

BOARD OF TRUSTEES REPORTS						
From	Period start date			To	Period end date	
	18	06	2020		10	09
Overview of Charity's key details						
Charity name:	The University of Bath Students' Union					
Other names:	The SU					
Charity number:	1143154					
Charity address:	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
Governing document:	Articles of Association					
Constitution:	Unincorporated association					
Details of Charity's professional services						
Bank name:	National Westminster Bank Plc					
Bank address:	39 Milsom Street, Bath, BA1 1DS					
Auditor name:	RSM UK Audit LLP					
Auditor address:	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
Board of Trustees						
Trustee name	Office	Start date	End date	Appointment		
Francesco Masala	President	02/07/2019	28/06/2021	Elected by Members		
Annie Willingham	Education Officer	29/06/2020	28/06/2021	Elected by Members		
Ka Ho Ho	Postgraduate Officer	29/06/2020	28/06/2021	Elected by Members		
Freya Jackson	Community Officer	29/06/2020	28/06/2021	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	28/06/2021	Elected by Members		
Vacancy	Activities Officer	-	-	-		
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	-	-	-		

Content	Report Number
Report on minutes of the previous meeting and actions arising	R1
Report on Strategy and Performance Monitoring	R2
Report on Finance & Audit	R3
Report on Risk Management	R4
Report on Project and Campaign Management	R5
Report on Operational Matters	R6
Report on Governance	R7

PURPOSE

To:

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

CONTENTS

Pages 1-2: Report

Pages 3-9: Appendix 1: Minutes

REPORT**1. MINUTES OF THE PREVIOUS MEETING**

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

2. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING

- 2.1. The Equality, Diversity and Inclusion action plan is to be updated for submission to the Board. Both the Leadership committee and the Board will now receive updates on EDI matters within the Strategy & Performance Monitoring report.
- 2.2. The SU to campaign for the University to sign up to the race equality charter.
- 2.3. Valerie Copenhagen and Kate Aldridge have been appointed as Link Trustees to have oversight of EDI work within The SU.
- 2.4. The Finance & Audit committee met in July and August and discussed budget plans for the year ahead to ensure that it was prepared for a range possible scenarios.
- 2.5. The Board's requested amendments to Student Member Disciplinary policy and Complaints policy have been made.
- 2.6. Key staff and students have been consulted on the proposed Student Group Policy and this has been submitted to the Leadership committee for possible adoption at their meeting on the 9th September.
- 2.7. The Board's requested amendment to the Leadership committee terms of reference have been made.

3. DECISIONS MADE WITHOUT A MEETING

- 3.1. The following decisions have been made without a meeting in accordance with Article 101:
 - The Board unanimously re-appointed Marian McNeir as an Independent Trustee on the 28/06/2020.

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- The Board agreed it's committee membership on the 28/06/2020.
 - The Board agreed the Link Trustees on the 28/06/2020.

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

Meeting:	Board of Trustees
Location:	Microsoft Teams Meeting
Date & Time:	Thursday 18 June 2020 at 9.30am
Present:	
Eve Alcock	President (<i>Chair</i>)
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 (<i>Joined under agenda item 6</i>)
Alexander Robinson	Independent Trustee
Valerie Copenhagen	Independent Trustee
Marian McNeir	Independent Trustee
Jordan Kenny	Independent Trustee (<i>Vice-Chair</i>)
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Andrew McLaughlin	Chief Executive
Item	
1.	Apologies for absence The Board noted that Kate Aldridge would be late as a work-related matter had arisen. All other Trustees were present for the start of the meeting.
2.	Notice of any other business The following item was identified for discussion under any other business: 1) Trustee appointment.
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 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>).
4.1.	Matters arising from previous Board meeting The Board received a report on matters arising from the previous meeting (<i>see R1 of the Board reports</i>).
4.2.	Decisions made without a meeting

