officer reports</p> <p>The Board received the CEO and Officer reports (<i>See R9 of the Board reports</i>).</p> <p>The Chief Executive and each Officer gave a verbal update on their recent actions as due to the pandemic some had not been able to submit their report on time to the Board.</p> <p>(Rob Clay left the meeting at this point)</p> <p>QUESTION: A Trustee asked the Officers if they felt they were receiving sufficient support from The SU at this time.</p> <p>ANSWER: The Officers reported that they felt adequately supported. They noted that:</p> <ul style="list-style-type: none"> • mentoring support was still being provided by the Deputy Chief Executive and Tamara Johnson with additional sessions being offered; • they could access further support through the University’s Student Services Wellbeing team; • they had access to a large network of Officers through National Union of Students (NUS); • they felt supported by their fellow Officers and the wider SU staff community. <p>QUESTION: A Trustee asked what support the Chief Executive had access to at this time.</p> <p>ANSWER: The Chief Executive reported that they felt supported by the wider SU staff community and the University senior management team who were checking in with them regularly.</p>
<p>15.</p>	<p>SU Area Reports</p> <p>The Board received area reports (<i>See R10 of the Board reports</i>).</p>

16.	Minutes of committee meetings The Board received the report on committee meetings (<i>See R11 of the Board reports</i>).
17.	Any other business No items had been previously identified for discussion under any other business.
18.	To confirm the date and time of future meetings The Board noted and confirmed the following meeting dates: <ul style="list-style-type: none"> Thursday 18th June 2020 at 9.30am
The meeting ended at 11.50pm.	
Item	Action
5	Trustees interested in the Vice Chair role to send expressions of interest to the Secretary.
7	Suitable arrangements to be informally agreed for how The SU senior management team make decisions for the rest of this pandemic.
7	The Risk Register and Business Continuity Plan to be amended to include the amendments agreed by the Board.
8	SU Strategy to be amended to re-add section about sharing student community stories.

PURPOSE

To update Board of Trustees on the response to, and impact of, the Coronavirus (*Covid-19*) pandemic.

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REPORT**1. UNIVERSITY UPDATE**

- 1.1. The University is continuing the emergency management response and The SU CEO continues to take part in the University's weekly meetings with a range of University departments. Restart activity is focusing on getting the University up and running again. A new University Student Experience Project Team has been set up to co-ordinate student-facing activity, and it is expected that this will play a key role in engaging student officers over the coming months.
- 1.2. Around 500 students remain on campus, largely because they are unable to return home due to national and international travel restrictions. The University has worked hard to ensure that these students are catered for, providing free food at the Lime Tree three times per day and including special provision for students observing Ramadan. The campus shop and bottom floor of the library remain open for everyone on campus, providing access to essential goods and IT equipment for study at an appropriate social distance.
- 1.3. The numbers of students remaining in private accommodation in the city is unknown, but Accommodation & Hospitality Services (*AHS*) latest estimates are that a few hundred international taught postgraduate (*PGT*) students remain in University accommodation or nomination agreement blocks in the city. After an initial increase for 'farewell' house parties, there have been relatively few complaints to the Student Community Partnership hotline. There has been some anti-student graffiti sprayed on a wall in the city centre which featured in the local press.
- 1.4. At the time of writing, there is still some debate within the University about what approach to take with regards to rents moving forward. Having cancelled rents for all students who are not using their accommodation, the University is unsure about what approach to take for those who are unable or unwilling to go home. In the rush to depart, over 1,500 students left some of their possessions in University accommodation and the University is working through plans for how this can be collected or returned to them.
- 1.5. The University has played a key role in the local response to the pandemic, with academics providing PPE, sanitiser and research services as part of the Covid-19 response. Accommodation has also been provided for key workers from the Royal United Hospital in Bath. Through the Third Sector Group (*3SG*) in Bath, students are volunteering and helping raise funds for local charities. *3SG*'s Covid response activity is being supported by a member of SU staff currently on furlough and volunteering full time with the charity group.
- 1.6. Attention is now turning to the safe re-opening of priority activities on campus, starting with research pilots in key areas. Wider student return at this stage is likely to be low-level, focused on research doctoral students, taught postgraduates with research projects, and high-value cohorts, including MBA students.

- 1.7. The next phase of re-opening campus is complex and will involve 3-4 weeks of work by estates and the IT teams, with phased building re-opening to flush systems, re-booting networks and ensuring that distancing can be achieved.
- 1.8. The University has launched a voluntary exit scheme in order to reduce an income deficit next year. This poses some risks for The SU:
 - We will potentially lose some of our most experienced people as the scheme is weighted more to those with long service. This means we could lose some knowledge at a key time. However, this will save our salaries budget IF we are able to replace them and keep the savings.
 - We may have difficulty convincing the University of the value of replacing any roles that are lost. This could drastically undermine our work if we are unable to replace people, though again this will help our budget.
- 1.9. First Bus are understood to be in some financial difficulty, and a reduced number of students able to use the buses in September could prove to be fatal for the company in Bath. This leaves students and the University in a precarious position – as without buses, more cars will come back to Bath and transport up and down the hill will become a major constraint on operations.

2. SU RESPONSE

- 2.1. We have been very successful at moving our work online. The Vice-Chancellor has commented that our response has been “excellent” and he is very thankful for the work that officers, staff and student leaders have been doing. However, there have also been some additional tensions in response to the pressing issues being raised by SU Officers on behalf of students.
- 2.2. Much of our work since the last update has been responding to the impact on students (*see below for more detail*), and attempting to resolve issues with the University. The University response has often been slower than we would have liked, usually following in the wake of decisions by other institutions. This has caused heightened friction with The SU at different points in time.
- 2.3. The Facebook ‘Corona Community’ continues to be an excellent engagement platform with almost 4,000 members enjoying content produced by The SU Sport and Activities Officers, as well as a range of student groups. We are now considering how we normalise this kind of content, with strong peer-to-peer interactions. We are providing more regular staff support and aim to bring together the Corona Community, Freshers’ and main SU pages over the medium-term.
- 2.4. Online Academic Reps and Diversity & Support groups are proving to be extremely successful at engaging a broader range of students in these areas of work, helping us channel key questions and issues back to senior University management.
- 2.5. Communicating with students has become increasingly important, and we have stepped up the level of work we do in this area. We are providing frequent updates at <https://www.thesubath.com/coronavirus/> and email open-rates have increased (*e.g. from a pre-Covid average of 26% to more than 40% open rate*).
- 2.6. We moved our awards season online this year, using different approaches so that we could test different ways of serving this content and learning what works best for different audiences. This included an ‘as live’ groups awards, where 170-220 students tuned in live at any one time during broadcast, with over 4,000 views and 1,920 engagements for the video. The Education Awards also had a live audience peak of over 200 students and staff and a total of 2,079 views. The Blues Awards also took place online, with a series of films and announcements sharing the news of the different awards being made. The introduction by the University’s Vice-Chancellor can be seen online here: <https://www.thesubath.com/sport/bluesawards/>.

2.7. In the absence of the Summer Ball, we are working with the University to mark the end of the year and say farewell to departing students through our PlanB online event. Allied to this, we are also supporting the University's efforts to improve the employability prospects of this year's leavers.

3. STUDENT IMPACT

- 3.1. The University acted quickly, as an emergency measure, to move teaching online. The quality of this provision is understandably variable and we have seen complaints from students about the impact this has had on them. SU research into the online learning environment has revealed that 31% of students are satisfied with the online learning they have received. This has been thanks to good communication within the Department, the provision of a good range of resources and responsiveness from staff. Conversely, 37% of students are dissatisfied, suggesting that application of good practice has been patchy across the University. Students in the School of Management, Computer Science, Pharmacy & Pharmacology, Economics and Physics are the least satisfied with the online provision.
- 3.2. Students with disabilities have welcomed the shift online, after many years of lobbying for this to happen. However, they have also found that the one-size-fits-all approach to provision does not address explicit needs and Disability Action Plans (*DAPs*) are not being met. The SU is supporting them in raising these issues with senior managers in the University.
- 3.3. Assessments have been adapted to run online and the exam period has been extended by two weeks to accommodate the necessary changes. Notification for the timetable was very late – the week before in some cases – and some students have found that their exams are condensed in a relatively short space of time, despite the expansion of the time available. The SU is currently highlighting the issue of technical difficulties within exams (*i.e. broadband dropping or timing issues*) and how these might contribute to Individual Mitigating Circumstance (*IMC*) appeals.
- 3.4. A key challenge for The SU Officers has been arguing for a no detriment policy to be established, in line with many other providers. This is a simple idea that no student's degree classification should go down because of the difficulties that might affect their final exam or assessment performance. The University was very slow in adopting this approach, but eventually agreed for all final year students, and adopted a similar approach for PGTs. All taught students also have blanket mitigation applied to their achievements.
- 3.5. In May the University's Doctoral College announced an automatic three-month extension of registration for all students who were in their final year of registration on 1 April 2020. This will give many students some much-needed additional time to complete their thesis. However, there are a number of ongoing concerns regarding the impact on postgraduate research and the likely return-to-work conditions for doctoral students that will need further support from The SU.
- 3.6. Many students have been hit by the loss of income from part-time work, whilst still having to pay rent, so financial concerns have heightened over the last ten weeks. Private sector landlords have argued that students are still receiving loan payments, despite students being unusable in many cases to use the properties they were renting. However, students count the cost of this debt and are unable to benefit from other grants or schemes.
- 3.7. National campaigns for tuition fee refunds have emerged, on the back of the inevitable decline in the quality of teaching and supervision due to the Covid-19 pandemic and earlier strikes. The SU officers are arguing that any refund should not be carried by individual institutions because of the long-term negative impact that will have. Instead they are lobbying for government intervention to support students and universities. This is being done in collaboration with a campaign launched by Manchester SU which fit the Officers views and included international students in their 'asks'.

- 3.8. One of the trends we are noticing is that students due to go on placement next academic year have been notified that the placement is no longer possible, or they are dropping out due to uncertainties and planning to stay in Bath next year. Placements are a key part of the Bath 'offer' and high volumes of switching could be problematic, depending on how recruitment goes this year. It also poses further burden on available space on campus, given our resources assume $\frac{3}{4}$ of 3rd year UGs are physically away from campus for a year.
- 3.9. We are currently working on plans for the next academic year, focusing on the experience for new starters and returners next year. We are anticipating a phased blend of activity, starting with virtual activity, some hybrid activity dictated by social distancing, finally emerging as the new normal as guidance allows.

4. STAFF IMPACT

- 4.1. We are making use of the Coronavirus Job Retention Scheme, with 24 members of career staff (*out of 53*) currently on furlough. The University policy is to top-up salaries to 100% which has made the scheme more appealing to staff. We are keeping in regular contact with the team on furlough, and are encouraging them to carry out development and other enrichment opportunities. However, we know many of them are keen to return to work.
- 4.2. Based on a workflow planning exercise with managers, we have brought back four key staff over the last few weeks to help with business recovery work, handover and planning for the next academic year. One additional member of staff entered furlough following the conclusion of the Bath Award, and we will be extending furlough for staff who are not able to work for as long as is possible under the scheme (*currently to the end of July until the funding arrangements within the University become clearer*).
- 4.3. After some difficult negotiations with the University, we have been able to furlough 70% of students on casual contracts in The SU (*out of a total 227*). Use of the scheme for casual workers in the higher education sector has been patchy, with some universities and/or SUs furloughing 100% and others not furloughing any, and with some paying 80% and others 100%.
- 4.4. We are keeping in regular contact with all members of core staff, and have been running a number of social activities online. We recognise that the working situation is tough – particularly for those living on their own and those with small children. We continue to signpost good work-life balance, are being flexible around work requirements and signposting the Employee Assist Programme.
- 4.5. We have stepped ahead of the University in terms of allowing staff to collect equipment to improve their temporary workplace settings. General morale appears to be good, though clearly staff are hungry for information about what we will be able to do in the future.
- 4.6. In discussion, staff are keen for us to retain options for working from home, and to make adjustments to ensure that we can still do meetings online. Also, the initial reduction in meetings and focus on delivery was welcomed. We expect The SU's return to campus to be based on a hybrid model, with continued homeworking, separate teams on separate work shifts, and other separation measures. We will also need to consider the impact of University plans for the use of rooms in and around the student centre, or whether we might make use of some of these facilities as an interim measure.

5. FINANCIAL IMPACT

- 5.1. The SU was on schedule to achieve its budget until the Covid-19 pandemic hit the UK in March 2020. We have worked hard to minimise losses since then (*including cancelling events early to avoid costs, halting purchases of equipment and services, and making extensive use of furlough for 45% of core staffing roles*).

- 5.2. We are currently forecasting a deficit of roughly £60k for 2019/20 due to the impact of Covid-19. This is primarily due to the loss of the budgeted commercial income (*from bars, advertising and events*) and unavoidable operational costs (*such as wages and transport*).
- 5.3. It has not been possible to create a more accurate forecast at this stage because of several unknown factors. This includes the impact of the furlough scheme, as the University's HR and Finance teams have yet to share the calculations with us. Whilst there will be a positive shift from permanent staff and non-commercial roles, the topping up of wages in commercial areas will have a negative impact.
- 5.4. Further to this, our insurers (*Zurich*) have since confirmed that they will now consider claims under the Prevention of Access extension subject to the usual policy terms and conditions. The extension has a one-month indemnity period in place (*length of time cover will operate*) and a maximum limit of £50,000. We are pursuing this option.
- 5.5. As part of our budget planning for next year, The SU has not been asked to make any savings. Our break-even budget has been submitted to the University in the knowledge that there will be an inevitable impact due to loss of income from bars, membership, advertising and events. As a worst-case scenario, this could be as high as £169k. However, any commercial income we can make, together with a £30k saving from reducing the size of The SU vehicle fleet, will help mitigate against some of this loss. We have asked the University to consider whether it might underpin some of the commercial and membership losses we will inevitably face next year.

6. PLANNING FOR THE FUTURE

- 6.1. We are as yet uncertain about the most likely scenario for the new academic year. We are focusing our efforts on three distinct areas:
- Virtual activity – everything online only
 - Partial activity - dictated by social distancing (*some bars, some group activity within student 'households'*)
 - Freshers' week delayed – larger with all years participating, across multiple venues in partnership with others within the city
- 6.2. To deliver our work in this area, we have developed a Welcome 2020 project in order to make sure we are planning and connecting activity, both across The SU but also in collaboration with University departments and others in the city (*see Appendix 1*). Having had to pause a number of the planned strategy projects, this work incorporates key elements of this work to help accelerate the delivery of the mission to re-invent the students' union for the 21st Century.

ACTIONS FOR THE BOARD

7. The Board is asked to note the report and make any recommendations for action.

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APPENDIX 1: SU WELCOME 2020 PROJECT BRIEF

REPORT

1. BACKGROUND

1.1. Project Board:

- Client: Francesco Masala (Eve Alcock)
- Sponsor: Andrew McLaughlin
- Project manager: Helen Webb/ Sooz Snook

1.2. Project team (workstream leads in **bold**):

- Eve Alcock, Ruqia Osman, Alisha Lobo/, Tom Sawko, Jiani Zhou/ Fritz Ho
- Mandy Wilson-Garner, **Amy Young**, Sam Cook, Hannah Batey, Suzanne Snook, **Polly Hawker**, **Helen McHenry**, **Anna Boneham**, **Charlie Slack**

2. CURRENT SITUATION

2.1. The Covid-19 pandemic means that we need to accelerate our work to re-invent the student welcome. The pandemic means that we need to develop an offer that works across three distinct phases of recovery: virtual, socially-distanced on campus and a major celebration once we get to new normal. We need to maximise commercial income opportunities in order to offset the financial impact of Covid-19 in 2020/21. We also need to pay close attention to different cohorts of students, including continuing students, and minority groups who may have particular needs or challenges at this time.

3. CAMPAIGN/PROJECT THREE MAIN OBJECTIVES

3.1. This project three main objectives are:

- To maximise opportunities for students to do things as part of a community
- To maximise opportunities for students to shape their communities
- To maximise commercial contribution through new/modified offers

3.2. Secondary objectives are:

- To demonstrate shift in creative thinking in how we approach welcome/induction
- To work through the project management framework to join up and focus our activity
- To build the sense of cause, working in a 'how can we together...' mindset.

4. SU STRATEGY

4.1. This project covers the work that we intended to deliver through the CONTENT-SHIFT part of our strategy; the part that was focused on the impact of our annual programme of activity. The aim of this work is to focus our activity, work in a joined-up way across The SU, and ensure that we are delivering measurable benefits to students.

4.2. Through this work we need to focus on the belief that students can and want to shape the communities they are part of for the better. Working through our student leaders and elected representatives - we are focusing on creating opportunities for students to come together and inspire them to make change and shape the world around them.

5. INPUTS - BUDGET AND RESOURCES

5.1. As our priority activity, we are able to focus significant levels of human resource onto this activity.

Also:

- FWEMS, captains and student leaders
- Existing departmental budgets (HMc to capture and record spend from BHs?)
- Additional university funding where it can be applied to specific activity?

6. WORKSTREAMS /OUTPUTS

6.1.

What we do	Who we reach
<p>Re-imagine the student group offer. Covering all groups together, how much does it cost to join? Which groups transfer best online/socially-distanced? What is the message to student leaders?</p>	<p>Lead: Polly Hawker. Team: Tom, Francesco/Rob, Alisha/Freya, Naomi, Anna, Helen Mc, Helen W Mandy, Sam, Josie, Sooz, Ben. (others as return from furlough - Matt Price)</p> <p>Target: Student leaders</p>
<p>(After the above...) Engage student leaders in planning way to deliver virtual and socially-distanced activities -> delivery of these activities. Keep in line with the three phases of recovery, share good practice.</p>	<p>Lead: Anna Boneham Team: Tom, Francesco/Rob, Alisha/Freya, Helen W/Hannah, Polly, Ben, Sam (furlough returns - Lucy/Josh).</p> <p>Target: Student leaders</p>
<p>Engaging students in shaping the world around them (academic reps and hall reps). Can we ease up on elections where not required this year? How can we get students affecting change? What online platforms can we use? How can we streamline? More data?</p>	<p>Lead: Charlie Slack. Team: Ruqia/Annie, Eve/Francesco, Sooz, Chloe, Amy, Ben (Tim & Ryan on return from furlough)</p> <p>Target: All student segments</p>
<p>Communications & events. How can we best deliver recruitment opportunities and activities for student groups? How can we inform and inspire around affecting change?</p>	<p>Lead: Helen Webb Team: Hannah, Tom, Rob. FWEMs (Matt Price – on return from furlough)</p> <p>Target: All student segments</p>
<p>Commercial. What are the commercial opportunities we can exploit? Can retail/delivery work? What products might we commission? How can we engage commercial partners in new advertising/sponsorship? What might a virtual fair/Totum product offer?</p>	<p>Lead: Helen McHenry (Mike Dalton on return from furlough). Team: Francesco Helen, Molly (Sally & Mark on return from furlough)</p> <p>Target: Students all years</p>
<p>Build insight into the development and measurement of the project. What will students respond to? How successful have we been?</p>	<p>Lead: Amy Young Team: Charlie, Andrew, Mandy, Eve/Francesco</p> <p>Target: Project team</p>
<p>Welcome back. How are we supporting returning students in these strange times? How can we work with the city to welcome them? How can we mitigate</p>	<p>Lead: Mandy Wilson-Garner Team: Kalyn (SCP), Alisha, Andrew, Anna, Sooz (Josh, Mike)</p>

the risk of alienating permanent residents? Who can we link in with?	Target: Returning students, Bath community networks.
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7. SPECIFIC SHORT, MEDIUM AND LONG-TERM OUTCOMES

GROWING COMMUNITY	Students DO things as part of a community	Overall % of students who are taking part in SU groups or community activities (measured through online and physical participation monitoring).
	Students FEEL part of something	Average % of student pulse survey questions: <ul style="list-style-type: none"> • I feel that my contribution to The SU matters • I feel a sense of belonging • I feel part of a community
INSPIRING CHANGE	Students DO things that shape their communities**	Overall % of students who are taking part in SU activities where they are shaping the community around them (measured through online and physical participation monitoring).
	Students KNOW how to make change	Average % of student pulse survey questions: <ul style="list-style-type: none"> • I know how to influence the decisions and actions of The SU • I know how to contribute more to the community I am part of • I know how students are making the community better
	Students FEEL they can make change	Average % of student pulse survey questions: <ul style="list-style-type: none"> • I can influence the decisions and actions of The SU • By contributing to my community I'm also gaining from it • Everyone can make a contribution to the community

** see strategy paper for current list.

8. ASSUMPTIONS

- 8.1. Grant awarded by the University is what we requested.
- 8.2. University support for this activity, including waiving hire charges.
- 8.3. Support from external partners keen to see the return of student customers/volunteers/workers in the city.

9. EXTERNAL FACTORS

- 9.1. A further spike in infections, including more incidents on campus, would have a major impact on what we are able to do.
- 9.2. Students failing to observe social distancing could have a negative impact on what we are able to offer.

PURPOSE

To provide a final update on progress made in delivering the 2017-20 strategy and indicate how we are delivering any remaining elements.

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Page 1-6: Report
 Page 7: Actions for the Board
 Page 8-12: Appendix 1 - University of Bath Students' Union Strategic plan 2017-2020

REPORT

1. BACKGROUND

- 1.1. Work on delivering the 2017-20 strategy had already begun in 2016 but was paused whilst the current CEO was recruited. Student input gathered as part of this initial process was considered alongside additional feedback from students, staff and stakeholders once the process was re-started. This led to what became a hybrid top-level plan of activity, rather than a strategic plan with measurable outputs.
- 1.2. The key underlying focus of this strategy has been about developing the overall capability of The SU through changes to culture and practice. As shown by the way that the new strategy was developed, we are some way towards achieving that. However, some of the challenges apparent in the delivery of the 2017-20 strategy will require ongoing Board attention. Specifically, a much clearer focus on the strategy, its delivery and monitoring performance indicators.

2. KEY PERFORMANCE INDICATORS (KPIs)

- 2.1. The 2017-20 strategy focused on a suite of five KPIs – a more focused outcomes-oriented range than The SU had previously worked towards. Three of these KPIs focused on students, two on staff. Data for the student KPIs was based on interactions on The SU website and physical event attendance monitoring (*all captured in the MSL database*). The monthly student life pulse survey gathered feedback on student satisfaction and opinion. Data for staff engagement and satisfaction was collected through the biennial staff survey.

KPI	Measures
Students participation	% of students who are participating in SU activities (MSL database)
Student satisfaction	Proportion of students who selected 'satisfied' or 'very satisfied' in response to 'Overall, how satisfied or dissatisfied are you with your SU?' (Student Life Pulse)
Student impact	Students' responses to 'I am getting the most out of my time at university'. (Student Life Pulse)
Staff satisfaction	Average of SU staff survey responses: Q1-4 High motivation at work Q5-7 Satisfaction with support from manager Q1-11 Satisfaction with current role and level of responsibility Q7-2 Satisfaction with current level of learning & development
Staff engagement	Average of SU staff survey responses: Q1-5 Work gives a sense of personal achievement Q1 -2 Clear understanding about expected standards of performance

	Q6-6 Undertaken training, learning or development Q8-5 Good co-operation between different departments
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2.2. KPI data has been presented to the Board of Trustees at intervals throughout the duration of the strategy, alongside descriptions of key progress being made in the delivery of the strategic objectives. The table below shows KPI progress over the full duration of the strategy, including baseline data from 2016/17 where this is available.

KPIs	2016/17 (baseline)	2017/18	2018/19	2019/20
Student participation	64%	70%	66%	64%*
Student satisfaction	-	63%	62%	54%**
Student impact	-	66%	65%	64%**
Staff satisfaction	80%	-	85%	-
Staff engagement	70%	-	84%	-

* March 2020 figures

** Final report due in July 2020

2.3. **Student participation** in The SU peaked in 2017/18, primarily in relation to the resignation of the Vice-Chancellor, engaging students who do not usually get involved in The SU. We have seen some shifts in participation amongst key cohorts (*see postgraduate strategic objective below*) but other groups have seen little noticeable change in this time.

2.4. **Student satisfaction** with The SU is typically higher at the start of the academic year, declining over winter months. Although we have yet to receive the final data set, 2019/20 showed a stark decline in overall student satisfaction with The SU in the first two reports. Further exploration will be required once the year-end results are available – but the lowest dip occurred in December 2019, suggesting that strike action in the University may have had an impact on satisfaction with The SU too.

2.5. **Student impact**, the measure of whether students feel as though they are getting the most out of their time at university, was tied to the strategic mission of The SU. The lack of change to this score over the last three years suggests that the strategic objectives and operational activity have not contributed to achieving this mission. This reflects a likely disconnection inherent in the development of the strategy and annual planning.

2.6. **Staff satisfaction** has increased, partly to do with the work that we have done to re-grade and re-profile roles within The SU. Work on ‘cause’ and other improvements to general staffing (*such as the creation of a staff room*) has also helped.

2.7. **Staff engagement** has shown a major increase over the course of the strategy. Outside the developments described in the strategic objectives below, the cultural focus on working together across The SU and breaking down silos of activity has made a major difference. The introduction of personal development plans, supported with training opportunities, has made a major difference to staff feeling able to progress within their role.

3. STRATEGIC OBJECTIVES

3.1. The key deliverables for the strategy were highlighted as ‘strategic objectives’ reflecting student, staff and stakeholder feedback. The table below summarises activity that has been delivered between 2017-20. The Red/Amber/Green (RAG) status reflects the level of completion – with green indicating full completion, amber partial completion and red incomplete.

Embedding our cause in all we do:	RAG
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We worked through a process to co-create the articulation of our cause. This is now agreed and embedded as part of our strategy for 2020-23. Student and staff workshops have been excellent engagement platforms and established positive ways of working. The language of cause has also been incredibly powerful tool, unifying our approach in different areas.

GREEN

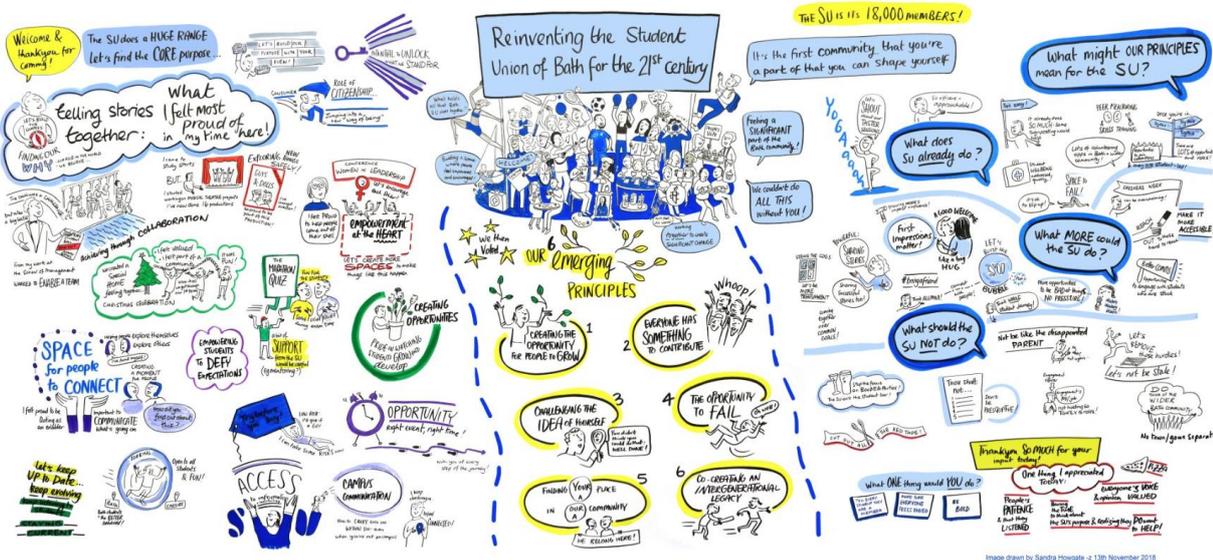


Figure 1 Co-creation workshop output (Nov. 2018)

Deliver fewer bigger better initiatives:

The term 'fewer bigger better' has had an important cultural impact, communicating the need to focus on doing fewer things that have a bigger impact. Major changes include the re-branding exercise, which put much tighter controls over our use of sub-brands, stopping multiple social media accounts, integrating student leader training, and halting campaigns where we could not demonstrate meaningful impact. The restructure of the development team has helped us better resource core aspects of work. The new strategy and project management framework are key tools that will help embed greater focus in our work going forward.

GREEN

Build the skills and capability of our people:

The 5 percentage point increase in staff satisfaction and 14 percentage point increase in staff engagement reflect positive cultural changes within the staff team. We have created a new staff room and rolled out a personal development plan template for all staff. Re-grades of a number of roles throughout The SU have helped ensure that staff are paid more appropriately for the work they do. The 2019 restructure has helped better resource core functions, building capacity in those areas. Managers are meeting frequently to share challenges and practices and some have picked up objectives to develop their leadership capacity, but we are yet to develop specific development or succession planning. There is still some work to complete the employer branding and employee journey work. We are working with the University's HR function to complete this by September 2020.

AMBER

Improve our financial processes:

We have upgraded both the server and the finance package we use to improve the efficiency of our systems. In 2019 we launched a new app to improve the payments system for student groups, and created a new chart of accounts to improve transparency. Further work is required to complete this process and improve the reporting function, removing manual processes as part of this. In 2019 we restructured the team to provide better office cover. This has been only partly successful as the change has not removed the single point of failure or freed the capacity of the Head of Finance in the way that we hoped. Work is yet to begin on reviewing and improving finance policies and procedures and the Governance & Executive Support Manager will be supporting this work over the summer. A key shift following the Covid-19 lockdown will be

AMBER

<p>making sure that all processes can be done easily online. The financial environment has proved to be tougher than anticipated, and work to develop budget holders and diversify income has become even more pressing. This work is being delivered through the departmental plan, and will be completed by December 2020.</p>	
<p>Improve our communications:</p>	
<p>The 2016 rebrand provided us with a clear and more flexible visual identity and the concurrent web re-design project added much-needed structure and improved usability. Now we are four years into the rebrand we have a clear understanding of what worked well and what has been lost along the way. Marketing guidelines for student groups will be more flexible to ensure groups can be creative and individual whilst still maintaining The SU brand. Templates will be created using freely available online tools.</p> <p>The Web Developer & Digital Technology Lead is now making steady progress at improving the overall usability of the website; news and event functionality is being improved for the start of 2020/21, which will help student groups and staff as this platform becomes more central to our communications. New templates are also being created to improve the landing pages for our SU groups, this should give the user a better experience when trying to navigate through the website. We have rationalised the number of social media channels that we operate, though a further reduction is needed so we can invest in those with better cut through for key audiences. Following an audit, some accounts will be closed or merged and new ones created ready for the start of the new academic year. Social media guidelines will be created for every platform and full training given to staff using them.</p> <p>We have had limited success in instituting an organisation-wide calendar, but the shift to programming and tighter control on campaigns will help manage the flow of last-minute content demands. As we have improved content, e-marketing to segmented audiences has helped improve open-rates as part of the project to test this area of work.</p> <p>The content champions approach to upskilling content contributors was partly successful, but we have stepped back from this as the impact was limited. Marketing will take back control for some of the main channels to ensure brand consistency and use a mentoring type approach for training key members of staff. Our next step is developing the quality and impact of our content, particularly around video, and moving towards a comms-led, rather than marketing-led, approach. This is being picked up as part of the content shift in our new strategy.</p>	<p>GREEN</p>
<p>Increase our knowledge:</p>	
<p>The monthly Student Life Pulse has provided a rich source of data for The SU. The three reports throughout the year provide a clearer picture of how the student experience shifts throughout the course of the year. However, the delay in receiving reports from the supplier has reduced the timeliness of this. By overlaying participation and survey data, we have provided some rich insights into revealed student behaviour. Whilst this is a sector-leading approach, we have struggled with the capability to turn this into actionable insights. Part of the challenge has been recognising how we make use of segmented data beyond the marketing team. Through the 2019 restructure we have increased capacity for collecting rich qualitative and quantitative data, and are experimenting with new forms of participative feedback, such as SUMmit. We are bringing the pulse survey in-house to improve timeliness and relevance, and are recruiting student staff to aid with the analysis and collection of performance data. We will continue to review opportunities for how we might better use segmented data, but for now we will mainly use this for marketing purposes.</p>	<p>GREEN</p>
<p>Improve development, recognition and reward for student leaders:</p>	
<p>We secured funding for the new Skills & Development Co-ordinator. We have also received external funding for the development of online training modules (<i>project due to complete by the</i></p>	<p>GREEN</p>

end of 2021). One on-line module is completed already (*health & safety*) with work started on another two. The furlough scheme meant that this work was put on hold. Work is under way to bring together disparate student training activities within The SU to form a more consolidated approach to development and recognition. Further work in this area is being delivered as part of our core operation.

Support the independent student voice:

We secured funding for the Student Voice Coordinator role. This role oversees a range of independent student voice functions, including the Politics & Activism group that was formed in 2017. This role will also provide much-needed support for campaigns and development of the liberation groups. This helped us work round (*our own*) restrictions around creating student societies – and means we can now maintain support for student political groups. This has been particularly key to engagement activities around the general and local elections.

Allowing student groups, such as Amnesty and People & Planet, to lead activities with senior management at CSSU has been key to achieving notable successes over the last three years, including refugee scholarships and campaigns to divestment funding from fossil fuel companies. We have also supported independent student voice activities, such as the People’s Vote march, and other activities where students derive benefit from leading campaigns of their own.



GREEN

Improve and extend peer-to-peer support

Our peer assisted learning (*PAL*) and peer mentoring has gone from strength to strength during this period. We have added additional resource through the 2019 restructure, and secured Widening Participation funding to increase the size of the team. In total, 1009 peer mentors and 93 PAL Leaders volunteered in 2019-20, up from 854 peer mentors and 71 PAL Leaders in 2016-17.

We now offer peer-to-peer support for taught postgraduate, doctoral and placement students in three Faculties, mentoring for new Lloyds Scholars and a PAL scheme for language learners in partnership with the Skills Centre. In 2019, we piloted an exercise peer mentoring scheme in partnership with Student Services, where all 16 students completing the pilot demonstrated significant improvement in their mental health as a result of the scheme.

GREEN

Enhance the postgraduate student experience

The role of the postgraduate officer was created for the start of 2016/17. Since then, the post has been responsible for leading work to represent postgraduate student interest and lead engagement within The SU. Participation data for postgraduate students shows that there has been good progress in engaging more taught postgraduate students even as their overall numbers have increased, but there has been no perceptible change amongst doctoral students.

AMBER

	2016/17	2017/18	2018/19	2019/20*
PGT engagement	24%	34%	34%	30%
Total PGT	4,279	4,220	4,367	5,359
Doctoral	27%	32%	28%	29%
Total Doctoral	2,061	2,114	2,114	2,044

*Closed March 2020 due to Covid-19 lockdown

The University created the Doctoral College in 2017 and this has often strayed into areas where The SU might traditionally play a stronger role, such as social activity and peer-support. This is an area worth particular attention during the development of the Service Level Agreement. Work on enhancing the postgraduate student experience is embedded within the student voice area and will be a core part of the team’s annual operating plan.

4. SUMMARY OF THE ISSUES

- 4.1. Outside of commercial areas and the leadership team, there is currently not a strong focus on performance of or within The SU. As we head into the new strategy, we are able to integrate KPIs more clearly into the responsibility of managers throughout the staff team. This will be an important culture shift moving forwards, and should encourage greater use of data in adapting team activity over the next 12 months. Access to more data from the University that will enable more equalities and diversity analysis, in a way we can easily embed within our reporting structures.
- 4.2. The strategic objectives in the 2017-20 strategy have been difficult to track, mainly because of the hybrid approach and the approach of listing ‘activity’ rather than specifying outcomes. We are now in a better place to be able to implement a more measured approach, but will need the Board to pull for more regular updates so we can implement broader cultural shifts in this area.
- 4.3. Whilst there has been a noticeable step-change in representing doctoral student interest, The SU is struggling to make headway with doctoral students’ participation in other areas. There have been some good small-scale initiatives, but the presence of the Doctoral College makes for a confusing and challenging operating environment. The SU cannot begin to match the budget or staff resource of the Doctoral College. Neither staff nor ‘typical’ student, doctoral students are a community that requires specific support and representation. The SU ‘brand’ carries a lot of UG baggage, including issues of ‘space’ that doctoral students find difficult to identify with. Given budget constraints, this could be time to consider a more radical approach in this area.

ACTIONS FOR BOARD OF TRUSTEES

5. Board of Trustees is asked to:

Recommendation 1: discuss the paper and make recommendations for learnings to adopt as part of the next strategic plan.

Recommendation 2: identify any specific areas of concern or action where future reporting would be helpful.

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APPENDIX 1: University of Bath Students' Union Strategic plan 2017-2020

University of Bath Students' Union Strategic plan 2017-2020

Our cause

We believe that an independent student voice and an experience led by students delivers the biggest benefits for students and society.

We achieve this by:

- Being student led
- Empowering students
- Including all students
- Supporting students
- Having fun

Our mission is to help students get the most out of their student experience at Bath.

Where are we now? Where do we want to be in 2020?

The University of Bath Students' Union is one of the UK's top students unions, ranked highly by students in the National Student Survey and one of only four unions across the country to achieve the Gold Award in the Student Union Evaluation Initiative.

Within the University context we provide a unique perspective that is:

- Student led
- Holistic in its view of the student experience
- Independent of the University
- Democratic
- At the interface with students
- Open to working in partnership

We've spoken to a wide range of people about the Students' Union over the last 12 months. They recognise the high esteem that the Students' Union is held in, and the contribution it makes to the student experience at Bath. There is support and enthusiasm for the broad range of activities we offer, but also recommendations for some areas for development.

Feedback has consistently told us that whilst we should continue with the direction of travel of the 2013-16 Big Plan, we should aim to consolidate our current activity. Students have also told us that they want their SU to be seen to be actively involved in campaigning for change and be seen as separate to, and different from, the University.

Looking ahead, our work also needs to be considered alongside the new University strategy. This is focusing on:

- Extending the University's research power
- Affirming international partnerships
- Becoming an international leader in graduate education
- Enriching the student experience
- Expanding capacity and capability through new infrastructure, facilities and technologies

By 2020 we want to have built on our position of strength to deliver our cause with greater impact. Our mission is helping students get the most out of their time at Bath; our destination is to have helped every student do that. This means developing our understanding of what we are here to do, planning and prioritising our work, and ensuring that we are delivering to the best of our abilities.

Organisational Key Performance Indicators (KPIs)

We are moving towards a simpler set of organisational KPIs linked to our cause and the outcomes we achieve. Year one will be about creating a baseline we can work from. The work in our enabling programmes will help us better understand student motivations, engagement and participation. As we learn more, we will be able to finesse the way we measure delivery of our cause.

THINK	FEEL	DO
“I am satisfied with...”	“I am getting the most out of my time at Bath.”	Engagement level
Surveys: UG: NSS & UKES, PTES, PRES	Surveys: UG: UKES, PTES, PRES	Participation data

Data will be analysed so that we can test the inclusivity of what we do. Different teams will collect evaluation data as a way of measuring impact through individual events and activities. This will reflect the distinctive nature of each area of work, but will connect to organisational KPIs. We will also increase the volume of individual case studies and narratives.

Our strategy for 2017-20

There are three areas to our strategy.

- A. All of our work needs to reflect key strategic shifts:
 - Embed our **cause** in all we do.
 - Focus on delivering **fewer bigger better** initiatives.
- B. We need to develop our skills and capacity in four enabling programmes of work:
 - Build the skills and capability of our **people**
 - Improve our **financial processes**
 - Improve our **communications**
 - Increase our **knowledge**
- C. Students want us to develop our offer by:
 - Improve development, recognition and reward for **student leaders**
 - Support the independent **student voice**
 - Improve and extending **peer-to-peer support**
 - Enhancing the **postgraduate student experience**

Strategic objectives

1. Apply the core strategy to all our work

- Teams will be tasked to demonstrate how they are planning to achieve the following objectives.
- Embed our **cause** in all we do. This means talking openly about why we are here and what we are here to do, constantly reminding people about our cause.
 - Deliver **Fewer bigger better** initiatives. We need to be constantly looking for opportunities to remove duplication of effort, join activities together and prioritise ruthlessly to achieve greater impact in what we do.

2. Build the skills and capability of our people:

Our people enabling programme is about ensuring that our people are able to perform at their highest level through being empowered in their roles, are engaged fully in our cause and enjoy their work. Our work here links closely with the new University Workforce Strategy.

- Every member of staff to have a personal development plan linked to the strategy and their personal objectives, ensuring provision of development opportunities over the course of the plan.
- As part of this, develop the management skills, knowledge and confidence within the Students' Union through a tailored leadership development programme, with a clear succession plan for all leadership roles.
- Develop the SU's distinctive 'employer brand' (*i.e. how we're distinct from the university and others*) by linking employment to our cause, values and behaviour. This will be manifested through our recruitment, induction, development and recognition processes. Include student staff as part of this approach
- Improve facilities for staff so they have space to work and places to rest.
- Ensure that all SU staff are paid fairly in comparison with matched University roles.
- Ensure we have the right structures, capacity and roles to deliver our strategy.
- Continue to improve the way we meet and communicate with each other in the Students' Union, blurring distinctions between teams to help break down false barriers.

3. Improve our financial processes

Our finance and process enabling programme aims to improve the transparency of our finances, increase accountability amongst budget holders and officers, and strengthen our planning and processes. We will improve our efficiency and begin diversifying our income streams – helping fund our strategic plan and deliver our core charitable purpose.

- Move to a three-year financial planning cycle so the University grant is matched directly against the delivery of our core work and that budget holder submissions are based on clear long-term delivery plans. We will ensure we have the funds to deliver our core work, and our reserves are managed at an appropriate level.
- Review processes and procedures seeking efficiencies in time and funding, including procurement. Review options and move our financial systems online wherever possible, to achieve greater transparency and accountability amongst budget holders.
- Improve the clarity of SU finances through a clear Management Team process and tracking of:
 - Reporting and managing over- and under-spend within the SU
 - Requests and approvals of additional spend
 - External bids for money, from University or sponsors or elsewhere.
- Grow the skills, knowledge and confidence of budget holders (*student and staff*) so they can take greater accountability of the finances they manage in the SU, supported by the tools and training they need to perform their work.
- Begin increasing income from external sources, including sponsorship, partnership funding and new commercial activity, as a way of diversifying our income.

4. Improve our communications

Through our communications enabling programme we will overhaul our communications to deliver a high impact suite of tools for engaging audiences and delivering our core objectives. Our communications will provide students with everything they need to get the most out of their time at Bath.

- Review SU branding, developing a new visual identity, brand language and brand architecture that covers all of our work – with tools and templates that can be used by all SU teams and student groups.
- Develop an organisation-wide calendar to help the Management Team in planning and prioritising activity throughout the year
- Develop our communications approach so we are clear about what we'll communicate when, and how we'll do it on the different channels available to us.
- Review current performance and develop a new website that is focused on the user experience and based on our new student segmentation model.
- Increase the volume and quality of content, including our bank of video and images, in support of our strategic objectives.
- Develop the content production and publishing skills of SU staff, student media, student groups and others.