	<p>The Board received a report on decisions made without a meeting since their last meeting (see R1 of the Board reports).</p>
<p>5.</p>	<p>Appointment of Vice-Chair</p> <p>The Board noted they had received an expression of interest in the role from Jordan Kenny.</p> <p><i>(Jordan Kenny left the meeting at this point)</i></p> <p>The Chair explained Jordan Kenny’s background working at the University of Roehampton and noted that they were an ex-officer of The SU themselves.</p> <p>The Board discussed and agreed to appoint Jordan Kenny as Vice-Chair until the end of their first term of office as a trustee (19/12/2022).</p> <p><i>(Jordan Kenny re-joined the meeting at this point)</i></p>
<p>6.</p>	<p>Coronavirus</p> <p>The Board received a coronavirus (COVID-19) pandemic update (see R2 of the Board reports).</p> <p>The Chair noted their concerns regarding the bus company First Bus which, due to the pandemic, was experiencing reduced public use. If the company went under or had to change services, this could seriously affect student travel to and from campus. The University were currently monitoring the situation closely. A Trustee noted this would be an issue affecting residents as well as students.</p> <p>QUESTION: A Trustee asked what support The SU were giving students seeking tuition fee refunds.</p> <p>ANSWER: The Chair explained the students’ union sector is advocating for the government to pay the cost for refunds during the pandemic as they recognised that universities could not afford to do this. To date, guidance issued around this area had also been unclear on who would handle such complaints with the Office of Independent Adjudicator (OIA) stating this was outside their current remit.</p> <p>QUESTION: A Trustee asked for an update on the request made to the University for them to support The SU by underwriting lost commercial income.</p> <p>ANSWER: The Chief Executive explained that they have arranged to meet with the University’s Director of Finance to discuss this. Following this they would then be in a position to update Trustees.</p> <p>QUESTION: A Trustee asked for an update on plans for student welcome week.</p> <p>ANSWER: The Chief Executive reported on the options being explored and the work being done to engage student groups early and update online content.</p> <p><i>(Kate Aldridge joined the meeting at this point)</i></p> <p>QUESTION: A Trustee asked what scenario planning The SU had done for the next academic year.</p> <p>ANSWER: The Chief Executive explained that there were currently too many big variables within The SU finances to start planning various scenarios for next year. Before proper planning could begin they needed to know:</p>

	<ul style="list-style-type: none"> the outcome of a £50,000 insurance claim The SU had made for lost business income; the full cost of the buy-out for the transport fleet lease (<i>a decision that had been made to make savings in the long term</i>); the exact cost of the furlough scheme and income from the scheme that The SU would receive. <p>The Board congratulated Officers and The SU on the great work they had done in continuing to provide support, representation and student activities during the pandemic.</p>
<p>7.</p>	<p>Black Lives Matter</p> <p>The Board received a report on Equality, Diversity & Inclusion (<i>EDI</i>) issues which had been circulated separately to the Board reports (<i>see additional report</i>).</p> <p>Two of the Officers noted their concerns regarding the lack of EDI expertise among staff within both the University and The SU, particularly regarding the experience of black students. They recommended that a long-term EDI plan was needed in order to ensure the continued progress of the good recent work in this area.</p> <p>The Board discussed and agreed that they wanted a clear plan for improving EDI within The SU with regular progress reports being submitted to Trustees. A Trustee advised that The SU needed to make sure that it kept focused on all EDI issues and not just those appearing in the media.</p> <p>The Board discussed and agreed the following actions:</p> <ul style="list-style-type: none"> the EDI plan should include a RAG rating to clearly show progress being made; the EDI plan should be submitted alongside a progress report to each meeting; The SU should campaign for the University to sign up to the race equality charter; a Trustee should be appointed to keep oversight of this area of work within The SU. <p>ACTION: EDI plan to be updated and submitted along with progress reports to each Board meeting.</p> <p>ACTION: The SU to campaign for the University to sign up to the race equality charter.</p> <p>ACTION: A Link Trustee to be appointed to have oversight of EDI work within The SU.</p> <p><i>(The Board stopped for a 5 minute break)</i></p>
<p>8.</p>	<p>SU Strategy</p> <p>The Board received a report on The SU strategy (<i>See R3 of the Board reports</i>).</p> <p>A Trustee noted that despite achieving the strategy’s objectives the key performance indicators (<i>KPIs</i>) appeared not to have been affected. For the new strategy this would need to be addressed with actions changing if they were not affecting the KPIs.</p> <p>QUESTION: A Trustee asked how KPIs would be monitored for non-website activities. ANSWER: The Chief Executive explained that increasingly SU activities required scanning in which allowed for this information to be captured and then stored with the rest of the data on the website.</p>