5. Increase our knowledge

To be successful in helping students get the most out of their time at Bath, we have to develop our understanding of them so we can tailor our activities, respond effectively to their needs and represent the student voice in the University and elsewhere. We will develop and make use of a suite of knowledge tools and models that inform our work – and help us measure the outcomes of the work we do.

- Develop SU knowledge so we can better understand the motivations of students in coming to Bath, understand and pre-empt trends, and get a stronger sense of their views, opinions and experiences. We can use this work to prove the validity of our cause, gaining valuable insight that will influence all we do.
- Create a suite of tools to influence our work:
 - segmentation model, based on student motivations
 - student journey model, based on how need changes throughout the student experience
 - engagement strategy, so we can be clear about how we move students from a transactional to an emotional connection with our cause
- Develop a robust suite of outcomes measures linked to the delivery of our cause, capturing actual attendance/participation data that can be utilised in communications activity and elsewhere.

6. Improve development, recognition and reward for student leaders

Ensure our leaders are trained and developed; feel valued; and receive appropriate reward and recognition.

- Develop a cross-SU culture where Student Leaders are supported, recognised and accredited from the time they come into role to their handover to other students.
- Work as part of the Skills Audit project to further develop Student Leader training to ensure students are equipped to hold a committee position, be a representative or have a supporting role within the SU and across the University.
- Further develop the Student Leader's hub as a central resource to enable Student Leaders easy access to key information such as training, updated role profiles and resources relevant to their roles.
- Build a community of Student Leaders where they actively share information with each other and with the Students' Union and be able to directly influence SU policy.

7. Support the independent student voice

Ensure that the appropriate structure, support and advice is offered in order to help students to lead on changes in their student experience.

- Develop a community of change makers by training and supporting students to be confident in creating change for themselves.
- Create, launch and win on campaigns by developing core campaigns, grassroots initiatives and political activity which seeks to improve the lives of our members and wider society.
- Enhancing the SU democratic processes, ensuring the SU is shaped by the members through interactive forums
- Creating a platform in which elected representatives offer transparent and timely updates to students on how their SU is working for the benefit of all of our members.

8. Improve and extend peer-to-peer support

Ensure that the provision of appropriate peer support is extended across further, key areas of the student experience.

- Build on the success of undergraduate mentoring schemes and develop schemes for postgraduate students so that all new students are offered support by their peers during their first year at University.
- Build active learning communities through the expansion and further development of Peer Assisted Learning (*PAL*) schemes where students are given the opportunity to collaboratively work with other students.
- Build a strong sense of community, belonging and tradition in University Halls by further developing the Hall Rep system, and by enabling senior students (*former hall reps and Freshers' week Captains*) to mentor hall reps through, and beyond the induction period.
- Further support and develop our student support groups to enable them to lead and run activities across the SU and the University to help promote and support student health and wellbeing.

9. Enhance the postgraduate student experience

Ensure increased access to opportunities for engagement and, as a consequence, levels of postgraduate student satisfaction.

- Improve the quality and timeliness of postgraduate students' induction – to ensure that a comprehensive, year round, rolling induction programme is available to all new postgraduate students.
- Address the perceived sense of isolation amongst PGR students.
- Provide enhanced support for PGs who teach – focusing on the needs of those PGR students who undertake teaching as part of their PG study at the University.
- Demonstrate the relevance and value of the SU to the PG student experience.

Finances

The Students' Union is not yet in a position to outline our financial projection over the next three years. Our funding remains tied to University block grant funding to fund permanent roles and support our core work. We have allocated more than £130k from SU reserves to fund the delivery of this strategy.

Strategic risks

The Students Union maintains a strategic risk register which highlights threats and weaknesses in being able to deliver our objectives.

PURPOSE

To provide the Board with an update on the financial position of The SU.

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Page1:	Report
Page 1:	Actions for the Board
Page 2:	Appendix 1: Management Accounts
Page 3:	Appendix 2: Reserves
Page 4:	Appendix 3: SU Budget 2019/20
Page 5:	Appendix 4: SU Budget 2020/21

REPORT**1. Management Accounts**

- 1.1. Appendix 1 shows the management accounts for period ending 30 April 2020. They show a deficit against year to date budget of £102k which reflects the loss of commercial income since bars closed on 17th March.
- 1.2. Casual staff costs were high while students submitted their final time sheets.
- 1.3. Advertising and sponsorship were reviewing outstanding payments to see what provision should be made for bad debts.
- 1.4. Non-commercial areas show no significant movement yet.
- 1.5. Student groups were processing high volumes of refunds for cancelled events, trips and merchandise orders.
- 1.6. Work will be done on phasing for next months accounts to eliminate all known timing differences.

2. Reserves

- 2.1. Appendix 2 shows the reserves balance as at 14 May 2020. Current expenditure is in line with expectation with a free reserve balance of £159k. This has not been adjusted for any forecast loss figure.

ACTIONS FOR THE BOARD

3. The Board of Trustees is asked to note the report.

CONTACT:	Helen McHenry (SU Head of Finance)	Telephone: 01225 38 6903 E-Mail: h.m.mchenry@bath.ac.uk
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APPENDIX 1: Management Accounts

Student's Union Budget Summary	Annual budget 2019-2020	August	September	October	November	December	January	February	March	April	YTD			Annual budget remaining	
		2019 Actual for month	2020 Actual for month	Actual Year-to-date 2019-20	Budget Year-to-date 2019-20	Variance to budget									
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Income															
University block grant	1,703,349	500	130,583	130,583	130,583	175,917	141,917	141,917	141,917	141,917	141,917	1,277,250	1,277,512	-262	-426,099
Student groups	6,875	520	521	9,055	50,951	60,595	13,503	27,743	20,429	17,796	1,317	201,910	5,156	196,754	195,035
Sports clubs income	367,800	530	2,129	75,264	338,939	135,839	48,937	49,677	64,413	14,142	-13,576	715,764	335,050	380,714	347,964
Commercial income	1,202,083	510	8,161	100,339	197,221	174,524	81,323	54,296	162,005	77,277	10,443	865,589	1,076,687	-211,098	-336,494
Advertising & Sponsorship	43,000	540	8,510	2,038	-348	1,695	925	12,120	2,067	70	4,405	31,482	32,250	-768	-11,518
Event income	203,000	550	400	201,811	241	78	403	1,519	2,205	162	0	206,819	196,000	10,819	3,819
Union income	117,800	560	31,189	10,414	19,770	12,090	4,147	5,996	2,910	13,973	306	100,794	49,600	51,194	-17,006
Motor & travel income	5,000	570	0	0	0	785	370	60	240	275	0	1,730	3,750	-2,020	-3,270
Internal recharges	45,000	580	0	0	9,225	5,217	16,559	3,193	3,365	1,195	990	39,745	33,750	5,995	-5,255
Total Income	3,693,908		181,493	529,505	746,583	566,740	308,083	296,520	399,551	266,806	145,803	3,441,083	3,009,755	431,328	-252,824
Staff Costs															
Staff Payroll	-1,713,201	705	-118,011	-129,560	-152,716	-124,240	-139,820	-130,729	-133,250	-126,019	-129,892	-1,184,237	-1,284,901	100,664	528,964
Staff Agency	-20,000	706	0	0	-3,872	-2,792	-4,198	-7,933	-2,372	-11,293	-1,760	-34,221	-15,000	-19,221	-14,221
Total Staff Costs	-1,733,201		-118,011	-129,560	-156,588	-127,032	-144,018	-138,662	-135,622	-137,312	-131,652	-1,218,458	-1,299,901	81,443	514,743
Other Expenditure															
Student groups	-14,203	720	-6,982	-12,558	-34,653	-39,369	-29,885	-6,903	-32,816	-19,531	-4,076	-186,774	-10,652	-176,122	-172,571
Sports clubs	-423,293	730	-72,550	-47,575	-97,971	-176,071	-74,356	-80,100	-97,651	-48,210	-8,985	-703,468	-317,470	-385,998	-280,175
Volunteer and student costs	-54,475	785	-2,169	-3,999	-2,489	-1,793	-410	230	-820	-1,591	-14	-13,054	-40,856	27,802	41,421
Commercial costs (direct)	-417,269	710	-11,134	-46,569	-68,399	-63,521	-8,524	-25,092	-50,667	-28,206	0	-302,110	-312,952	10,841	115,158
Staff Other	-289,087	700	-6,926	-11,378	-74,039	-54,819	-32,973	-30,039	-12,210	-50,429	-20,949	-293,760	-243,618	-50,142	-4,673
Advertising & marketing	-18,530	740	-455	-2,100	-495	-523	-4,230	-2,339	-1,275	-140	0	-11,557	-13,898	2,340	6,973
Event costs (direct)	-263,400	750	-24,786	-32,848	-35,136	-10,862	-108,564	-13,732	-1,659	12,722	11,800	-203,065	-197,550	-5,515	60,335
Union expenses	-121,135	760	-20	-71,405	-12,843	-5,353	6,415	-5,319	-4,243	-4,266	-3,966	-100,999	-106,384	5,384	20,136
Internal Recharges	-23,300	780	0	0	-9,225	-5,517	-15,585	-1,203	-517	0	-990	-33,038	-17,475	-15,562	-9,737
Establishment	-128,693	790	-64,322	-8,617	-1,913	-7,983	29,697	-4,838	-11,425	-16,764	-1,185	-87,349	-86,520	-829	41,344
Asset and finance expenses	-111,910	795	-16,303	-43,045	-35,265	-13,695	36,064	-9,920	-6,784	-8,784	-5,639	-103,370	-93,433	-9,937	8,540
Administration	-50,980	765	-13,129	3,091	-27,079	13,651	-3,734	-2,106	-3,430	-3,364	-1,942	-38,041	-38,233	191	12,938
Motor expense	-43,375	770	-18,323	-10,703	-5,387	2,119	-7,941	-2,416	-2,677	-3,710	-2,406	-51,444	-32,531	-18,913	-8,069
Depreciation	-16,100	799	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-10,955	-12,075	1,120	5,145
Total Other Expenditure	-1,975,750		-238,317	-288,924	-406,110	-364,953	-215,242	-184,992	-227,390	-173,490	-39,568	-2,138,985	-1,523,646	-615,340	-163,236
Total Expenditure	-3,708,951		-356,327	-418,484	-562,698	-491,985	-359,260	-323,654	-363,012	-310,803	-171,220	-3,357,443	-2,823,547	-533,897	351,508
Surplus/(Deficit)	-15,043		-174,835	111,021	183,885	74,755	-51,177	-27,134	36,538	-43,996	-25,417	83,640	186,209	-102,569	98,683
Union Projects Spend from Reserves			-9,108	-6,413	-6,270	-6,498	-7,671	-5,925	-7,031	-5,712	-10,857	-65,484			
Net Union Surplus/(Deficit)			-183,942	104,608	177,614	68,257	-58,848	-33,059	29,508	-49,708	-36,274	18,156			
Other Restricted Activities:															
Alumni Bids			0	-543	0	0	0	0	0	0	-456	-999			
Student Community Partnership			-3,030	31,759	-3,581	-3,262	-4,169	-4,857	-4,106	-3,895	-4,271	587			
SCP River Safety Fund			-404	0	-1,125	0	0	0	0	0	0	-1,529			
RAG			-4,567	-97	5,310	1,029	4,983	4,656	3,176	3,265	-479	17,278			
Net Surplus/(Deficit) Per Exchequer			-191,944	135,728	178,219	66,024	-58,034	-33,260	28,578	-50,338	-41,481	33,493			

APPENDIX 2: Reserves

	Forecast 2019/20	Actual YTD 2019/20	Notes
Opening Balance at 1 Aug 19	434,487	434,487	
Permanent Reserves Held			
10% Full Annual Cost	186,751	186,751	
25% Trading Margin	37,279	37,279	
	224,030	224,030	
Reserves available for Investment	210,457	210,457	
Forecast Operating Surplus/(Deficit)	(15,043)	0	
Committed Reserves projects spend			
2. Strategic plan	(9,867)	(13,199)	Complete
4. Business process improvements	(3,232)	(3,161)	Complete
9. CDO role	(38,625)	(26,744)	Ongoing
Total	(51,724)	(43,104)	
Outline projects spend			
5. Rowing club investment	13,859		
10. Meeting room improvements	(10,000)		
11. Staff development fund	(20,000)	(7,996)	
Total	(16,141)	(7,996)	
Forecast Reserves available for Investment at FYE19/20	127,549	159,357	

APPENDIX 3: SU Budget 2019/20

Student's Union Budget Summary	Annual budget 2019-2020	Actual Year-to-date 2019-20	Forecast
	£	£	£
Scenarios			
Summer Ball			Cancelled 17March
Bars			Closed 17 March
Graduation Photo Commission			Winter only
Income			
University block grant	1,703,349	1,277,250	1,703,349
Student groups	6,875	201,910	6,875
Sports clubs income	367,800	715,764	367,800
Commercial income	1,202,083	865,589	865,589
Advertising & Sponsorship	43,000	31,482	31,482
Event income	203,000	206,819	206,819
Union income	117,800	100,794	100,794
Motor & travel income	5,000	1,730	1,730
Internal recharges	45,000	39,745	45,000
Total Income	3,693,908	3,441,083	3,329,438
Staff Costs			
Staff: Payroll	-1,713,201	-1,184,237	-1,713,201
Staff: Agency	-20,000	-34,221	-34,500
Reduction in bars staffing			10,592
Total Staff Costs	-1,733,201	-1,218,458	-1,737,109
Other Expenditure			
Student groups	-14,203	-187,156	-14,203
Sports clubs	-423,293	-704,571	-423,293
Volunteer and student costs	-54,475	-13,054	-54,475
Commercial costs (direct)	-417,269	-324,029	-330,000
Staff: Other	-289,087	-293,760	-295,000
Advertising & marketing	-18,530	-11,557	-18,530
Event costs (direct)	-263,400	-203,065	-203,065
Union expenses	-121,135	-100,999	-121,135
Internal Recharges	-23,300	-33,038	-33,038
Establishment	-128,693	-87,349	-128,693
Asset and finance expenses	-111,910	-106,689	-96,910
Administration	-50,980	-38,116	-45,980
Motor expense	-43,375	-51,444	-60,000
Depreciation	-16,100	-10,955	-16,100
Area Savings:			
			8,000
			5,000
			10,000
			7,000
			19,500
			24,000
Reduction in bars costs			45,000
Potential Bad Debts			-15,000
Permanent staff wages 80% furlough saving			62,000
Commercial staff wages 80% furlough saving			25,000
Casual staff 20% furlough charge			?
Total Other Expenditure	-1,975,750	-2,165,784	-1,649,922
Total Expenditure	-3,708,951	-3,384,242	-3,387,031
Surplus/(Deficit)	-15,043	56,841	-57,593

APPENDIX 4: SU Budget 2020/21

	Budget 2020/21
Income	£
Block Grant	1,774,924
Commercial sales	1,087,934
Sports income	121,702
Advertising & Marketing	45,000
Event Income	400,865
Other	87,638
	3,518,063
Staff Costs	
Staff: Salaries & Wages	- 1,708,324
Staff: Casual	- 295,990
Staff: Training & Conferences	- 27,500
Staff: Vacancy Factor	62,533
Other	- 17,618
	- 1,986,899
Other Expenditure	
Commercial	- 364,417
Sport	- 271,805
Advertising & Marketing	- 24,620
Event costs	- 396,586
Affiliation	- 39,250
IT Management Fee	- 44,500
Administration Costs	- 47,483
Budget allocated to student group	- 19,773
Volunteer & Student Costs	- 34,533
Establishment	- 113,399
Capital Purchase Under £1000	- 19,700
Repairs & Maintenance	- 29,318
Irrecoverable VAT	- 26,500
Bank & Credit Card Charges	- 22,500
Professional fees	- 15,000
Depreciation	- 15,400
Other	- 46,161
	- 1,530,945
Total Expenditure	- 3,517,844
Surplus / -Deficit	219

PURPOSE

To propose a new Student Member Disciplinary Policy to the Board for adoption.

CONTENTS

- Page 1-2: Report
- Page 2: Actions for the Board
- Page 3-5: Appendix 1: Student Member Disciplinary Policy

REPORT**1. BACKGROUND**

- 1.1. The Student Member Disciplinary policy (*appendix 1*) is one of two policies being proposed to replace the current Complaints & Disciplinary procedures.
- 1.2. This policy exists to set out the procedures for how The SU administer disciplinary to student members who commit misconduct.
- 1.3. This policy has been shared with senior management team for feedback. It has been approved for recommendation to the Board by the Governance Committee.

2. SUMMARY OF CHANGES

- 2.1. The disciplinary procedures have been separated from the complaints procedure to better distinguish these as two separate processes.
- 2.2. The reporting party are now able to appeal as well as the respondent. It should be noted that in practice almost all cases have been previously reported by SU staff working in the bars area. However, there has been an increasing number of students starting to use our procedures and this change accounts for this.
- 2.3. The new policy has been written from the perspective of the reporting party and respondent and sets out how The SU responds to them which ensures they remain the focus of the process.
- 2.4. Following previous feedback from the acting University Secretary the section allowing appeal to the Secretary has been removed. The rationale for this is that they felt it was not appropriate for the University to be involved in the reviewing of an SU decision. This now means that Trustees on the Complaints & Disciplinary committee make the final decision on any appeals.
- 2.5. A new first appeal stage has been added before the Complaints & Disciplinary committee. This allows the Chief Executive to hear and respond in the first instance to an appeal. As it takes time to call a committee meeting this will allow a quicker response which may resolve the appeal without the need for it to be considered by the committee.
- 2.6. The rationale behind having two appeal stages is that it increases the likelihood that a person who has appealed feels they've been given fair opportunity to make their case.
- 2.7. The membership of the Complaints & Disciplinary committee is now included within the policy itself and has been changed to two Independent Trustees and an Officer. By having two Independent Trustees on the committee it will ensure a greater degree of impartiality is present in the final decision.

- 2.8. The sanctions guidelines has been changed to replaces examples with a single line definition.
- 2.9. The sanctions guidelines has been updated. Inappropriate behaviour has been replaced with disruptive behaviour as the title might be misleading to students. Harassment and discrimination have both been added as new misconducts to the list.
- 2.10. It is recommended that disrespecting staff as a misconduct should be removed from the sanctions guidelines as its own specific misconduct. Disrespecting staff misconduct encompasses both offensive behaviour and violent behaviour towards staff. These behaviours are already covered under other misconducts on this list.
- 2.11. The University referral section has been updated so that only cases relating to sexual misconduct, discrimination and harassment are referred. These are the cases which will naturally require a more in-depth investigation.

ACTIONS FOR THE BOARD

- 3. The Board are asked to adopt the policy subject to any amendments they decide to make.

CONTACT:	Greg Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: E-Mail: gdn26@bath.ac.uk
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APPENDIX 1: Student Member Disciplinary Policy

THE STUDENTS' UNION (*THE SU*) STUDENT MEMBERS DISCIPLINARY POLICY

Vision: For The SU to be an inclusive and safe community for its Student Members.

Rationale: The SU has a responsibility for ensuring its Student Members maintain appropriate standards of behaviour for all activities organised by The SU or its Student Groups.

Where a Student Member's behaviour is not of an acceptable standard The SU can administer disciplinary sanctions.

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Confidentiality	1
Reporting misconduct	1
Responding to a report of misconduct	1
Stage 1 Appeal: Chief Executive	2
Stage 2 Appeal: Complaints & Disciplinary committee	2
University Disciplinary	3
Sanctions	3

Confidentiality

Information gathered during a disciplinary will be handled confidentially and kept in a restricted access folder.

This will only be shared with SU and University staff involved in administering and monitoring disciplinary.

All named individuals will be erased from the disciplinary record after 3 academic years.

Reporting misconduct

Any person or group (*reporting party*) may email su-cda@bath.ac.uk to report misconduct committed by a Student Member (*respondent*) at any activity organised by The SU or its Student Groups.

Before making a report they may wish to discuss it first in confidence with The SU [Advice & Support team](#).

Responding to a report of misconduct

The SU will review the evidence provided within 5 University working days of acknowledging the report of misconduct and either:

- determine that there isn't sufficient evidence that a misconduct has been committed;
- determine that there is sufficient evidence to issue a sanction in accordance with this policy;
- determine that the report be referred to the University in accordance with this policy;
- determine that further investigation is required before making a decision.

Separate emails will be sent to both the reporting party and respondent giving details of the:

- allegation that has been made and any evidence to supports this;
- decision reached regarding the report and how to appeal this;
- advice & support services available to them.

If further investigation is required statements may be sought and/or meetings held with any person provided:

- they are informed of the purpose of the investigation;

- they are offered the opportunity to bring a companion who may be an adviser if invited to a meeting;
- that if a meeting takes place there are at least two impartial staff members present for it.

Stage 1 Appeal: Chief Executive

Both the respondent and reporting party will each have 5 University working days to request an appeal to the Chief Executive (*or Deputy Chief Executive*) by emailing su-cda@bath.ac.uk.

They can only request an appeal if they can provide sufficient evidence to challenge:

- the decision reached regarding whether a misconduct has or has not been committed;
- the decision reached regarding what type of misconduct has been committed.

The Chief Executive (*or Deputy Chief Executive*) will review the evidence provided for an appeal within 5 University working days and either:

- inform the person who appealed that they believe sufficient evidence has not been provided to justify an appeal and provide details on how to appeal this decision; or
- meet to hear the appeal within 5 University working days.

If the Chief Executive (*or Deputy Chief Executive*) decides to hear the appeal they:

- can, at their discretion, temporarily suspend a sanction till they have reached a decision;
- will offer to meet (*physically or virtually*) the respondent and reporting party separately;
- will ensure that for any meetings that take place another impartial staff member is present taking notes;
- will offer for any person attending the opportunity to bring a companion or adviser to support them;
- may still make a decision if any person does not attend a meeting;
- can uphold, dismiss or amend any sanction given to the respondent;
- will inform both the respondent and reporting party of their decision within 3 University working days and provide details on how to appeal this.

Stage 2 Appeal: Complaints & Disciplinary committee

Both the respondent and reporting party will each have 5 University working days on receiving the outcome of stage 1 to appeal to the Complaints & Disciplinary committee by emailing su-cda@bath.ac.uk.

They can only request an appeal if they can provide sufficient evidence to:

- challenge the decision reached regarding whether a misconduct has or has not been committed;
- challenge the decision reached regarding what type of misconduct has been committed;
- demonstrate a deviation from this policy which might have unfairly affected the previous decision.

The Chair of the Complaints & Disciplinary committee (*who will always be an Independent Trustee*) will review the evidence provided for an appeal within 5 University working days and either:

- inform the person who appealed that they believe sufficient evidence has not been provided to justify an appeal; or
- arrange for the Complaints & Disciplinary committee to meet to hear the appeal within 10 University working days.

If the Complaints & Disciplinary committee meet to hear the appeal it:

- will comprise two Independent Trustees and an Officer;
- will be formally minuted;
- can, at their discretion, temporarily suspend a sanction till they have reached a decision;
- will offer to meet (*physically or virtually*) the respondent and reporting party separately;
- will offer for any person attending the opportunity to bring a companion or adviser to support them;
- may still make a decision if any person does not attend a meeting;

- can uphold, dismiss or amend any sanction given to the respondent;
- will inform both the respondent and reporting party of their decision within 3 University working days of the meeting.

A decision made by the Chair or the Complaints & Disciplinary committee will be the final decision of The SU.

University Disciplinary

The SU can refer any report to the University to investigate but usually this will be if they determine that:

- the misconduct did not occur at an activity organised by The SU or its Student Groups;
- the allegation concerns either drugs, discrimination, sexual misconduct or harassment.

Where a Student Member is referred to the University The SU reserves the right to suspend them from The SU as a precautionary measure until an outcome is received from the University.

The University can recommend that The SU issue a sanction that is in accordance with this policy to any Student that they have conducted a disciplinary for.

Any sanction recommended by the University can only be appealed under their disciplinary procedures.

Sanctions

A ban will normally be from all activities organised by The SU or its Student Groups with the exception of The SU Advice & Support team.

Bans issued will normally be in accordance with or proportionate to those within this policy and may exclude holiday periods.

The SU takes a firm stance against misconduct directed at staff and will normally issue longer bans where this occurs.

Under exceptional circumstances, where the severity of the misconduct justifies it, a longer ban than those contained with the table below can be issued for any misconduct.

Misconduct	Definitions	Sanction
Unauthorised entry	Attempting to or entering an SU venue/event without permission	2 week ban
Disruptive behaviour	Causing unreasonable low level disruption to others	2-4 week ban
Loss of property	Damage to or causing loss of property (less than £100)	4-6 week ban
Risking harm	Unintentionally risking harm through careless behaviour	6-8 week ban
Bullying	Offensive and/or intimidating behaviour	8-10 week ban
Violent Behaviour	Attempting to or intentionally harming another person	10-14 week ban
Discrimination	Unjust treatment of another person based on a protected characteristic .	14-18 week ban
Sexual misconduct	Inappropriate sexual behaviour that violates personal boundaries	18-26 week ban
Harassment	Bullying, discrimination or sexual misconduct that has occurred over a sustained period of more than a week	26-34 week ban
Breaching a ban	Breaching an SU ban or precautionary separation measures	10-20 week ban

PURPOSE

To propose a new Complaint Policy to the Board for adoption.

CONTENTS

- Page 1-2: Report
Page 2: Actions for the Board
Page 3-5: Appendix 1: Complaint Policy

REPORT**1. BACKGROUND**

- 1.1. The Complaint policy (*appendix 1*) is one of two policies being proposed to replace the current Complaints & Disciplinary procedures.
- 1.2. This policy explains how The SU will respond to complaints received.
- 1.3. This policy has been shared with senior management team for feedback. It has been approved for recommendation to the Board by the Governance Committee.

2. SUMMARY OF CHANGES

- 2.1. The complaint procedures have been separated from the student member disciplinary procedure to better distinguish these as two separate processes.
- 2.2. Following previous feedback from the acting University Secretary the section allowing appeal to the Secretary has been removed. The rationale for this is that they felt it was not appropriate for the University to be involved in the reviewing of an SU process. This now means that Trustees on the Complaints & Disciplinary committee make the final decision on any appeals.
- 2.3. A new first appeal stage has been added before the Complaints & Disciplinary committee. This allows the Chief Executive to hear and respond in the first instance to an appeal. As it takes time to call a committee meeting this will allow a quicker response which may resolve the appeal without the need for it to be considered by the committee.
- 2.4. The rationale behind having two appeal stages is that it increases the likelihood that a person who has appealed feels they've been given fair opportunity to make their case.
- 2.5. The membership of the Complaints & Disciplinary committee is now included within the policy itself and has been changed to two Independent Trustees and an Officer. By having two Independent Trustees on the committee it will ensure a greater degree of impartiality is present in the final decision.
- 2.6. A new section has been added which sets out guidance for matters that should be reported to the Charity Commission. This has been included as there may be occasions when such a matter is identified from a complaint. It should be noted that just because a matter is reported to the Charity Commission does not mean that they will always take action. This usually only occurs when they believe there is a risk that this might affect the reputation of the Charity sector or that the response taken by the Trustees has not been sufficient.

ACTIONS FOR THE BOARD

3. The Board are asked to adopt the policy subject to any amendments they decide to make.

CONTACT:	Greg Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: E-Mail: gdn26@bath.ac.uk
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APPENDIX 1: Complaints Policy

THE STUDENTS' UNION (THE SU) COMPLAINT POLICY

Vision: For The SU to be a responsive organisation that actively engages with and learns from complaints.

Rationale: To provide a means in which issues can be formally raised and discussed with The SU in a timely and sensitive manner with the aim of achieving a resolution that learns from the experience.

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Stage 2 Appeal: Complaints & Disciplinary committee	2
Reporting to the Charity Commission	3

Confidentiality

Information gathered as part of a complaint will be handled confidentially and kept in a restricted access folder.

This will only be shared with those staff whose involvement are necessary for responding to the complaint.

Details of specific complaints will be erased from records after 3 academic years.

Making a complaint

Any person or group (*complainant*) may email su-cda@bath.ac.uk to make a complaint where an issue has arisen with The SU or any of its Student Groups that they wish to raise formally.

The complainant's email should, where possible, include:

- a full explanation of their complaint;
- any additional documents they wish to send in support of their complaint;
- any suggestions regarding how they feel the complaint might be resolved.

Before making a complaint they may wish to discuss it first in confidence with [The SU Advice & Support team](#).

This policy does not cover complaints regarding:

- Student member misconduct (*see Student Member Disciplinary policy*);
- Elections (*see SU Election rules*);
- Employment (*see University staffing policies*).

Any complaints received in relation to the above areas will be handled in accordance with the relevant policy.

Responding to a complaint

The SU will within 5 University working days of receiving a complaint arrange for an appropriate senior manager to investigate and respond to the complaint.

The senior manager will:

- investigate the complaint to determine what actions (*if any*) should be taken in response;
- offer the complainant the opportunity to either meet in person or speak with them over the phone;
- ensure that if a meeting takes place:

- the complainant is offered the opportunity to bring a companion who may be an adviser;
- there is at least one other staff member present with them.
- determine if the complaint needs to be referred to Chief Executive as the investigation may have identified a *'serious incident'* that may need to be reported to the Charity Commission.

The senior manager will send an email to the complainant within 10 University working days of receiving the complaint which will:

- explain the key findings of their investigation and any lessons that have been learnt for the future;
- explain any actions that are being taken in response to their complaint;
- inform them if the complaint has been referred to the Chief Executive or provide them with details on how they can appeal their complaint.

Stage 1 Appeal: Chief Executive

The complainant will have 5 University working days to request an appeal to the Chief Executive (or Deputy Chief Executive) by emailing su-cda@bath.ac.uk.

The email should explain why they believe the response that has been given to their complaint is not sufficient.

The Chief Executive (or Deputy Chief Executive) will:

- review the response given to the complaint to determine if any amendment should be made;
- offer the complainant the opportunity to either meet in person or speak with them over the phone;
- ensure that if a meeting takes place:
 - the complainant is offered the opportunity to bring a companion who may be an adviser;
 - there is at least one other staff member present with them.
- review to determine whether a *'serious incident'* has occurred and, if so, seek the Board of Trustees' approval to report the matter to the Charity Commission.

The Chief Executive (or Deputy Chief Executive) will send an email to the complainant within 10 University working days of receiving an appeal which will:

- explain the key findings of their review and any lessons that have been learnt for the future;
- explain any actions that are being taken in response to their appeal;
- provide them with details on how they can further appeal their complaint.

Stage 2 Appeal: Complaints & Disciplinary committee

The complainant will have 5 University working days on receiving the outcome of stage 1 to request an appeal to the Complaints & Disciplinary committee by emailing su-cda@bath.ac.uk.

The email should explain why they believe the response that has been given to their complaint is not sufficient.

The Complaints & Disciplinary committee will:

- comprise two Independent Trustees and an Officer;
- meet to review the response given to the complaint to determine if any amendment should be made;
- offer the complainant the opportunity to attend along with a companion who may be an adviser;
- review to determine whether a *'serious incident'* has occurred and, if so, seek the Board's approval to report the matter to the Charity Commission.

The Complaints & Disciplinary committee will send an email to the complainant within 10 University working days of receiving an appeal which will:

- explain the key findings of their review and any lessons that have been learnt for the future;
- explain any actions that are being taken in response to their appeal.

A decision made by the Complaints & Disciplinary committee will be the final decision of The SU.

Reporting to the Charity Commission

As a registered charity The SU is required to report if a '*serious incident*' occurs to its regulator the Charity Commission.

The Charity Commission defines a '*serious incident*' as any adverse event, whether actual or alleged, which results in or risks significant:

- harm to your charity's beneficiaries, staff, volunteers or others who come into contact with your charity through its work;
- loss of your charity's money or assets;
- damage to your charity's property;
- harm to your charity's work or reputation.

The main categories of reportable incident are:

- protecting people and safeguarding incidents – incidents that have resulted in or risk significant harm to beneficiaries and other people who come into contact with the charity through its work;
- financial crimes – fraud, theft, cyber-crime and money laundering;
- large donations from an unknown or unverifiable source, or suspicious financial activity using the charity's funds;
- other significant financial loss;
- links to terrorism or extremism, including 'proscribed' (or banned) organisations, individuals subject to an asset freeze, or kidnapping of staff;
- other significant incidents, such as – insolvency, forced withdrawal of banking services without an alternative, significant data breaches/losses or incidents involving partners that materially affect the charity;

The Charity Commission states that it is the responsibility of the Board to decide whether an incident is significant and should be reported. Their full guidance on this can be found [here](#).

PURPOSE

To propose a Business Continuity and Recovery Policy to the Board for adoption.

CONTENTS

- Page 1: Report
- Page 1: Actions for the Board
- Page 2-3: Appendix 1: Business Continuity and Recovery policy

REPORT

1. BACKGROUND

- 1.1. This policy has been shared with senior management for feedback.
- 1.2. This policy has been approved for recommendation to the Board by both Finance & Audit Committee and the Governance Committee.

2. SUMMARY

- 2.1. The Business Continuity and Recovery policy exists to set out a process of good practice to be followed in the event of disruption to normal SU business.
- 2.2. The draft policy reflects at its core the approach that The SU has taken in response to the current pandemic.
- 2.3. It builds on this by considering other possible eventualities and decisions that may have had to be taken which have not, so far, needed to be made in response to the current pandemic. This includes covering the possibility of both the Chief Executive and Deputy Chief Executive being absent or unreachable in the event of a business disruption.
- 2.4. It also sets out in writing the relationship and role that the Board should play within this process and looks to the future by considering the good practice that should be followed when The SU exits this business disruption.

ACTIONS FOR THE BOARD

- 2. The Board are asked to adopt the policy subject to any amendments they decide to make.

CONTACT:	Gregory Noakes (Governance & Executive Support Manager)	Telephone: E-Mail: gdn26@bath.ac.uk
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APPENDIX 1: Business Continuity and Recovery Policy

THE STUDENTS' UNION (THE SU) BUSINESS CONTINUITY AND RECOVERY POLICY

Vision: Supporting Student Members to be at the heart of all decisions made about business continuity and recovery of The SU.

Rationale: To ensure that The SU is prepared and able to respond effectively in the event of disruption to normal services and activities.

Content	Page
Definition of business disruption	1
Preparing for business disruption	1
Responding to business disruption	1-2
Reviewing a business disruption	2
Testing preparations for business disruption	2

Definition of business disruption

The SU defines business disruption as a national or local event which has the potential to disrupt its ability to continue its conventional day to day activities for a period of more than seven days.

Some examples of business disruption include:

- A fire, chemical leak or severe storm that has made part or all of campus inaccessible;
- A sudden or unexpected loss of staffing;
- A political event causing wide-scale national unrest;
- The outbreak of a disease that results in social isolation or quarantine.

Preparing for business disruption

To ensure that The SU is prepared to respond in the event of business disruption it keeps a business continuity plan.

The business continuity plan focuses only on the essential activities and records for each;

- the impact that its loss or disruption would have on The SU;
- the maximum amount of time that a loss or disruption could be tolerated;
- the target time for recovery;
- the actions that can be taken to reduce the impact of disruption and/or ensure continuity;
- the staff responsible for oversight of the activity.

An essential activity is defined as one which must be considered or continued in the event of disruption due to:

- it being vital for ensuring that Student Members can be advised, supported and represented;
- the severe financial impact that it could have on the long term future of The SU;
- the impact that it could have on the health & safety of staff and Student Members;
- it being a legal requirement.

The Board of Trustees and senior management are responsible for annually reviewing the business continuity plan to ensure that it is kept up to date.

Responding to business disruption

When the threat of a potential business disruption to The SU is identified the business continuity group (*Officers and senior management*) will hold regular meetings until the disruption has been resolved.

To limit the risk associated with the group being assembled in a single place meetings may be held virtually.

This group will normally be led by the Chief Executive but, if absent, by the following staff in descending order:

- Deputy Chief Executive;
- Head of Student Voice & Engagement;
- Another Head of Department as determined most appropriate by the group.

Where a staff member acts up in the place of the Chief Executive or Deputy Chief Executive they may be eligible for acting up allowance in accordance with University policy.

The group lead will be responsible for:

- deciding the frequency and length of meetings, and who else should be invited to attend;
- making decisions regarding essential activities included on the business continuity plan;
- determining what other (*if any*) non-essential activities should be prioritised;
- monitoring the impact the disruption is having on the budget and making decisions to help reduce this;
- resolving further issues that might arise as a result of the disruption;
- communicating the impact of the disruption to Student Members, staff, Trustees and the University;
- planning how The SU will recover in the long term from the disruption.

The Board should be informed when a business disruption is occurring and consulted where;

- it needs to be reported to the Charity Commission as a serious incident;
- decisions need to be made which will permanently affect staffing;
- decisions need to be made which will significantly impact on the planned budget for the year;
- money needs to be authorised from the reserves to support The SU operating costs.

Reviewing a business disruption

Following an end to business disruption the business continuity group should review their response to identify:

- any long term implications of the disruption to The SU;
- possible opportunities missed to avoid or reduce the impact of the disruption;
- any amendments that need to be made to the business continuity plan;
- any new practices adopted temporarily during the disruption that should be kept going forward;

This should be written up as a report and submitted for review and consideration at the next meeting of the:

- Finance & Audit committee;
- Board of Trustees.

Testing preparations for business disruption

As it is unlikely that a business disruption will occur often The SU should test annually its ability to respond.

This should be done by having the business continuity group respond to a hypothetical business disruption.

The purpose of this should be to:

- test and familiarise senior management with the procedures within this policy;
- test the effectiveness of the current business continuity plan and identify any improvements needed;
- prepare senior management by getting them to think about how The SU can continue to function under potentially different and more challenging circumstances.

The test should also ensure that a review of the hypothetical business disruption is carried out exactly in accordance with the procedures above for reviewing a business disruption.

PURPOSE

To share a Student Group Policy with the Board.

CONTENTS

Page 1-2: Report

Page 1-2: Actions for the Board

Page 3-5: Appendix 1: Student Group policy

REPORT**1. BACKGROUND**

- 1.1. This policy has been developed as part of the project that is looking into reducing bureaucracy. It has been shared with staff members involved in the project and the senior management team for feedback.
- 1.2. This policy has been written to replace regulations 1 and 7 which are the rules that currently govern sub-groups and their student groups. These can be found on the website [here](#).
- 1.3. Regulations 1 and 7 are a regular cause of frustration for staff and students due to their overly restrictive nature. A good example of this is the requirement for every Student Group to have a treasurer even though not all Student Groups have a budget.
- 1.4. This policy has been shared with senior management team for feedback. It has been approved for sharing with the Board by the Governance Committee but they believe further consultation is required before adoption. They are recommending that the adoption of the policy should be delegated to the Leadership committee so that this might happen ahead of the next semester.

2. SUMMARY OF CHANGES

- 2.1. This policy consolidates all the Student Group governance into a single document by setting out:
 - how Student Groups join The SU;
 - Student Group responsibilities;
 - Executive Committee responsibilities;
 - meeting procedures;
 - the circumstances under which a Student Group will be removed from The SU and how this is carried out.
- 2.2. Please note that not all the policies listed under responsibilities for Student Groups and Executive Committees have been written at this time. Most of these will be written over the summer for the next Board meeting. Once these have been written and placed on the website these will be hyperlinked within the document to aid navigation for students.
- 2.3. The policy provides more freedom and flexibility to Student committees by giving them the ability to:
 - co-opt any student member from their group onto the committee without by-elections being required;

- be flexible in terms of how many committee members they have (*between 3-12*);
- decide if they want to have specific committee roles.

2.4. The policy also removes previous restrictions contained within the regulations which:

- limited the number of student groups;
- disaffiliated Student Groups due to low membership numbers or failing to turn up for general meetings;
- required Student Groups to have a constitution;
- required Student Groups to have certain committee roles.

2.5. It should be noted that the removal of the requirement to have a constitution or committee roles does not, at this time, prevent Student Groups from continuing to have either or both of these if they choose to.

ACTIONS FOR THE BOARD

3. The Board are asked to delegate the responsibility of adopting the policy to the Leadership committee.

CONTACT:	Gregory Noakes (Governance & Executive Support Manager)	Telephone: E-Mail: gdn26@bath.ac.uk
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APPENDIX 1: Student Group Policy

THE STUDENTS' UNION (THE SU) STUDENT GROUPS POLICY

Vision: To have a rich and vibrant student community for the benefit of its members.

Rationale: To set out how Student Groups are governed and what their responsibilities are within The SU.

Content	Page
Benefits of affiliating to The SU	1
How Student Groups join The SU	1
Student Group committee	2
Executive committee	2
Committee meetings procedures	3
Student Group disqualification	3

Benefits of affiliating to The SU

The SU defines a Student Group as a group of students registered at the University of Bath who provide representation, advice, support, social, cultural, sporting and recreational activities for the benefit of its members.

Student groups benefit from affiliation to The SU through:

- Access to free banking facilities to help manage group accounts;
- Group insurance to reduce liability;
- Advice, support and training to on legal requirements and development opportunities;
- Marketing opportunities to recruit additional members;
- Promotional routes for events and group activities;
- Awards and recognition to mark group and individual achievements;
- Funding and sponsorship opportunities.

How Student Groups join The SU

A Student Group may apply to register as part of The SU by emailing **TBC**.

This email should explain:

- what activities the Student Group will carry out for the benefit of the student community;
- the resources the Student Group will require to carry out its activities;
- how the Student Group will recruit and ensure it is accessible to student members of all backgrounds.

This email should confirm that the Student Group will:

- conduct their group affairs in accordance with this policy;
- accept the responsibilities delegated to them within this policy;
- attend relevant training and adhere to The SU's policies.

An Executive committee will meet to review and approve an application, subject to:

- the Student Group's activities being in line with The SU's charitable objectives;
- the Student Group being clearly open and accessible to student members of all backgrounds;
- there being no other registered Student Group carrying out the same or similar activities.

One or more representatives from the applying Student Group will be invited to attend the meeting to answer any questions with regards to the application. In the event that they do not attend a decision may still be made.

The SU will, within 7 days of the meeting, inform the applying Student Group either:

- that their application has been approved and they are now registered with The SU;
- that their application has been unsuccessful and the reasons for this.

Student Group committee

A Student Group registered as part of The SU must have a committee that will take responsibility for the group.

A committee:

- must have a minimum of three committee members (*and cannot exceed more than 12*) who are elected annually by the Student Members of their group in accordance with The SU's published election rules;
- will elect its own Chair and, where necessary, treasurer from its own committee members;
- (*comprised of a minimum of three members*) may appoint Student Members from their group to the committee so long as the committee's total membership does not exceed 12.

A committee member will be disqualified and removed from the committee if they:

- cease to be a student member;
- fail to attend two consecutive meetings without the recorded permission of the committee;
- commit a disciplinary offence either in The SU or University.

A committee will be collectively responsible for managing:

- their group's activities and events in accordance with the Events policy;
- any expenses for the group in accordance with the Expenses policy;
- any budget they have for the group in accordance with the Budget Management policy;
- their group's conduct by reporting any breaches of the Student Members Disciplinary policy;
- any fundraising activities by the group in accordance with the Fundraising policy;
- any media content published by the group in accordance with the Media policy;
- the collection of any data by the group in accordance with the GDPR policy.