	<p>QUESTION: A Trustee asked how The SU communicated its strategy to students. ANSWER: The Chief Executive explained that The SU was more focused on communicating its cause and related activities to students than the strategy itself as it recognised that this was more likely to be relevant to student interest.</p>
<p>9.</p>	<p>Finance</p> <p>The Board received a report on SU management accounts, reserves and budget (<i>see R4 of the Board reports</i>).</p> <p>A Trustee explained to the Board that The SU with its current reserves could support a deficit budget until the end of the next academic year.</p> <p>QUESTION: A Trustee asked for an update on commercial income plans for 2020-21. ANSWER: The Chief Executive explained that The SU was unlikely to be able to resume club nights for the foreseeable future. They were therefore exploring other opportunities for commercial activities such as temporarily switching from a bars operation to a retail one.</p> <p>The Board discussed and agreed that the Finance & Audit committee should meet in July to explore and plan for a range of different scenarios for the next academic year.</p> <p>ACTION: Finance & Audit committee to plan for a range of different scenarios for the next two year.</p>
<p>10.</p>	<p>Governance</p> <p>The Board received reports on the following:</p> <ul style="list-style-type: none"> • Student Member Disciplinary policy (<i>see R5 of the Board reports</i>); • Complaints policy (<i>see R6 of the Board reports</i>); • Business Continuity and Recovery policy (<i>see R7 of the Board reports</i>); • Student Group policy (<i>see R8 of the Board reports</i>); <p>The Board adopted the Student Member Disciplinary policy subject to the following amendments;</p> <ul style="list-style-type: none"> • P1 Confidentiality ‘All named individuals will be erased from the disciplinary record after 3 academic years’ should be amended to ‘All named individuals will be erased from the disciplinary record after 4 academic years.’ • P3 Sanctions ‘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.’ should be amended to ‘Under exceptional circumstances, where the severity of the misconduct justifies it, a lifetime ban may be issued for any misconduct.’ • P3 Sanctions ‘Unjust treatment of another person based on a <u>protected characteristic</u>’ should be amended to ‘Unjust treatment of another person based on a <u>protected characteristic (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation)</u>’ <p>The Board adopted the Complaints policy subject to the following amendment;</p> <ul style="list-style-type: none"> • P1 Confidentiality ‘Details of specific complaints will be erased from records after 3 academic years.’ should be amended to ‘Details of specific complaints will be erased from records after 4 academic years.’

	<p>ACTION: Board amendments to be made to Student Member Disciplinary policy and Complaints policy</p> <p>The Board adopted the Business Continuity and Recovery policy.</p> <p>The Board discussed and agreed to delegate the adoption of the Student Group policy to the Leadership committee to allow for consultation with key staff and students.</p> <p>ACTION: Leadership committee to adopt Student Group policy following consultation with key staff and students</p>
11.	<p>Committee Review</p> <p>The Board received a report on review of committee structure (<i>see R9 of the Board reports</i>).</p> <p>The Board adopted the proposed committee structure and terms of references subject to a single amendment to the Leadership committee terms of reference:</p> <ul style="list-style-type: none"> • P1 Committee Membership 'b) The committee members will be: the 6 elected officers up to 2 Independent Trustees appointed by the Board' should be amended to 'b) The committee members will be: the 6 elected officers' <p>ACTION: Board amendment to be made to the Leadership committee terms of reference</p> <p>The Board discussed and agreed that committee membership would be agreed via email.</p> <p>ACTION: Board committee membership to be agreed via email</p>
12.	<p>Appointment of Link Trustees</p> <p>The Board received a report on Link Trustee appointments (<i>see R10 of the Board reports</i>).</p> <p>The Board discussed and agreed Link Trustee appointments would be agreed via email.</p> <p>ACTION: Link Trustee appointments to be agreed via email</p>
13.	<p>SU Sustainability</p> <p>The Board received a report on SU Sustainability (<i>see R11 of the Board reports</i>).</p>
14.	<p>External Speakers</p> <p>The Board received a report on external speakers for 2019/20 (<i>see R12 of the Board reports</i>).</p>
15.	<p>Complaints & Student Member Disciplinary</p> <p>The Board received a report on complaints and student member disciplinary (<i>see R13 of the Board reports</i>).</p>
16.	<p>Health & Safety</p> <p>The Board received a report on Health & Safety (<i>see R14 of the Board reports</i>).</p>