Executive committee

Each Student Group will be assigned to a community which is the responsibility of an Executive committee.

The number and nature of these communities will be determined by the Leadership committee.

An Executive committee:

- must have a minimum of three committee members (*and cannot exceed more than 12*) who are elected annually by the Student Members of their group in accordance with The SU's published election rules.
- will elect its own Chair and, where necessary, treasurer;
- (*comprised of a minimum of three members*) may appoint a Student Member from their group to the committee so long as the committee's total membership does not exceed 12.

An Executive committee member will be disqualified and removed from the committee if they:

- cease to be a student member;
- fail to attend two consecutive meetings without the recorded permission of the committee;
- commit a disciplinary offence either in The SU or University.

An Executive committee will be collectively responsible for managing:

- a strategy to further develop and grow their community;
- their community's cross-group activities and events in accordance with the Events policy;
- any expenses in accordance with the Expenses policy;

- any budget they have for the community in accordance with the Budget Management policy;
- their community's conduct by reporting any breaches of the Student Members Disciplinary policy;
- any cross-group fundraising activities by the community in accordance with the Fundraising policy;
- any media content published by the community in accordance with the Media policy;
- the collection of any data by the community in accordance with the GDPR policy.

Committee meeting procedures

Student Group committees and Executive committees:

- will meet as and when necessary to fulfil their responsibilities;
- will arrange meetings in accordance with [Articles 84 to 87](#) of The SU's Articles of Governance.
- may only hold meetings and vote on matters if they have a minimum of 3 committee members present;
- will conduct meetings in accordance with [Articles 90 to 96](#) of The SU's Articles of Governance;
- will keep minutes and papers of meetings in accordance with [Articles 97 to 99](#) of The SU's Articles of Governance;
- may take decisions without a meeting in accordance with [Articles 101 to 102](#) of The SU's Articles of Governance;
- will handle any conflicts of interest that arise at a meeting in accordance with [Article 103](#) of The SU's Articles of Governance.

Student Group disqualification

A Student Group may be disqualified and removed from The SU where:

- evidence has been presented that the committee has failed in carrying out its responsibilities;
- the group has failed to elect the minimum 3 members to the committee.

A decision to remove a Student Group can be made by any of the following where it has been brought to their attention:

- Relevant Executive committee;
- Leadership committee;
- Board of Trustees.

They will meet to review and decide whether a Student Group should be:

- issued a formal warning;
- put on a 12 month probation with any further reported instances resulting in their removal;
- removed from The SU.

One or more representatives from the Student Group will be invited to attend the meeting to answer any questions. In the event that they do not attend a decision may still be made.

The SU will, within 7 days of the meeting, inform the Student Group of the outcome.

PURPOSE

To propose changes to the existing committee structure.

CONTENTS

Page 1-2:	Report
Page 2:	Actions for the Board
Page 3-5:	Appendix 1: Leadership Committee Terms of References
Page 6-7:	Appendix 2: Finance & Audit Committee Terms of References
Page 8-9:	Appendix 3: Complaints & Disciplinary Committee Terms of References

REPORT**1. BACKGROUND**

- 1.1. The purpose of a committee is to carry out functions (*usually monitoring and decision making*) that have been delegated to them by the Board.
- 1.2. An effective committee structure will support the Board by allowing:
 - for more focused conversation and scrutiny of specific areas to take place away from the Board;
 - Trustees to input on governing documents before they are recommended to the Board;
 - for decisions to be made between Board meetings that don't require the full Board's input;
 - the full Board meetings to focus more time on the bigger strategy and issues.
- 1.3. However, a good Board must always retain some form of oversight of their committees responsibilities which is usually achieved best by:
 - receiving committee minutes;
 - receiving the same reports as committees (*though for some areas this could be just an annual report*);
 - annually reviewing their committee structure to check that it still suits the current environment.

2. CURRENT COMMITTEE STRUCTURE

- 2.1. The Board's current committee structure is as follows:
 - Leadership committee;
 - Finance & Audit committee;
 - Complaints & Disciplinary committee;
 - Governance committee.

3. PROPOSED CHANGES

- 3.1. The Governance & Executive Support Manager is proposing that the Governance committee be disbanded and its responsibility in preparing policies for the Board be divided between Leadership and Finance & Audit as appropriate.
- 3.2. Originally the Governance committee was set up to carry out the review of the Articles of Governance which was achieved in 2019. After this it took on the role of preparing policies for the Board but this can now be just easily achieved by Leadership and Finance & Audit.
- 3.3. The second proposed change is to allow committees to amend policies subject to Board ratification. This will allow for changes to be quickly implemented where there is a need while ensuring that the Board still retains an effective oversight and control through ratification of all changes.

3.4. The last proposed change is to the membership of the committees. It is important that committees retain both Officer and Independent Trustees on them but it should also be recognised that each will have expertise and skills from their background which naturally lend themselves towards a particular committee.

3.5. The Finance & Audit committee would potentially benefit more from a higher Independent Trustee membership for the following reasons:

- they are likely to have more experience than Officers in these areas allowing them to better scrutinise what they are reading;
- they are likely to be Trustees for 3-6 years which will give them more time to develop their knowledge in this area if they do not already have experience. It also gives the committee a degree of consistency in terms of understanding past decisions made and current issues facing the longer term financial position of The SU;
- they are more removed from staff within The SU than the Officers which gives them more scope to provide greater challenge to staff as they don't have a working relationship to manage with them.

3.6. The recommendation for Finance & Audit committee membership is as follows:

- up to 2 elected officers appointed by the Board;
- up to 4 Independent Trustees appointed by the Board.

3.7. Meanwhile the Leadership committee is likely to potentially benefit more from a higher Officer membership for the following reasons:

- they are likely to know the current issues affecting students which will help them better judge the value of a proposed project;
- they will (*going forward*) start to receive greater information around performance monitoring within The SU and they may be able to act upon issues that arise in their role as Officers;
- they are more readily able to attend Leadership committee meeting which meet much more regularly than the Finance & Audit committee.

3.8. The recommendation for Leadership committee membership is as follows:

- The 6 elected officers;
- up to 2 Independent Trustees appointed by the Board.

3.9. It might make sense for the 2 Independent Trustees to be students who are normally on campus.

3.10. In accordance with amendments made to respective policies the Complaints & Disciplinary committee membership has been changed to as follows:

- up to 1 elected officers appointed by the Board;
- up to 2 Independent Trustees appointed by the Board;
- up to 3 reserves (*suggestion that this should be a further 1 elected officer and another 2 Independent Trustees*).

ACTIONS FOR THE BOARD

4. The Board are asked to decide and confirm:

- if they accept the proposed Terms of Reference, subject to any amendments they may wish to make;
- who should be appointed to which committees.

Contact:	Greg Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: E-Mail: gdn26@bath.ac.uk
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APPENDIX 1: Leadership committee Terms of References

LEADERSHIP COMMITTEE TERMS OF REFERENCE

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Committee Procedures	1
Project Management Responsibilities	2
Strategy and Performance Monitoring Responsibilities	2
Student Group Responsibilities	2
Trustee Recruitment Responsibilities	2

Committee Membership

- a) The total membership of the committee shall be up to 8 committee members.
- b) The committee members will be:
 - the 6 elected officers;
 - up to 2 Independent Trustees appointed by the Board.
- c) The committee will elect its own Chair from its own committee members;
- d) A committee member will be disqualified and removed from the committee if they:
 - fail to attend two consecutive meetings without the recorded permission of the committee;
 - commit a disciplinary offence either in The SU or University.

Committee Procedures

- a) The committee will meet as and when necessary to fulfil their responsibilities;
- b) The committee secretary will arrange meetings in accordance with [Articles 84 to 87](#) of The SU's Articles of Governance.
- c) The committee may only hold meetings and vote on matters if they have a minimum of 3 committee members present;
- d) The committee will conduct meetings in accordance with [Articles 90 to 96](#) of The SU's Articles of Governance;
- e) The committee will keep minutes and papers of meetings in accordance with [Articles 97 to 99](#) of The SU's Articles of Governance;
- f) The committee may take decisions without a meeting in accordance with [Articles 101 to 102](#) of The SU's Articles of Governance;
- g) The committee will handle any conflicts of interest that arise at a meeting in accordance with [Article 103](#) of The SU's Articles of Governance;
- h) The committee may make recommendations (*including proposing changes to these Terms of References*) to the Board of Trustees for consideration and decision.
- i) The committee may adopt new policies and/or amend existing policies subject to final ratification by the Board.

Committee Responsibilities

Project/Campaign Management Responsibilities

- a) To receive and approve client briefs for projects/campaigns.
- b) To appoint project managers for approved projects/campaigns.
- c) To determine if a project requires a business case and where this should be submitted to:
 - Chief Executive (*below £5,000*);
 - Leadership Committee (*between £5,000 to £10,000*);
 - Finance & Audit Committee (*above £10,000 or/and medium risk identified*);
 - Board of Trustees (*above £50,000 or/and medium risk identified*).
- d) To receive and review reports relating to:
 - ongoing projects/campaigns.
 - end of project/campaign.
- e) To identify and determine when there is a need to end a project/campaign prematurely.
- f) To review the following policy and agree any amendments subject to ratification by the Board:
 - Project & Campaign Management policy.

Strategy and Performance Monitoring Responsibilities

- a) To review and agree any draft strategy for recommendation to the Board for approval.
- b) To receive and review reports relating to:
 - the strategy's key performance indicators (*KPIs*);
 - equality, diversity and inclusivity within The SU;
 - overall statistics for Student Member misconduct and disciplinary;
 - overall statistics for complaints received by The SU;
 - staffing matters (*such as vacancies, restructure, sickness, etc*);
 - any other strategic and performance matter that the committee itself may determine is necessary.
- c) To make (*where necessary*) key decisions relating to the implementation of the strategy.

Student Group Responsibilities

- a) To review and determine the number and nature of the Executive committees that should exist within The SU.
- b) To determine whether a Student Group should be disaffiliated from The SU where it is brought to their attention.
- c) To review the following policies and agree any amendments subject to ratification by the Board:
 - Student Group policy.
 - Events policy.
 - Marketing & Media policy.
 - Volunteering policy.

Trustee Recruitment Responsibilities

- a) To recruit potential candidates for appointment as Independent Trustees to the Board by:
 - identifying potential gaps in the skills and backgrounds on the Board;
 - determining the criteria to be used in recruiting a new Independent Trustee;
 - determining the timetable for recruitment;
 - appointing a panel to shortlist and assess potential candidates;
 - reviewing and agreeing the panel's recommended candidates for appointment to the Board.

-
- b) To review the following policies and agree any amendments subject to ratification by the Board:
- Trustee Recruitment and Induction policy.
 - Trustee Roles & Responsibilities policy.

APPENDIX 2: Finance & Audit committee Terms of References

FINANCE & AUDIT COMMITTEE TERMS OF REFERENCE

Content	Page
Committee Membership	1
Committee Procedures	1
Financial Responsibilities	2
Audit Responsibilities	2

Committee Membership

- a) The total membership of the committee shall be up to 6 committee members.
- b) The committee members will be:
 - up to 2 elected officers appointed by the Board;
 - up to 4 Independent Trustees appointed by the Board.
- c) The committee will elect its own Chair from its own committee members;
- d) A committee member will be disqualified and removed from the committee if they:
 - fail to attend two consecutive meetings without the recorded permission of the committee;
 - commit a disciplinary offence either in The SU or University.

Committee Procedures

- a) The committee will meet as and when necessary to fulfil their responsibilities;
- b) The committee secretary will arrange meetings in accordance with [Articles 84 to 87](#) of The SU's Articles of Governance.
- c) The committee may only hold meetings and vote on matters if they have a minimum of 3 committee members present;
- d) The committee will conduct meetings in accordance with [Articles 90 to 96](#) of The SU's Articles of Governance;
- e) The committee will keep minutes and papers of meetings in accordance with [Articles 97 to 99](#) of The SU's Articles of Governance;
- f) The committee may take decisions without a meeting in accordance with [Articles 101 to 102](#) of The SU's Articles of Governance;
- g) The committee will handle any conflicts of interest that arise at a meeting in accordance with [Article 103](#) of The SU's Articles of Governance;
- h) The committee may make recommendations (*including proposing changes to these Terms of References*) to the Board of Trustees for consideration and decision.
- i) The committee may adopt new policies and/or amend existing policies subject to final ratification by the Board.

Committee Responsibilities**Financial Responsibilities**

- a) To receive and approve:
 - Project business cases (*between £10,000-£50,000 or/and where medium risks identified*).
- b) To annually review and agree a draft budget for recommendation to the Board for approval.
- c) To receive and review reports relating to:
 - management accounts;
 - reserves;
 - any other financial matters that the committee itself may determine necessary.
- d) To review the following policies and agree any amendments subject to ratification by the Board:
 - Banking & Reserves policy.
 - Budget Management policy.
 - Expenses policy.
 - Financial handling policy.
 - Fundraising policy.

Audit Responsibilities

- a) To annually review and agree the:
 - Trustees Annual Report and Audited Accounts for recommendation to the Board for approval.
 - Risk Register for recommendation to the Board for approval.
 - Business Continuity and Recovery plan for recommendation to the Board for approval.
- b) To receive and review reports relating to:
 - audit recommendations;
 - risk management (*including GDPR*);
 - health & safety;
 - any other audit matters that the committee itself may determine necessary.
- c) To review the following policies and agree any amendments subject to ratification by the Board:
 - Business Continuity and Recovery policy.
 - Risk management policy.
 - General Data Protection Regulation (*GDPR*) policy.
 - Health & Safety policy.
 - Safeguarding policy.

APPENDIX 3: Complaints & Disciplinary committee Terms of References

COMPLAINTS & DISCIPLINARY COMMITTEE TERMS OF REFERENCE

Content	Page
Committee Membership	1
Committee Procedures	1
Complaint Responsibilities	2
Student Member Disciplinary Responsibilities	2

Committee Membership

- a) The total membership of the committee shall be up to 3 committee members.
- b) The committee members will be:
 - up to 1 elected officers appointed by the Board;
 - up to 2 Independent Trustees appointed by the Board.
- c) There shall be up to 3 reserve members appointed by the Board that may take the place of a committee member if they are unable to attend.
- d) The Chair of the committee will be appointed by the Board.
- e) A committee member will be disqualified and removed from the committee if they:
 - fail to attend two consecutive meetings without the recorded permission of the committee;
 - commit a disciplinary offence either in The SU or University.

Committee Procedures

- a) The committee will meet as and when necessary to fulfil their responsibilities;
- b) The committee secretary will arrange meetings in accordance with [Articles 84 to 87](#) of The SU's Articles of Governance.
- c) The committee may only hold meetings and vote on matters if they have a minimum of 3 committee members present;
- d) The committee will conduct meetings in accordance with [Articles 90 to 96](#) of The SU's Articles of Governance;
- e) The committee will keep minutes and papers of meetings in accordance with [Articles 97 to 99](#) of The SU's Articles of Governance;
- f) The committee may take decisions without a meeting in accordance with [Articles 101 to 102](#) of The SU's Articles of Governance;
- g) The committee will handle any conflicts of interest that arise at a meeting in accordance with [Article 103](#) of The SU's Articles of Governance;
- h) The committee may make recommendations (*including proposing changes to these Terms of References*) to the Board of Trustees for consideration and decision.

Committee Responsibilities**Complaint Responsibilities**

- a) To receive stage 2 appeals under the Complaints policy and review:
 - the response given to a complaint to determine if any amendment should be made;
 - whether a '[serious incident](#)' has occurred and, if so, seek the Board's approval to report the matter to the Charity Commission.
- b) To respond to the complainant within 10 University days by sending an email that:
 - explains the key findings of their review and any lessons that have been learnt for the future;
 - explains any actions that are being taken in response to their appeal.
- c) To review the following policy and agree any amendments subject to ratification by the Board:
 - Complaints policy.

Student Member Disciplinary Responsibilities

- a) To receive stage 2 appeals under the Student Member Disciplinary policy and decide whether to uphold, dismiss or amend any sanction given to the respondent.
- b) To inform both the respondent and reporting party of their decision within 3 University working days of the meeting.
- c) To review the following policy and agree any amendments subject to ratification by the Board:
 - Student Member Disciplinary policy.

PURPOSE

To propose the appointment of Link Trustees.

CONTENTS

Page 1-2: Report
 Page 2: Actions for the Board

REPORT

1. BACKGROUND

- 1.1. A Link Trustee is an Independent Trustee appointed to be linked to a particular area of The SU with the intention being to:
- increase their knowledge of The SU and how it works;
 - give them the ability to validate the accuracy of reports they receive by speaking to staff directly;
 - foster positive working relationships between Trustees and senior staff;
 - exchange possible ideas and practices with senior staff based on their own unique backgrounds.
- 1.2. It should be noted that an Independent Trustee appointed as a Link Trustee to an area in The SU does not take on any responsibility for that area other than to express an interest in learning about it.
- 1.3. In terms of commitments The SU recognises that Independent Trustees are volunteers and each have their own commitments which vary from each other. Therefore we propose that it should be for the Independent Trustee to discuss with the area manager to decide what time they can give and how this might be best used.
- 1.4. Some suggestions of activities that Link Trustees could carry out are:
- having the occasional phone conversation with the area manager;
 - exchanging emails;
 - participating in a Microsoft Teams meeting to meet staff in the area;
 - arranging to meet the area manager when they are on campus for a Trustee meeting or SU event.
- 1.5. Link Trustee appointments would be reviewed annually with the intention to move Trustees about The SU to further expand their knowledge.
- 1.6. Senior management have been consulted about the proposed idea and have expressed support for it.
- 1.7. The Governance & Executive Support Manager has divided The SU areas up into 6 possible groups. These are not definitive and Trustees may amend as they please after discussion.

Name	Role	SU Area
Andrew McLaughlin Mandy Wilson-Garner	Chief Executive Deputy Chief Executive	Central
Helen McHenry	Head of Finance	Finance
Charlie Slack	Head of Student Voice	Voice
Polly Hawker Anna Boneham	Head of Activities Volunteering and Societies Manager	Activities
Helen Webb Mike Dalton	Head of Marketing Head of Commercial	Marketing Commercial
Naomi Galliford Sam Cook	Advice & Community Manager Peer Support Manager	Advice Peer support

ACTIONS FOR THE BOARD

2. The Board are asked to decide if they want to appoint Link Trustees.

Contact:	Greg Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: E-Mail: gdn26@bath.ac.uk
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PURPOSE

To inform the Board of Trustees of the actions that have been taken in terms of sustainability within the SU since the last meeting.

CONTENTS

Page 1-3: Report

Page 3: Actions for the Board

REPORT**1. BACKGROUND**

- 1.1. One of The SU's Top Ten campaigns this year is "to lobby the University to commit to radical action in its strategy to combat the climate crisis".
- 1.2. As part of the SU's strategic shift regarding climate action, the SU Leadership Committee has tasked the Activities Officer with writing a report on sustainability to share during Board of Trustees meetings.
- 1.3. This was announced together with the University's announcement of public consultations to inform its strategy.
- 1.4. Following these two events, the University launched the Climate Action Framework (*CAF*), a working group which is still being developed at the time of writing, aimed at tackling climate change within our campus.
- 1.5. The SU has been heavily involved in the making and the activity of the CAF, with student, staff, and officer representation. The SU was represented in the main CAF Working Group by the SU Activities Officer and the student Chair of People & Planet.

2. ACTIVITY UPDATE (*NUS GREEN IMPACT*)

- 2.1. A working group made up of the Activities Officer, The SU's Facilities Coordinator and the Governance & Executive Support Manager met to discuss potential action in order to achieve 'Good' in the NUS' Green Impact Award.
- 2.2. At the beginning of May 2020, we successfully submitted the Green Impact Toolkit to NUS despite a considerable section of our staff being furloughed, within the original deadline, and with a comfortable margin. We are now awaiting for the NUS to audit our self-assessment, which is likely to happen throughout the summer.
- 2.3. I am confident the SU will achieve the rating 'Good', which was our original goal as presented at the Board meeting in December.

3. ACTIVITY UPDATE (*UNIVERSITY-WIDE WORK*)

- 3.1. The SU kept pushing for bold and radical action at the Climate Action Framework, both in the main Working Group and in the four workstreams (*Learning & Teaching, Campus Emissions Reduction - UCER, Policy & Planning, and Research*). The group approved twelve overarching principles that were submitted to the University Executive Board and, after approval, to University Council.

- 3.2. Council approved the principles, chiefly a declaration of climate emergency and targets for Scope 1 and 2 Carbon Neutrality by 2030 and a 50% reduction in Scope 3 emissions by the same year, with the aim of a fully carbon neutral university by 2040. These were broadly the targets that the SU and its groups have been pushing for, and we were all incredibly pleased with this.
- 3.3. Jointly with the University, the SU also declared a climate emergency and set out its roadmap to becoming more sustainable and less carbon-intensive. As our building is leased from the University, our Scope 1 and 2 emissions are controlled by the Department of Estates: this is why our roadmap following declaration look different.
- 3.4. The Climate Action Framework Working Group has not met since the University Council vote. It is due to meet on June 10th, after this report is due. The Activities Officer will take part in this meeting and will provide a verbal update on any actions or follow-ups that the Board should be made aware of.
- 3.5. In February 2020, Civil and Architectural Engineering Student Alexander Robinson co-wrote a paper to CSSU with the Activities Officer, and presented it, following student consultation about water fountain usage and shortage on campus. The paper was received positively by the committee, although any outstanding actions were halted due to the lockdown that started roughly a month later.

4. ACTIVITY UPDATE (SUMMIT)

- 4.1. The SU held its first Summit in October, engaging students in a topical discussion around the climate emergency and how the university/SU should tackle it. A list of action points was collected at the end of the forum.
- 4.2. The Activities Officer has continued working on the action plan, identifying priorities and urgent points that should be actioned. The progress on this was slowed down by the coronavirus lockdown. However, some of the Summit recommendations were implemented or are going to be implemented when we are able to allow for a 'normal' campus offer.
- 4.3. The Activities Officer has also had an introductory meeting with the incoming chair of People & Planet where, among other things, the Summit Action Plan was discussed. The Activities Officer will ensure that all of the outstanding work is passed over effectively to his successor so that no valuable work gets lost.

5. ISSUES AND AREAS OF FUTURE ACTION

- 5.1. The subject of divestment has come up during discussion in the CAF-UCER meetings, which involved staff members from Finance and Procurement. However, the topic of divestment does not feature in the twelve original principles. This is an area where the SU and particularly groups such as People & Planet and Amnesty have consistently lobbied, and we will need to make sure that divestment features in future discussion and action at the University.
- 5.2. With the SU's declaration, there was a call to action for students to get involved in shaping the SU sustainability strategy. This is something that relevant groups and officers, particularly the incoming Activities Officer, will need to work on to make sure that the student voice keeps being at the forefront of everything we do.
- 5.3. The SU, in line with the requirements from Green Impact, will need to start identifying areas where our operation needs to become more sustainable. After a rough analysis, these were identified as being Student Sport, Marketing, and our Bars operation. Once our staff are fully back from furlough, we will need to start planning a roadmap to become a more sustainable organisation in the future.

5.4. The lockdown has made it mandatory for students to learn online and for a majority of staff to be working from home. This is something that I believe we should push with the University, lobbying for a solid provision of online learning throughout the remainder of the pandemic and beyond, and with Human Resources, to facilitate home working for non-student facing staff members, which would greatly decrease the number of vehicles – public or private – travelling to campus and therefore reducing our indirect carbon footprint.

ACTIONS FOR THE BOARD

6. The Board are asked to note the report.

CONTACT:	Francesco Masala (SU Activities Officer)	Telephone: --- E-Mail: suactivities@bath.ac.uk
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PURPOSE

To report to the Board the number of external speakers referred to the University under The Student Unions' (SU) External Speakers policy.

CONTENTS

Page 1-2: Report
 Page 2: Actions for the Board of Trustees

REPORT

1. BACKGROUND

1.1. The External Speakers policy sets out the procedures that must be followed if an external speaker is being invited to an event held or run by The SU. It exists to explain how The SU will put into practice the University's regulation 18 'Freedom of Expression'.

1.2. Under the External Speakers policy an external speaker will be referred to the University for checking if they are likely to express 'controversial' views or ideas that may:

- Offend or cause protest from parts of the University's community;
- Infringe the rights of other people;
- Discriminate against other people;
- Risk drawing people into terrorism;
- Incite people to commit criminal acts.

2. EXTERNAL SPEAKERS

2.1. The SU has received a total of 87 external speaker applications between June 2019 and June 2020.

2.2. Of the 87 applications received, 75 were approved internally, 3 referred to and approved by the University and 9 unresolved.

2.3. The following table offers a breakdown of 87 applications received.

Subgroup	Applications submitted	Number referred to University
Academic	0	N/A
D&S	9	0
ISA	0	N/A
Media	0	N/A
P&A	3	3
PGA	0	N/A
Societies	68	0
Sports	0	N/A
Volunteering	6	0
Other	1	N/A

2.4. In summary:

- the highest number of external speaker applications were submitted by the Societies Subgroup area.
- The highest number of external speakers applications referred to the University as ‘controversial’ speakers came from the Political & Activism subgroup area.
- There were 9 unresolved applications because events were cancelled following The SU’s decision to cancels events during the COVID-19 pandemic. However, there was one speaker event that wasn’t cancelled (*and instead moved online*) from the Feminism & Gender Equality Group – their application was not processed, and as a result of not gaining approval of their ‘controversial’ speaker, their event had to be cancelled.
- Additionally, the Conservative Association did invite Jacob-Rees Mogg to campus (*perhaps the most prominent figure on this list*), but this was also cancelled due to the pandemic. However, The SU should expect a reschedule for the new academic year.

ACTIONS FOR THE BOARD

3. The Board 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 to the Board on complaints and student member disciplinary.

CONTENTS

Page 1:	Report
Page 1:	Actions for the Board
Page 2:	Appendix 1: Complaint Statistics
Page 3:	Appendix 2: Student Member disciplinary Statistics

REPORT**1. SUMMARY**

- 1.1. The Student Union (*SU*) is an independent organisation to the University and therefore has its own procedures for handling complaints and administering disciplinary to student members.
- 1.2. Appendix 1 and 2 each provide a statistical overview for complaints and disciplinary matters within The SU.
- 1.3. Within the tables in the appendices red denotes an increase on the year before while green denotes a decrease from the year before. At a glance it therefore shows that for both complaints and disciplinary The SU is up on the year before.
- 1.4. This should, however, not be read at face value to mean that we are seeing an increase in student misconduct. We only have a year's data to compare it to so it is difficult to make such a judgement.
- 1.5. It should be noted that this year's data for misconducts reported also contains instances where the respondent was either unidentified (*4 cases*) or not a student of the University (*5 cases*). This was not previously contained in 2018-19's data as the practice of SU security reporting these cases to the Governance & Executive Support Manager had not yet been established at that time.

ACTIONS FOR THE BOARD

- 2.1. The Board 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: Complaint Statistics

Breakdown of Complainants	2018-19					2019-20				
	Undergraduate	Postgraduate	Public	Staff	University	Undergraduate	Postgraduate	Public	Staff	University
Procedures	0	0	1	0	0	0	0	0	0	0
Service	0	0	0	0	0	0	0	0	0	0
Event/Activity	1	0	0	0	0	1	0	0	0	0
SU Security Staff	0	0	0	0	0	2	0	0	0	0
Staff member	1	0	0	0	0	1	1	0	0	0
Senior Staff member	0	0	0	0	0	0	0	0	0	0
Officer	1	0	0	0	0	1	0	0	0	0
Student Group Event/activity	2	0	0	0	0	2	0	1	0	0
Total:	5	0	1	0	0	7	1	1	0	0

Breakdown of response to Complaints	2018-19			2019-20		
	Stage 1: Staff	Stage 2: Committee	Stage 3: University	Stage 1: Staff	Stage 2: Committee	Stage 3: University
Procedures	1	1	0	0	0	0
Service	0	0	0	0	0	0
Event/Activity	1	0	0	1	0	0
SU Security Staff	0	0	0	2	0	0
Staff member	1	0	0	1	0	0
Senior Staff member	0	0	0	0	0	0
Officer	1	0	0	1	0	0
Student Group Event/activity	2	0	0	3	0	0
Total:	6	1	0	8	0	0

APPENDIX 2: Student Member Disciplinary Statistics

Disciplinary Overview	2018-19				2019-20			
	Reported	SU Bans	Sent to University	University Sanctioned	Reported	SU Bans	Sent to University	University Sanctioned
Unauthorised entry	6	6	0	0	9	6	0	0
Inappropriate behaviour	5	5	0	0	11	11	0	0
Bullying	2	2	0	0	3	2	1	1
Risking harm	3	3	1	1	5	3	0	0
Drugs	2	2	2	2	7	0	5	2
Violent Behaviour	9	9	4	3	13	6	3	2
Disrespecting staff	6	6	4	4	9	7	3	3
Sexual misconduct	4	4	4	4	5	5	5	5
Damage to property	1	1	0	0	3	1	0	0
Breaching a sanction	0	0	0	0	5	5	0	0
Misconduct*	3	3	0	3	0	0	0	0
Total:	41	41	15	17	70	46	17	13

Appeals	2018-19				2019-20			
	Chair	Committee	Upheld	Dismissed	Chair	Committee	Upheld	Dismissed
Unauthorised entry	0	0	0	0	0	0	0	0
Inappropriate behaviour	0	1	0	1	0	0	0	0
Bullying	0	0	0	0	0	0	0	0
Careless Behaviour	0	1	0	1	0	0	0	0
Supplying Drugs	0	0	0	0	0	0	0	0
Violent Behaviour	0	0	0	0	1	0	0	1
Disrespecting staff	0	0	0	0	1	0	1	0
Sexual misconduct	0	0	0	0	0	0	0	0
Damage to property	0	0	0	0	0	0	0	0
Breaching a sanction	0	0	0	0	1	0	0	1
Misconduct*	0	3	0	3	0	0	0	0
Total:	0	5	0	5	3	0	1	2

Reporting Party	2018-19			2019-20		
	SU Security	Student	University	SU Security	Student	University
Unauthorised entry	6	0	0	9	0	0
Inappropriate behaviour	5	0	0	11	0	0
Bullying	2	0	0	3	0	0
Careless Behaviour	3	0	0	5	0	0
Supplying Drugs	2	1	0	7	0	0
Violent Behaviour	9	0	0	13	0	1
Disrespecting staff	6	0	0	9	0	0
Sexual misconduct	4	0	0	4	1	0
Damage to property	1	0	0	3	0	0
Breaching a sanction	0	0	0	1	4	0
Misconduct*	0	3	0	0	0	2
Total:	38	4	0	65	5	3

PURPOSE

To inform the Board of health and safety matters handled by The SU since the previous meeting.

CONTENTS

Pages 1-2: Report

Page 2: Actions for the Board of Trustees

Pages 3: Appendix 1: Accident Statistics

REPORT**1. ACCIDENTS SUMMARY**

- 1.1. The following is a summary highlighting some of the key points from the accident statistics contained in appendix 1.
- 1.2. There have been no further accidents reported to The SU since the Board's last meeting.
- 1.3. There have been no near miss accidents reported to The SU since the Board's last meeting.
- 1.4. There have been four personal accident insurance claims made since the Board's last meeting but the outcome of these claims is currently not known at this time.
- 1.5. The Cheerleading club is currently being investigated by the Departmental Safety Co-ordinator due to the increasing number of accidents and anonymous reporting of concerns.

2. PREVIOUS HEALTH & SAFETY INSPECTION (NOVEMBER 2019)

- 2.1. The following actions identified as part of the last inspection in November 2019 have been completed:
 - a) The overall storage space for The SU has been addressed to the best of our abilities. There has been some re-arrangement of storage space on campus and off-site store space has also been acquired.
 - b) The issue of dangling PC cables throughout the offices occupied by The SU has been addressed.
 - c) The issue of Bath Time and URB sofas which weren't able to be proved fire retarded has been addressed by their removal and disposal.
- 2.2. Issues identified as part of previous inspections that are still ongoing:
 - a) Stacking of newspaper within the Bath Time currently present a potential fire hazard. Discussions are ongoing with Bath Time about how best to safely store these.
 - b) It was identified that the conversion of 'aluminium pan' male toilets to ones with lids had still not been actioned. The Departmental Safety Co-ordinator is still awaiting a quote from Estates about this.
 - c) Heating and ventilation remain an issue within The SU with staff complaining that rooms can be too cold or too hot depending on what time of the year it is. Unfortunately there is little that can be done to address this issue other than to monitor it.

- d) Large roll cages and boxes of merchandise continue to be deposited in the passageways of Norwood House level 2. The Chief Executive remains in conversation with AHS about this issue.
- e) The maintenance of Norwood House social spaces continues to be an issue in particular on level 2 where there is a significant amount of footfall generated by visitors to Fresh and Pitstop. The Chief Executive remains in conversation with Estates about who is responsible for ensuring that this area is kept tidy.

ACTIONS FOR THE BOARD

- 3.1. The Board are asked to note the report.

CONTACT:	Paul Brooks (<i>Departmental Safety Co-ordinator</i>)	Telephone: 01225 385396 E-Mail: pb262@bath.ac.uk
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APPENDIX 1: ACCIDENT STATISTICS

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

PURPOSE

To inform the Board of the work that the CEO and Officers have undertaken since the previous meeting.

CONTENTS

CEO

PRESIDENT

SPORT OFFICER

POSTGRADUATE OFFICER

EDUCATION OFFICER

ACTIVITIES OFFICER

COMMUNITY OFFICER

CEO REPORT: ANDREW MCLAUGHLIN**1. GOALS:**

- To support each SU Officer in the delivery of at least one of their personal work objectives.
- To oversee the delivery of improvements to core organisational and strategic KPIs.
- To lead the delivery of the strategic plan, including acting as sponsor for programmes of work.
- To support the recruitment and induction of new Trustees.
- To complete the Coaching & Mentoring qualification.
- To grow the awareness of, and support for, the role that The SU plays in delivering the student experience at Bath amongst the University community.
- To build connections with University and other partners who can support the delivery of the strategy.

2. PLANNED KEY ACTIVITIES:

- Overseeing the delivery and implementation of the Welcome 2020 project as sponsor
- Ongoing role as part of the University's emergency management team
- Participant in the University's restart projects and leading work to re-start SU campus operations
- Keeping in touch with staff and continuing to support staff wellbeing
- Drafting the Service Level Agreements and seeking engagement from University management
- Completing assignments as part of the ILM Coaching & Mentoring qualification.
- Creating a suite of communications to help staff and students communicate our cause
- Planning the delivery of the project to re-define The SU's values and behaviours
- Chairing the southwest National Union of Students CEO network.
- Supporting additional Trustee recruitment and induction process.

3. UPDATE:

- Covid-19 has overshadowed a lot of planned work and will remain the key priority for the foreseeable future
- The Welcome 2020 project (see Covid-19 update) has incorporated much of the planned strategy
- I have continued connecting with University departments and sharing the new strategy. This includes presenting this work to the University Operations Board
- I have been able to continue coaching sessions with three clients as part of the ILM qualification

4. PERSONAL ACHIEVEMENTS

- I have written an article for Wonkhe on student engagement. This has been well-received in the sector and will help frame our position as the University's work in this area develops.
- The staff response to the Welcome 2020 project has been excellent, and this is progressing well under our new project management framework.

5. CONCERNS/ISSUES:

- The long-term impact of Covid-19 on our financial position, and what this means for our ability to innovate and develop new solutions as part of our strategy
- Lack of engagement from the University senior management, including regarding project restart, has been a concern so far. Duplication of meetings, no firm decisions and a lack of joined up thinking/oversight are time consuming.
- Employability, Equalities, Diversity & Inclusion (EDI), mental health and wellbeing etc are understandably moving very slowly in the University. It will be important to pick up these areas soon.
- Support for incoming officers will be key during the Covid-19 period. Plans in place to ensure coaching and mentoring and other forms of support are stepped up.
- Support for staff who have been working throughout the furloughed period, including those areas where childcare/dependents are making on-line working more difficult, is ongoing.
- Meetings are key to keeping in touch/ensure staff know what is going on in The SU/University and this can be time-consuming but essential.

6. IMPROVEMENT AREAS:

- We need to keep trimming our meetings to make sure they remain an effective use of time and resource. Daily contact is important for the wider team working remotely, and finding ways to improve efficiency will be key. Not easy during this period.

PRESIDENT REPORT: EVE ALCOCK

1. GOALS:

- True relaxation...

2. PLANNED KEY ACTIVITIES:

- Effective handover to Francesco
- Leaving the SU in a good state to tackle next year

3. UPDATE:

- Women in Leadership Conference was cancelled due to Covid19
- Piece of EDI work is in the process of being completed
- Good Mental Health SUMmit informing University work
- Inputting into the University's work on student engagement
- Significant fire-fighting after Covid19, including difficult conversations with the VC

4. PERSONAL ACHIEVEMENTS

- Delivering a lightning talk at a Wonkhe/AULA Conference on online learning that got turned into a wonkhe blog
- Speaking on a panel about PQA at a Westminster Higher Education Forum Conference on Admissions reform
- Delivering a webinar to international and UK Advance HE Members on the student experience on a socially distanced campus, and being asked to deliver the same to UoL senior team and Edge Hill University staff
- The Webinar is featuring in one of Advance HE's intelligence reports
- Being appointed as the Student Director on the board of the QAA
- Asked to speak at a HEPI/Advance HE Conference on online learning

5. CONCERNS/ISSUES:

- The SU is not being involved in key decisions being made about next year
- Officers will need lots of support to deal with next year
- I think we should continue making semi-autonomous decisions to the uni (like our decision to WfH sooner than the university announcement), but it could rub some up the wrong way
- We are going to need to massively accelerate work around our strategy to equip ourselves to deal with next year
- We are going to need to devise clever, innovative and quick ways to get a sense-check of student opinion on lots of different issues next year as things will change so quickly

6. IMPROVEMENT AREAS:

- None.

SPORT OFFICER REPORT: TOM SAWKO**1. GOALS**

- Good level of handover to student leaders
- Engaging exec, student leaders and staff to communicate offer on/off campus as semester 1 begins.
- Ensuring sport offer for social distancing/virtual and staff support needs.
- Maintaining corona community (CC) activity, and making it more sustainable

2. PLANNED KEY ACTIVITIES

- Chair 1:2's ongoing, handover meetings, and resources, Covid-19 in sport working groups.
- Working with activities manager to temporarily redesign staff roles to support with covid-19 compliant activity, increase in f2f provision for some clubs, and supporting an exceptional virtual provision for those that are forced to deliver partial/full activity online.
- Work on 'Plan B': student goodbye, student welcome, student leaders, student experience response team.
- Check-ins with Sports officers that have similar setups!

3. UPDATES

- Inclusivity report complete. Volunteer recognition scheme almost complete (waiting on staff member to return)
- Corona community still doing well! Looking towards summer/next academic year, using as a community for those that are shielding, and eventually as an online SU online 'fun' provision.
- Manifesto on hold for now, given current staff structure. Set to revisit as staff return.
- Good level of communication with STV throughout this time.
- Concerns about next year given current guideline development and Uni/STV responses.

4. PERSONAL ACHIEVEMENTS

- Wrote first Wonkhe article on BUCS (prompted response from CEO) writing another currently.
- Virtual events: Varsity, Blues awards, Plan B
- Early work with Student leaders
- CC success

5. CONCERNS/ISSUES

- Level of detail with which we need to approach 48 different sports with different sub-offers.
- Level of staffing in sport very low, feeling like I'm spread a bit thin.

6. IMPROVEMENT AREAS

- Being more decisive with planning under this uncertainty.

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- Getting ready to pass on some of the 'interim' responsibilities over to staff coming from furlough.

POSTGRADUATE OFFICER REPORT: JIANI ZHOU

1. GOALS:

- Wrap up my work: make sure the University is communicating well with doctoral students and that postgraduate student voice is heard; campaign for a better deal for doctoral students.
- Handover to Fritz: be well prepared for a good handover.

2. PLANNED KEY ACTIVITIES:

- Keep communicating with University senior management, emphasize the importance of communications and push them towards tailored doctoral communication.
- There will be a paper going to Senate regarding what provisions will be provided for doctoral students after final year doctoral students were granted a non-funded three-month extension. I need to be in conversations with the University and fight for a better deal for the doctoral community.
- Now the handover timetable and session allocation is out, I can better adjust the contents and make sure the two-week handover will be useful for Fritz. I would also ask him what he would like me to cover in individual handovers and tailor some sessions.

3. UPDATE:

- *Officially Launch the #HelloBeginners initiative for all postgraduates to get involved in activities that interest them (for instance, societies or sport). Make it more cause-y by encouraging student-led activities through this new buddy system with me and other relevant SU members of staff as facilitators.* – This didn't happen due to the impact of Covid-19 and lack of staff support (furlough). Activities could only take place online so at least we have tried to organise one online event per week for PGTs and doctoral students.
- *Wrap up the 2 doctoral campaigns on the Top 10; chase up actions for better supervision; check if students have any feedback that they would like to raise on the new business booking portal, despite travel will be minimal for all researchers due to coronavirus.* Feedback on the business booking portal wasn't collected because of the impact of Covid-19. We have been working on the supervision top 10 and have been actively engaging doctoral students into the conversations with the University. Currently the University is considering a yearly review system like Edinburgh's for doctoral students, about which students and many academics are not happy. We are continuing working on this at the moment with the reps. I have also contacted Edinburgh SU and see if I can get any feedback on this system from them.
- *Ensure there will be a smooth handover for my successor. Research and write up a handover document.* – I have been working on handover preparation and thinking about projects to handover. Now that many of the working groups come to an end, it is important that our campaigns (for instance, Postgraduates Who Teach [PGWT]) still go on.

4. PERSONAL ACHIEVEMENTS

- Our doctoral engagement has been really successful during this period, thanks to our creation of an online Doctoral Community on Microsoft Teams. Quote from a doctoral student: *"May I say that this communication on Teams in addition to emails and the like is far better than the communication we had with you guys prior to staying home. It's more frequent and we can see what other doctoral researchers' opinions are. I shockingly now feel more part of the Uni's doctoral community than before, as previously I mostly interacted with doctoral researchers from my department."*
- Alisha and I spoke at a QAA Webinar on Covid-19. I talked about online student engagement from an academic representation point of view, and Alisha talked about welfare and support.

5. CONCERNS/ISSUES:

- With the disband of many working groups, it is likely that some of the work like PGWT will be hard to monitor for us. It is therefore really important to check in regularly with students, university senior management and relevant stakeholders (for instance UCU).

6. IMPROVEMENT AREAS:

- I think I am quite blunt and straightforward in communicating and it may come across harsh to some people. So I could try adjust my strategy when dealing with different people and matter.

EDUCATION OFFICER REPORT: RUQIA OSMAN

1. GOALS:

- Prepare a handover document for Black History Month

2. PLANNED KEY ACTIVITIES:

- Prepare a good handover document for Black History Month
- Complete Handover to Annie
- Update and rename 'Black History Month' Library reading list and work with Students to ensure that their recommended books are added to this reading list.

3. UPDATE:

- Anti-campus forum was very informative and successful and will hopefully help to shape the work that the SU and University does. There has been some good progress made since the release of BLM statements from the SU and University.
- Appropriate SU representation on Resilient Curriculum Working group after initial hesitancy from University.
- Worked closely with University to ensure students had correct information and clarity to get through exams, in terms of exam result dates, the release of an appropriate no-detriment policy & student explainer.
- Continuously working and engaging with academic reps and the academic exec through online drop ins and on teams prior to the exam period.
- Worked with members of senior tutor forum to ensure that the university sent out appropriate messages of support to black students after the death of George Floyd.
- Great progress was made with the lecture capture policy, however this was pulled from senate last minute so still no decisions have been made around this- it's something to look out for going forward.

4. PERSONAL ACHIEVEMENTS

- Being part of the incredible work and progress that's happening on campus around Black Lives Matter.
- Since the start of COVID-19, the engagement I've had with academic reps has been the most since the beginning of the year- this has potentially highlighted that online engagement with reps is something that could potentially be continued moving forward.
- Feeling comfortable in Council!
- Managing to get through and navigate all the disruption that COVID-19 caused to learning and teaching

5. CONCERNS/ISSUES:

- **CONFIDENTIAL:** The continuation of the anti-racist work that has started. If appropriate plans are not put in place, there is a risk of this work not being continued.
- **CONFIDENTIAL:** Representation of Black students and engagement with the Black Student community. Black students should not just be a priority now, but moving forward too.

6. IMPROVEMENT AREAS:

- Don't feel intimidated or uncomfortable in spaces where I am the only black person/person of colour!

ACTIVITIES OFFICER REPORT: FRANCESO MASALA

1. GOALS:

- Complete my handover document and pass it to the incoming Activities Officer
- Complete a Societies Coronavirus Assessment document with input from the student group spreadsheet on what the societies offer could look like in the new academic year.
- Continue working on a financial plan for societies' budgets to hand over to Rob.
- Prepare content and roll it out via social media platforms for Pride Month
- Start working on a 'caretaking committee' plan for those societies that have not filled in all their core committees and need to start planning for next year.
- Work with Tom on the "Plan B" Virtual Summer Ball.
- Plan a Virtual Summit regarding the SU Offer next year, closely working with the Student Voice Team.

2. PLANNED KEY ACTIVITIES:

- Promotion of the student group offer spreadsheet to inform the societies document mentioned above.
- Engage with members of our community and externals around Pride Month for talks, conversations, or content
- The rest of the key activities are already written down clearly on the "Goals" section.

3. UPDATE (FROM 'GOALS' OF MARCH BOARD)

- Fill all the new Societies Committee roles within the first round of elections: The engagement activities we had been thinking about to promote the exec roles could not happen due to the lockdown – at the moment, only one exec role is unfilled which is good compared to the past couple of years, and with the new Student Group Policy, ideally, the officer and the committee will be able to co-opt someone in the position for the beginning of the new academic year.
- Declare a climate emergency and roll out the petition to students: Done, although the petition was deleted as the declaration became joint with that of the University.
- Review the role of Welfare and Inclusivity Officers in societies: Not done. This was put in my board report before the lockdown happened, and it's an area of work that I did not touch. I will make sure that this is passed onto my successor.
- Make progress on the Loneliness Top 10 campaign along with the Sport Officer: Not done specifically, although the work Tom and I have been doing on Corona Community has been important in keeping up student morale and reducing loneliness in this difficult time. This campaign will become all the more important in the future, particularly if our students are spread across the country and beyond in the coming year.
- Submit the Green Impact toolkit to achieve 'Good' by the deadline on May 1st: Done (see Sustainability Report)
- Improve the financial request form and the requirements for keeping the end of year rollover: Not done, as the situation has changed quite drastically. I am however talking to the Head of Finance and the Societies Staff to make sure we can implement a more flexible and effective approach to budgets for SU Societies in the upcoming year, keeping in mind the difficulties societies will have to alter their offer to virtual platforms.
- Make sure the Climate Action Framework includes a recommendation to obtain Carbon Neutrality by 2030 and to divest from Barclays: Done. More so, the University has declared a climate emergency and set out carbon neutrality targets by 2040 (See Sustainability Report). However, the campaign to divest from Barclays will continue as there is no recommendation on the matter in the University directive.

4. PERSONAL ACHIEVEMENTS

- Co-ordinated the Corona Community that is nearing 4000 members, the highest number of students involved in such an initiative in the country.
- Effectively started receiving my handover from Eve and have already met with multiple members of senior management and Council to hit the ground running when I start as President at the end of June.
- Written two articles for Wonkhe (on student affordability: <https://wonkhe.com/blogs-sus/the-future-has-to-be-affordable-and-we-need-to-fight-for-it/> and on the climate emergency: <https://wonkhe.com/blogs-sus/the-global-climate-emergency-has-not-gone-away/>). The latter has been included in the readings for the upcoming meeting of University Council
- Following our lobbying and pressure, the University has declared a climate emergency and set out ambitious targets of carbon neutrality. This was one of my main goals this year and a priority campaign for the SU.

5. CONCERNS/ISSUES:

- N/A

6. IMPROVEMENT AREAS:

- N/A

COMMUNITY OFFICER REPORT: ALISHA LOBO
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PURPOSE

To inform the Board of the work that the different SU Areas have undertaken since the previous meeting.

CONTENTS**STUDENT VOICE****STUDENT GROUPS****STUDENT SUPPORT****STUDENT EXPERIENCES****STUDENT PEER SUPPORT****STUDENT VOICE REPORT: CHARLIE SLACK****1. GENERAL SERVICES PROVIDED**

This area coordinates 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. We do this through:

- Academic Representation System and Academic Executive Committee, Departmental and Faculty
- Reps
- Postgraduate Association and Executive Committee
- International Student Association and Executive Committee
- Politics & Activism Groups
- Representation on University Committees (including paper support and briefings)
- National Representation (through NUS conferences and other fora)
- Campaigns support and Policy Making
- Research
- Running of SU Officer elections and providing election support to other areas
- The SU 'Top Ten' development and support for priority issues.

2. OBJECTIVES

- University Student Engagement Framework development
- Ensuring a shared effective understanding of the principles and practise of student engagement across the SU
- Enhancement of our Insight activities to ensure timely and deep understanding of student issues.
- Strategic development of representational and engagement models across The SU including Doctoral Student Representation structure including Academic Reps/Doctoral Council and PGA, Academic Council and Faculty Forums, International Council and ISA Exec/Forum, Halls Forum, and the SUMmit.
- Delivery of the Top Ten 2019/20 and priority issues
- Delivery of elections, training and ongoing support for new representatives including SU Officers
- Coordination of community building events for PG and International students

3. PLANNED KEY ACTIVITIES

- University Student Engagement strategy: currently working towards a June deadline for feedback on the reports provided and proposals for future work.
- The Education Awards Evening was moved to a virtual event (held in partnership with the University) on Friday 15th May with awards presented by SU Officers and the Pro-Vice Chancellor

(Learning & Teaching) and was viewed by 110 on the live stream and 2000+ views in the following days.

- Our National Representatives attended NUS National Conference virtually during W/C 30th March and our President was elected onto Democratic Procedures Committee .Liberation Conference was held from 27th May to 29th May and attended by 5 delegates.
- Coordination of the Study Well campaign: encouraging students to look after their wellbeing during the assessment period, through promotion of a range of online resources and University services. Officers also created wellbeing related content on Corona Community.
- Mental health SUmmit report and recommendations have been circulated to key stakeholders in the University
- Prayer room survey data used to create a paper for Council/Senate/SU (April) with input from the Islamic Society. Discussion is currently underway to the creation of a much larger prayer room space in the Norwood Learning Commons after years of sustained campaigning.
- Work with Diversity & Support groups to support engagement and campaigning activity.

4. AREA UPDATES

- Creation of online forums: Rapid redevelopment and population of existing representation systems to online format to allow widespread engagement with student reps, committees and cohorts on key issues as they unfolded.
- Reactive engagement on development of university policies in relation to Covid-19: Gathering student opinion on emerging topics, lobbying University Committees and members of senior management on the development of policies and stances (including safety net, no detriment, online teaching, campus accommodation, online assessment, doctoral extensions) and ongoing communications with students
- Covid-19 impact for Disabled Students and Placement Students: specific feedback into ongoing issues faced by these student cohorts to support campaign activity.
- Research: Online Learning Experiences Survey - 130+ responses on experiences of the transition to online learning and what students want to see in 2020/21. Report has been circulated to key committees and stakeholders. Research into student expectations of the “new normal” and Personal Tutors are scheduled for the coming month. Planning for a replacement all-student longitudinal survey to replace the Student Life Pulse.
- A virtual 'SUmmit' has been scheduled for mid June to gather student leaders views of the student experience over the coming year.
- Handover of Officers is scheduled to take place from 15th June, moving to an online mode of delivery.
- Planned development of a range of online engagement forums for year ahead for groups of representatives and on specific topics.
- Culmination of Top Ten 19/20 and planning of Top Ten 20/21 is currently underway.

5. CONCERNS/ISSUES:

- provision of effective and informative student feedback on the 'lived experience' of students across the community over the coming year will be paramount to enable student feedback to shape the time sensitive and impactful decisions made by the university during the Covid-19 crisis. Politically, it will also be important to demonstrate the agility and usefulness of SU feedback whilst the University is undertaking a review of Student Voice across the organisation and determining how this will be best undertaken and resourced to ensure The SU remains the central stakeholder in provision of the student voice.

6. IMPROVEMENT AREAS:

- None.

STUDENT GROUPS REPORT: POLLY HAWKER & ANNA BONEHAM

1. GENERAL SERVICES PROVIDED

- The Volunteer area provides support to deliver community volunteer projects, fundraising events with local and national charities and schools. The area provides support to individual students to find community volunteer opportunities as well as supporting 45 'Lloyd Scholar's' (who are from a widening participation background) with sourcing 100 hours of volunteering per Scholar.
- The society area delivers opportunities for students to continue their hobbies, gain access to faith and cultural groups, develop new skills and meet like-minded people.
- SU Sport delivers an extensive offer from skill development, social and recreational sport, national league and tournament competition and club development. The area will deliver a number of key aspects linked to overall University sport strategy.
- Within the Activities area the students might just find the thing – or the people – that define their time at University or even transform their future.

2. OBJECTIVES:

- Updating the Safeguarding Policy to include processes to support vulnerable adults, as well as U18's
- Monitor progress of the new Volunteer Exec group to ensure Cause development
- Monitor progress of the restructured Society Exec and GM's to ensure Cause development
- Work with the Community and Activity Officers to review the current structure with the aim of Volunteering moving from the Community Officer to the Activities officer.
- Working with the Head of Activities to look at the support needed for Backstage
- Continuation of development of the SU's Award's process
- Draft a strategy towards Club Culture in collaboration with Department of Sports Development and Recreation (DSDR) and Student Services
- Review engagement platforms for new members (Sports day/fair)
- Increased planning towards Sponsorship opportunities, identifying joint opportunities between areas and departments.
- Deliver 3 large events (Snowball x 2, Masquerade Ball, BUCS Super Rugby Anniversary Game)

3. PLANNED KEY ACTIVITIES: July & Sept

- Due to Covid-19 there are a number of actions that would have taken place between March and July that will need to be actioned between July and September, including; groups training conference, development of specific training towards inappropriate culture within sports groups, and development towards the open committee project. With Covid-19 in mind our objectives for the summer will now take a different direction.
- Identify and map out a new sport offer, taking in NGB, BUCS and government guidance on which sports are able to start post Covid-19. Use sport to help create the communities that students benefit from.
- As part of the Re-invent the Student Welcome project, we will be leading on two of the workstreams; 1) 'Re-imagine the Student Group Offer' identify what is possible through the virtual world and being able to socially distance. Review the membership structure and identify opportunities to generate an income whilst ensuring students recognise and see the worth of a groups/areas offer. 2) 'Engaging Student Leaders' supporting Student leaders to deliver activities within a 'new normal' due to the pandemic.
- Inducting the new Execs and Committees into the area
- Continual engagement with the Uni's Local Engagement working group, as well as their Civic Engagement group

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- Attending the Uni's Student Enterprise Working Group - Set Squared have been successful with a large funding bid towards enterprise development.
 - The Uni's Gold Scholar Scheme has moved over to the Support Services area – will be making connections with the Deputy Director so that they are more aware of the Lloyd's Scholar Scheme, especially when linking with widening participation agenda.

4. AREA UPDATE:

- Due to Covid-19 cancelled activities included, Varsity, Groups Training conference and the annual colour run. Bath will host the 2020-21 event allowing bookings and items purchased to be rolled over to next year, reducing the financial impact. The Sports Blues Awards took place with winners being announced via social media over the course of a week and displayed on [The SU Bath](#)
- A form of training will take place towards reducing the negative culture within some of our sports groups. However looking to the future our ultimate aim is to produce a course that would be recognised/kite marked in which all students who represent the University in sport would need to complete.
- The Bath Half went ahead (it was touch and go as on the very last weekend before lockdown!) and RAG originally had over 60 runners signed up and about half of these turned up on the day.
- The area continues to monitor what the online presence could look like and how groups can be supported in providing a model of activity during a 'new normal'.
- Continue to work with the incoming Community and Activity Officers in moving volunteering under Activity Officer remit.
- The SU Awards were successfully delivered as an online version of the event

5. CONCERNS/ISSUES:

- Removal of funding from the SU budget to fund the Club Development Officer role. The contract for this role will expire in early September and the current post holder will revert back to the grade 5 Social and Recreational Sport Coordinator position.
- On-going - Future of Backstage – the Head of Commercial operations has agreed to share the management of the group so as to better support with their events and training needs. They had put in a business case for a staff role but that will be highly unlikely in these times. The Chair resigned in February and the incoming Chair has stepped down. They are now running a by-election for the position.
- Groups needing to adapt quickly so as to provide a range of extra-curricular activities to help with the overall student experience
- Staff needing to adapt to the 'new normal' and a possible change to their roles
- All of the Activities team have been furloughed (apart from the Managers) so concerned about getting the timings right when bringing them back. Work is going on the background to help with the transition back to work and this will need to be handled sensitively.

6. IMPROVEMENT AREAS:

- Continued: Review of the Community and Activities Officer with the aim of the Volunteer area sitting under the Activities Officer from 2021-22.

STUDENT SUPPORT REPORT: NAOMI GALLIFORD

1. GENERAL SERVICES PROVIDED

Advice:

- Provide confidential, independent advice and support on academic, housing and personal issues including mental health, harassment etc.
 - Liaise with Stakeholders to provide input on policy, procedure, operational and campaign processes.
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- Support Diversity & Support Groups (D&S) and Exec.
 - Training development and delivery.

Community:

- Manage Hall Representatives (HRs) representing fellow students in Halls. They raise issues with Halls via Forums and arrange community events.
- Organise events including cultural trips, Christmas, 'Study Well' etc.

2. OBJECTIVES:**Advice:**

- Provide a professional, friendly and efficient service to students and staff.
- Improve processes within the service.
- Train career and student staff.
- Increase links with stakeholders and knowledge of their functions.

Community:

- Provide support to all HRs to aid them to fulfil representative and activity role.
- Provide a broad range of trips that are attractive, accessible and affordable to all students.
- Increase links with Advice and stakeholders.

3. PLANNED KEY ACTIVITIES:**Advice:**

- Continue to review current systems and processes to ensure the best delivery and access to the service for the students during COVID-19. Including standardising how Advisers function e.g. utilising email templates, increased casework discussions and developing further guidance.
- Continue to proactively empower students to improve their peers and their own wellbeing and understanding of policy and procedure. Including: enhancing marketing and communications, including webpages and to develop a 'Service Directory' with stakeholders, D&S and Exec development, Report and Support development.
- Continue to enhance links with Officers and the Voice team to represent students' needs with the SU and University, develop interventions and processes that have their needs at the core.
- Support SU departments to review access and support provisions.

Community:

- Support and help deliver goodbye activities for Officers, groups and students generally.
- Supporting delivering the 7 induction workstreams for next year covering welcome, groups, accommodation etc.
- Develop and support Officers to deliver the 'Corona Community' activities and strategy.
- Support online and face-to-face graduation plans.
- Develop community activities and support plans for Accommodation with COVID-19 measures, including HRs redevelopments.
- Work with Accommodation to develop the Student Living Ambassadors (SLA) role alongside HRs. .

4. AREA UPDATE:**Advice:**

- Transferred service to remote working and setting up processes for operating the service and internal communications.
 - Casework increases due to COVID-19 including general advice on lockdown and travel, mental health, accommodation (current and future), academic issues with learning environment, communications and assessments, disability and placement issues, misconduct.
 - Sonja Zurian (SU Adviser) passed probation.
 - D&S support provided remotely, Exec under review and improvements made.
-

- Policy, procedure, campaign and operational process work, includes COVID-19 policy and procedures, Report and Support process development.

Community:

- Coordinator furloughed from 13/4/20 – 15/5/20 - majority of work was paused during this time and key activities is current workload.
- Prior to furlough:
 - NUS Green Impact report.
 - Project lead - Climate Change workstreams.
 - Coordinating SU Awards.
 - HRs:
 - All forums held prior to lockdown.
 - Liaising with HRs to manage suspension of role.
 - Remotely recruit SLAs with Accommodation.
- Trips: Cancelled 2 trips, funds recuperated/transferred.

5. CONCERNS/ISSUES:

- COVID-19 continuing impact on both departments affecting service and activities due to continued lockdown/further spikes.
- Future of staff resource and overall demands on Advice to deliver key responsibilities and wider needs, with no time now where the 4 members of the team work on a day together.

6. IMPROVEMENT AREAS:

- See planned key activities as these aims to address the areas we are looking to improve.

STUDENT EXPERIENCES REPORT: HELEN WEBB & MIKE DALTON

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

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

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- Improve communications with large Chinese student population.
 - Begin segmenting communications to increase impact.

3. PLANNED KEY ACTIVITIES:

- Preparing for a new virtual Induction for Incoming Freshers’.
- Exploring opportunities for student groups to promote themselves in a virtual way in the absence of physical fairs
- Looking at different ways to bring in commercial income with the loss of the Freshers’ Fair and other physical sales opportunities
- Working with the Community Co-ordinator to explore ways of building online communities through multiple platforms.
- Launching a new homepage and new ‘landing’ pages for Sports, Socs and Volunteering on the website. Making them more user friendly and visually appealing.
- Completing a full social media audit and making recommendations for accounts going forward.
- Planning a full comprehensive SU Officer Handover.
- Organising a Goodbye event and a goodbye video for students following exams. Linking in with the University virtual graduation.
- Looking at the future directing for SU Jobs in line with the current pandemic.
- Continuing to offer students an online community particularly aimed at wellbeing throughout the Covid-19 experience.

4. AREA UPDATE:

- The SU Bar is closed and all staff furloughed.
- Freshers’ Week Event Managers and captains have been recruited.
- We held 3 successful virtual awards ceremonies which received fantastic engagement and enabled students to still get the recognition they deserve.
- A new Corona Community facebook group has been created to allow student to connect and take part in many activities with health and wellbeing in mind.
- SU Officer Elections took place successful with a higher turnout than last year.
- Student Group elections have taken place as well as the by-elections
- Bryony Hitchcock has left her role as Data Insights and E Marketing Lead.
- Molly Membury, Sales Co-ordinator is pregnant and will leave in August.
- Summer Ball and all end of year events cancelled.
- Created a Corona Blog which gives students frequent updates on the latest news

5. CONCERNS/ISSUES:

- We are now moving to a more digital, virtual world. We are having to learn new software, new technologies and adapt everything we do in line with the changing environment.
- Connecting with the incoming students without our physical events is the biggest concern going forward.
- Loss in income from closure of the bar and all cancelled events.
- The constant unknown about what the 2020/21 academic year might look like makes it impossible to plan.
- Expectation and need for more video.

6. IMPROVEMENT AREAS:

- A whole revamp of our digital platforms in line with the changing environment

PEER SUPPORT REPORT: SAM COOK**1. GENERAL SERVICES PROVIDED**

- Peer Mentoring System, including mentoring new undergraduate, postgraduate taught and doctoral students as well as students preparing for Placement.
- Peer Assisted Learning (PAL) schemes where trained student leaders facilitate regular study groups with students in lower years, or who are learning a language.
- Skills Training programme available for all students, delivered by Student Trainers, SU Staff and University Departments.
- Development of an online Student Leader Training Module and supporting other departments to develop training for their Student Leaders.

2. OBJECTIVES:

- To expand the current provision of PAL, Placement mentoring and Postgraduate mentoring to provide peer-led support to more and different students.
- To embed English PAL in the pre-sessional English course to help new international students settle into life and study at Bath.
- To expand the provision of peer-led training sessions for students, using student feedback to plan future sessions.
- To support SU departments to effectively monitor attendance at compulsory training for Student Leaders.

3. PLANNED KEY ACTIVITIES:

- Decide and train new Lead Peer Mentors and develop support for delivering mentoring online next year.
- Recruitment of PAL Leaders, with training taking place in September.
- Implement a trial mentoring scheme for MSc students in the School of Management, with MBA students acting as mentors.
- Work with other departments to develop effective online training for their student leaders, through various platforms.
- Publishing of Health and Safety online training module.
- Evaluation of volunteer experience and PAL attendee experience through surveys.
- Induction of new Peer Support Coordinator, Rhiannon Marshall.

4. AREA UPDATE:

- We have recruited for the new Peer Support Coordinator role, which Rhiannon Marshall joining us from University of Bristol. She has lots of experience working in Peer Support and will be a great addition to the team. She starts on 6th July with a virtual induction planned.
- We have successfully moved most activities online, with mentoring continuing as normal and some PAL sessions taking place online. Up to 22 students attended online sessions in Psychology and French and Spanish sessions proved popular as well.
- Peer Mentor training has moved online for this year, with 736 students completing training in person or online so far this year.
- Sam Cook has regularly attended online networking events with the European Centre for SI-PASS to share and gather good practice around online training and PAL sessions.
- We have recruited a team of student trainers who will deliver sessions next year. Training will now take place in September.

- The Education Awards were held successfully on 15th May, with Peer Mentor and PAL Leader awards given out at this event for the first time.
- We have supported the introduction of Peer Supporters, a support network for doctoral students struggling during lockdown.
- Laura Kingston has successfully closed the Bath Award, with 56 students passing the Full Award, 3 students passing Entry Level and 1 student passing Intermediate Level. She will return as Peer Support Administrator in September.
- Josie Waithe has withdrawn her resignation due to lockdown and will continue as Skills & Development Coordinator for the foreseeable future.

5. CONCERNS/ISSUES:

- Quality and impact of an online induction for Rhiannon Marshall and establishment of team dynamics online and while some members of the team are on furlough.
- Lack on uncertainty around online teaching, student recruitment numbers, etc. for next year.
- Engagement in PAL sessions and with peer mentors may increase or decrease dramatically with the move online.
- Increased staff resource required to develop and deliver online training for student leaders.
- Staff availability will delay publishing of Health and Safety training module.

6. IMPROVEMENT AREAS:

- Improve quality of online training for students across the SU.
 - Promotion of services including talking to your mentor and attendance at PAL sessions and Skills Training sessions.
 - Improve level of communication with volunteers in Peer Support.
-

PURPOSE

To provide the Board with a summary of matters handled by committees.

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REPORT**1. FINANCE & AUDIT COMMITTEE**

1.1. At their meeting on the 16th March 2020 (*See minutes - appendix 1*) the committee discussed:

- Management accounts;
- Reserves;
- Budget;
- Audit recommendations;
- Business Continuity Plan;
- Risk Register.

1.2. At their meeting on the 21st May 2020 (*See minutes - appendix 2*) the committee discussed:

- Management accounts;
- Reserves;
- Budget;
- Audit recommendations;
- Business Continuity and Recovery policy.

2. LEADERSHIP COMMITTEE

2.1. At their meeting on the 11th March 2020 (*See minutes - appendix 3*) the committee discussed:

- Projects.

3. GOVERNANCE COMMITTEE

3.1. At their meeting on the 1st June 2020 (*See minutes - appendix 4*) the committee discussed:

- Student Member Disciplinary policy;
- Complaint policy;
- Business Continuity policy;
- Student Group policy.

CONTACT:	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: 16/03/2020 FINANCE & AUDIT COMMITTEE MINUTES

Meeting:	Finance & Audit Committee		
Location:	1 East 3.10 meeting room		
Date & Time:	Monday 16th March 2020 at 9.00am (Started at 10am)		
Present:			
Tom Sawko	Sport Officer (Chair)		
Ruqia Osman	Education Officer		
Rob Clay	Independent Trustee		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Helen McHenry	Head of Finance		
Andrew McLaughlin	Chief Executive (<i>Joined the meeting under item 4</i>)		
Alexander Robinson	Independent Trustee		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Jiani Zhou	Illness	Yes
	Apologies for lateness were received from Rob Clay and the meeting was postponed until they joined the meeting.		
2.	Notice of any other business		
	No items were identified for discussion under any other business.		
3.	Minutes of the previous meeting		
	The minutes of the previous meeting were approved by the committee and signed by the Chair (<i>See R1 of the Committee reports</i>).		
3.1.	Matters arising from the previous minutes		
	The Committee received a report on matters arising from the previous meeting (<i>see R2 of the Board reports</i>).		
	The Head of Finance reported plans for the retendering of the charity's auditors which was due. They also explained the changes that had been made to the cycle of approving the Trustees Annual Report and Audited Accounts. These would now be presented to this committee in October before being approved by the Board of Trustees in December.		
4.	Management Accounts		
	The Committee received a report on the Student Union (SU) management accounts and reserves (<i>see R3 of the Committee reports</i>).		
	The Head of Finance reported that there had been a drop in commercial income at the end of semester one but that this was up again in January. It was noted that the current pandemic was likely to have an impact on commercial income which The SU was reliant on to support staffing costs.		

	<i>(The Chief Executive joined the meeting at this point)</i>
5.	<p>Reserves statements</p> <p>The committee received a report on reserves statements (<i>see R3 of the Committee reports</i>).</p> <p>The committee discussed the reserves noting that due to the current pandemic it was likely that The SU would need to draw on these to support the operational costs while commercial income was down.</p> <p>The committee agreed that all actions that can be taken to reduce the potential hit on the reserves by freezing all non-essential expenditure immediately. The Head of Finance noted that advice had already been issued to staff to this affect.</p> <p>The committee discussed upcoming events such as the summer ball and actions being considered to save money. It was noted that currently £35,000 had already been committed in expenditure which was not recoverable. This would increase to £50,000 by the end of the week if action was not taken. The committee agreed that decisions should be made on the assumption that this event would likely be cancelled.</p> <p>QUESTION: A Trustee asked if there was any danger of The SU going bankrupt. ANSWER: The Head of Finance explained that this was not likely as The SU had large reserves but that it would take considerable time to restore these once depleted.</p>
6.	<p>SU Budget 2020/21</p> <p>The Head of Finance reported that they don't have a draft budget to present to the committee at this time but this will be ready for the Board meeting. They noted that the University have not made any changes to the budget submission deadline.</p> <p>The Chief Executive reported that the University have concerns about future student numbers due to Brexit and the pandemic which are likely to impact on their budget going forward.</p> <p>The Head of Finance reported that the University had requested that The SU present several budget forecasts based on different scenarios. They explained they were getting support from an external consultant to help with this.</p> <p>The Head of Finance reported that due to the high cost of the transport fleet The SU were now looking at the cost for early exit from the current lease. They noted that lease had been reviewed and agreed last year.</p> <p>The Head of Finance reported on two requests proposed to the University for new staff posts which were currently in the process of being considered.</p> <p>The committee discussed and agreed that The SU should aim for a break even for this financial year.</p>
7.	<p>Audit recommendations</p> <p>The Committee received a report on the current management accounts and reserves (<i>see R4 of the Committee reports</i>)</p>

	The committee noted the current pressures within the Finance team resulting from staff absence which was making it impossible to address the auditor’s recommendation regarding segregation of duties. They agreed that they wanted their concern regarding this to be formally noted.
8.	Business Continuity Plan The committee noted the Business Continuity Plan.
9.	Risk Register The committee noted the Risk Register.
10.	Any other business No items had been previously identified for discussion under any other business.
11.	To set the date and time of future meetings The committee noted and confirmed the following meeting dates: Thursday 21st May 2020 at 9am
The meeting ended at 11.12 am.	
Item number	Action

APPENDIX 2: 21/05/2020 FINANCE & AUDIT COMMITTEE MINUTES

Meeting:	Finance & Audit Committee	
Location:	Microsoft Teams Meeting	
Date & Time:	Thursday 21st May 2020 at 9.00am	
Present:		
Tom Sawko	Sport Officer (Chair)	
Ruqia Osman	Education Officer	
Jiani Zhou	Postgraduate Officer	
Rob Clay	Independent Trustee	
In attendance:		
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)	
Helen McHenry	Head of Finance	
Andrew McLaughlin	Chief Executive	
Item		
1.	Apologies for absence All members of the committee were present.	
2.	Notice of any other business No items were identified for discussion under any other business.	
3.	Minutes of the previous meeting The minutes of the previous meeting were approved by the committee and signed by the Chair (<i>See R1 of the Committee reports</i>) subject to the following amendment: <ul style="list-style-type: none"> P1 Date & Time: 'Monday 16th March 2020 at 9.00am (Started at 10pm)' should read 'Monday 16th March 2020 at 9.00am (Started at 10am)' 	
3.1.	Matters arising from the previous minutes The Committee received a report on matters arising from the previous meeting (<i>see R2 of the Committee reports</i>).	
4.	Management Accounts The Committee received a report on the Student Union (SU) management accounts and reserves (<i>see R3 of the Committee reports</i>). The Committee noted that the furloughing of casual student staff would affect the budget in that there would be a 20% charge to top up salaries to 100%. It was noted that different approaches had been taken across the Higher Education sector regarding this. The Chief Executive explained that they believed this was the right decision as it supported casual student staff who due to the current pandemic have lost income they would have normally received. QUESTION: A Trustee asked if there would be casual staff furloughed over the summer. ANSWER: The Head of Finance explained that this was unlikely as most of these staff tended to be employed during term time to cover the SU bars area.	

	<p>The Committee discussed late timesheets received in recent weeks which dated back to December and agreed that this wasn't acceptable. They agreed that going forward a tougher line needed to be taken to ensure timesheets were submitted promptly to help the finance team better monitor the budget.</p> <p>The Committee noted that a recent update from Endsleigh had confirmed that The SU were eligible to recover some of their lost income under their business insurance policy. They also noted that The SU would continue to take advantage of the furlough scheme for as long as it ran to mitigate against the likely longer term financial impact of the pandemic.</p>
<p>5.</p>	<p>Reserves statements</p> <p>The committee received a report on reserves statements (<i>see R3 of the Committee reports</i>).</p>
<p>6.</p>	<p>SU Budget 2020/21</p> <p>The Head of Finance presented a budget to the committee.</p> <p>The Committee noted the University's financial situation which needed to make savings of £50m. They approved the plans for The SU to aim for a small surplus budget for next year.</p> <p>The Chief Executive noted that alongside the budget submitted they had put in a request for The SU losses to be underwritten by the University. They noted that some other Student Unions had been successful with such requests.</p> <p>The committee approved the budget being recommended to the Board.</p>
<p>7.</p>	<p>Audit recommendations</p> <p>The Committee received a report on the current management accounts and reserves (<i>see R4 of the Committee reports</i>)</p> <p>The Committee discussed cash handling and whether there was an opportunity to, post pandemic, cease this altogether. There were traditionally three main areas that used cash; the bars, RAG (<i>Raise and Give</i>) and International Students. RAG were increasingly starting to use card transactions for raising money with less and less physical cash raising taking place. International Students in the past had tended to need the service for the period when they first arrived at the University. The Committee agreed that research should be done regarding whether there was still enough demand to justify this service.</p> <p>ACTION: The Head of Finance to oversee research into demand for a cash handling service in the finance office.</p> <p>The Committee noted and appreciated the current difficulties the Finance team were having in addressing the auditor's other recommendation regarding segregation of duties.</p>
<p>8.</p>	<p>Business Continuity Policy</p> <p>The committee approved the recommendation of the Business Continuity and Recovery policy to the Board, subject to the following amendment:</p> <ul style="list-style-type: none"> • P1 Responding to Business Disruption 'To limit the risk associated with the group being assembled in a single place meetings will be held virtually' should be amended

	<p>to 'To limit the risk associated with the group being assembled in a single place meetings may be held virtually'</p> <p>ACTION: The Secretary to make the amendment to the Business Continuity and Recovery Policy before it is submitted to the Board for adoption.</p>
9.	<p>Any other business</p> <p>No items had been previously identified for discussion under any other business.</p>
10.	<p>To set the date and time of future meetings</p> <p>The Secretary noted that they would book meeting dates and share there with Trustees ahead of the next Board meeting.</p>
<p>The meeting ended at 10am.</p>	
Item number	Action
7	The Head of Finance to oversee research into demand for a cash handling service in the finance office.
8	The Secretary to make the amendment to the Business Continuity and Recovery Policy before it is submitted to the Board for adoption.

APPENDIX 3: 11/03/2020 LEADERSHIP COMMITTEE MINUTES

Meeting:	Leadership Committee		
Location:	1 East Meeting Room 3.20		
Date & Time:	Wednesday 11th March 2020 at 9am		
Present:			
Alisha Lobo	Community Officer		
Ruqia Osman	Education Officer		
Jiani Zhou	Postgraduate Officer (<i>acting chair</i>)		
Eve Alcock	President		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Andrew McLaughlin	Chief Executive (<i>Joined the meeting under item 5.1</i>)		
Mandy Wilson-Garner	Deputy Chief Executive		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Tom Sawko	Illness	Yes
	Francesco Masala	University alumni Board meeting	Yes
	The Committee elected the Postgraduate Officer as acting chair for this meeting only.		
2.	Notice of any other business		
	The following item had been identified for discussion under any other business:		
	1) Safe Taxi Scheme		
3.	Declaration of conflict of interest		
	No conflicts of interests were declared in any items on the agenda.		
4.	Minutes of previous Committee meeting		
	The minutes of the previous meeting were approved and signed by the Chair (<i>See R1 of the Committee reports</i>).		
4.1.	Matters arising from the previous Committee meeting		
	The Committee received a report on matters arising from the previous meeting (<i>see R1 of the Committee reports</i>).		
4.2.	Decisions made without a meeting since the last meeting		
	The Committee received a report on decisions taken without a meeting since the last meeting (<i>See R1 of the Committee reports</i>).		
5.	Project Management		

5.1.	<p>Client Brief</p> <p>The Committee received a report on client brief for Culture shift: People project (see R2 of the Committee reports). They approved the project to proceed and agreed that a business case was not required.</p> <p>The Committee received reports two client briefs for Climate shift projects (see R4 and R5 of the Committee reports). They approved both projects to proceed and agreed that neither required a business case.</p> <p>The Committee received a report on client briefs for Students Welcome project (see R3 of the Committee reports). They approved the project to proceed and agreed that a business case was required.</p> <p>(The Chief Executive joined the meeting at this point)</p> <p>The Committee received a report on client briefs for Spaces project. They discussed the financial position of The SU in the light of the ongoing pandemic and whether they should be committing money to projects. The Chief Executive explained that the University Alumni department had indicated that the proposed 1 East meeting room refurbishment could be funded from the alumni grant given to The SU. This would mean that it wouldn't affect The SU budget or reserves.</p> <p>The Committee approved the project to proceed and agreed that a business case was required.</p> <p>ACTION: Business cases for Student Welcome project and Spaces project to be submitted to the Leadership Committee.</p>
5.2.	<p>Ongoing monitoring of projects</p> <p>The Committee noted the report on ongoing projects within The SU (See R6 of the Committee reports).</p> <p>The Chief Executive gave a brief verbal update on the following projects:</p> <ul style="list-style-type: none"> • Club Development Officer role; • Data Insight & E-Marketing role; • Boat House. <p>The Committee noted that end of project reports would be submitted for the following projects:</p> <ul style="list-style-type: none"> • We are Active conference; • Flo Café project. <p>ACTION: End of project reports to be submitted for We are Active conference and the Flo Café project.</p> <p>The Committee discussed the Women in Leadership conference and if this should be cancelled due to the ongoing pandemic. It was noted that gatherings had not yet been cancelled by the government. They agreed that a decision about the event should be made in the next week after reviewing number of students likely to still attend.</p>
6.	<p>Any other business</p>

	<p>The following items had been previously identified for discussion:</p> <p>1) Safe Taxi scheme</p> <p>The Community Officer reported on and explained the Safe Taxi scheme.</p> <p>The Committee discussed and agreed that this would be a good scheme for The SU to promote. They noted that to date the University seemed unwilling to promote the scheme themselves.</p>
<p>The meeting ended at 10.30am.</p>	
<p>Item number</p>	<p>Action</p>
<p>5.1</p>	<p>Business cases for Student Welcome project and Spaces project to be submitted to the Leadership Committee.</p>

APPENDIX 4: 01/06/2020 GOVERNANCE COMMITTEE MINUTES

Meeting:	Governance Committee
Location:	Microsoft Teams Meeting
Date & Time:	Monday 1st June 2020 at 2pm
Present:	
Alisha Lobo	Community Officer
Ruqia Osman	Education Officer
Jiani Zhou	Postgraduate Officer
Eve Alcock	President (<i>Chair</i>)
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Acting Secretary</i>)
Andrew McLaughlin	Chief Executive
Item	
1.	<p>Apologies for absence</p> <p>All committee members were present at the meeting.</p> <p>The Governance & Executive Support Manager became the acting secretary for this meeting only.</p>
2.	<p>Notice of any other business</p> <p>The following item had been identified for discussion under any other business:</p> <p>2) Committee structure</p>
3.	<p>Declaration of conflict of interest</p> <p>No conflicts of interests were declared in any items on the agenda.</p>
4.	<p>Minutes of previous Committee meeting</p> <p>The minutes of the previous meeting were approved and signed by the Chair (<i>See R1 of the Committee reports</i>).</p>
4.1.	<p>Matters arising from the previous Committee meeting</p> <p>The Committee received a report on matters arising from the previous meeting (<i>see R1 of the Committee reports</i>).</p> <p>The Committee discussed the current Independent Trustee vacancy and a suggestion that this should be a postgraduate student.</p>
5.	<p>Student Member Disciplinary policy</p> <p>The Committee discussed and agreed to recommend the policy to the Board of Trustees, subject to the following amendments:</p>

	<ul style="list-style-type: none"> • P3 University Disciplinary ‘The SU can refer a report to the University if they determine that:’ should be amended to ‘The SU can refer any report to the University to investigate but usually this will be if they determine that.’ • P3 University Disciplinary ‘it is a serious allegation concerning either discrimination, sexual misconduct or harassment which should be investigated by the University.’ should be amended to ‘the allegation concerns either drugs, discrimination, sexual misconduct or harassment’ • P3 University Disciplinary ‘Any sanction recommended by the University cannot be appealed under this policy.’ Should be amended to ‘Any sanction recommended by the University can only be appealed under their disciplinary procedures.’ • P3 Sanctions ‘A ban means from all activities organised by the union or its Student Groups with the exception of The SU Advice & Support team.’ Should be amended to ‘A ban will normally be from all activities organised by The SU or its Student Groups with the exception of The SU Advice & Support team.’ • P3 Sanctions ‘The SU takes a firm stance against misconduct directed at staff and will normally issue longer bans where this occurs.’ to be inserted as a new line. • Throughout the policy reference to ‘Union’ to be amended to ‘The SU’; • Throughout the policy reference to ‘days’ to be amended to ‘University working days’. <p>QUESTION: A Trustee asked if under the policy a Student Member was permitted to bring a legal adviser to the meeting.</p> <p>ANSWER: The secretary confirmed that this was possible but that the policy did not explicitly mention this so as not encourage it.</p> <p>ACTION: Student Member Disciplinary policy to be amended and recommended to the Board for adoption.</p>
<p>6.</p>	<p>Complaint policy</p> <p>The Committee discussed and agreed to recommend the policy to the Board of Trustees, subject to the following amendments:</p> <ul style="list-style-type: none"> • Throughout the policy reference to ‘days’ to be amended to ‘University working days’; • P2 Stage 1 Appeal: Chief Executive ‘(or Deputy Chief Executive)’ to be inserted next to references to Chief Executive <p>QUESTION: A Trustee asked if the these policies had been shared with Deputy Chief Executive.</p> <p>ANSWER: The secretary confirmed that all policies shared with the Committee had been shared with senior management.</p> <p>ACTION: Complaint policy to be amended and recommended to the Board for adoption.</p>
<p>7.</p>	<p>Business Continuity policy</p> <p>The Committee discussed and agreed to recommend the policy to the Board of Trustees.</p> <p>ACTION: Business Continuity and Recovery policy to be recommended to the Board for adoption.</p>
<p>8.</p>	<p>Student Group policy</p>

	<p>The Committee discussed and agreed the following amendments to the policy:</p> <ul style="list-style-type: none"> • P1 Benefits of joining The SU ‘Benefits of <u>joining</u> The SU’ to be amended to ‘Benefits of <u>affiliating to</u> The SU’ • P1 Benefits of joining The SU ‘The SU defines a Student Group as a group of students registered at the University of Bath who provide social, cultural, sporting and recreational activities for the benefit of its members.’ to be amended to ‘The SU defines a Student Group as a group of students registered at the University of Bath who provide <u>representation, advice, support,</u> social, cultural, sporting and recreational activities for the benefit of its members.’ • P1 Benefits of joining The SU ‘A Student Group <u>does not have to be a part of The SU but there are benefits to this which include support and advice on:</u>’ should be amended to ‘A Student <u>Group that affiliates to The SU will benefit from:</u>’ • Throughout the policy reference to ‘days’ to be amended to ‘University working days’. <p>QUESTION: A Trustee asked if the Head of Activities had been consulted about the removal of the Student Group capacity limit that had previously existed in the regulation. ANSWER: The secretary explained that the Head of Activities was currently looking into this as it had only existed due to staffing support capacity.</p> <p>The Committee discussed and agreed that further consultation was required for this policy. They agreed that it should be recommended to the Board that the Leadership committee be delegated the power to adopt the policy subject to ratification by the Board.</p> <p>ACTION: Recommendation be made to the Board that the Leadership committee be delegated the power to adopt the Student Group policy subject to ratification by the Board.</p>
<p>9.</p>	<p>Any other business</p> <p>The following item had been previously identified for discussion:</p> <p>2) Committee structure</p> <p>The Committee discussed and agreed to the recommendation that the Governance committee should be disbanded and its responsibilities be merged into the other existing committees.</p> <p>ACTION: Recommendation be made to the Board that the Governance committee be disbanded.</p> <p>The Committee discussed the role and responsibilities of the Leadership committee.</p>
<p>The meeting ended at 3.15pm</p>	
<p>Item number</p>	<p>Action</p>
<p>5</p>	<p>Student Member Disciplinary policy to be amended and recommended to the Board for adoption.</p>

6	Complaint policy to be amended and recommended to the Board for adoption.
7	Business Continuity and Recovery policy to be recommended to the Board for adoption.
8	Recommendation be made to the Board that the Leadership committee be delegated the power to adopt the Student Group policy subject to ratification by the Board.
9	Recommendation be made to the Board that the Governance committee be disbanded.