	<p>QUESTION: A Trustee asked what actions had been taken with regards to the health and safety of staff working remotely.</p> <p>ANSWER: The Chief Executive explained that each staff member had been given a workstation assessment with the Departmental Safety Co-ordinator. They had also been permitted and encouraged to pick up any equipment from the office that they needed to improve their workstation. This would continue to be monitored as staff exited the furlough scheme over the next two months.</p> <p>QUESTION: A Trustee asked why there was such a high number of reported accidents for cheerleading.</p> <p>ANSWER: The Sport Officer explained that cheerleading was a sports club that, unlike other clubs, had no national body setting safety standards. The clubs activities had been paused and they would not be continued until The SU had decided what this should be.</p> <p>QUESTION: A Trustee asked about the ventilation problem in The SU Advice & Support office.</p> <p>ANSWER: The Chief Executive explained that there had been a verbal agreement when the building was built that essential work to the building would be covered by Estates. This had been confirmed by the previous Chief Executive. Estates were currently refusing to pay for this and The SU could not afford to for this. Following an SU request the University’s Health & Safety Adviser had inspected the office and confirmed that while not ideal it was still useable.</p>
<p>17.</p>	<p>Chief Executive and Officer reports</p> <p>The Board received the CEO and Officer reports <i>(See R15 of the Board reports)</i>.</p> <p><i>A Confidential Minute was taken at this point.</i></p>
<p>18.</p>	<p>SU Area Reports</p> <p>The Board received a report on SU area activities <i>(See R16 of the Board reports)</i>.</p>
<p>19.</p>	<p>Minutes of committee meetings</p> <p>The Board received the report on committee meetings <i>(See R17 of the Board reports)</i>.</p>
<p>20.</p>	<p>Any other business</p> <p>The following item had been previously identified for discussion under any other business:</p> <p>1) Trustee appointment</p> <p><i>(Marian McNeir left the meeting at this point)</i></p> <p>The Board agreed that Marian McNeir had skills that would be useful to the Board but the diversity of the Board also needed to be considered.</p> <p>They agreed that the Leadership committee should review the current backgrounds and skills of the current Board before any decision on this was made.</p> <p>Outgoing Officers</p>

	The Board congratulated and thanked the outgoing Officer team recognising that due to the pandemic this had been an unusual end to an Officer year. They agreed that post-pandemic the Officers should be invited back for a meal.
21.	<p>To confirm the date and time of future meetings</p> <p>The Board noted and confirmed the following meeting dates:</p> <ul style="list-style-type: none"> • Thursday 10th September 2020 at 9.30am • Thursday 10th December 2020 at 9.30am • Thursday 25th March 2021 at 9.30am • Thursday 17th June 2021 at 9.30am
The meeting ended at 12.43pm.	
Item	Action
7	EDI plan to be updated and submitted along with progress reports to each Board meeting.
7	The SU to campaign for the University to sign up to the race equality charter.
7	A Link Trustee to be appointed to have oversight of EDI work within The SU.
9	Finance & Audit committee to plan for a range of different scenarios for the next academic year.
10	Board amendments to be made to Student Member Disciplinary policy and Complaints policy.
10	Leadership committee to adopt Student Group policy following consultation with key staff and students
11	Board amendment to be made to the Leadership committee terms of reference
11	Board committee membership to be agreed via email
12	Link Trustee appointments to be agreed via email

PURPOSE

To report on:

- the strategy’s key performance indicators (*KPIs*);
- equality, diversity and inclusivity within The SU (*to be included in future reports*);
- overall statistics for complaints and Student Member disciplinary;
- external speaker applications;
- elections;
- staffing matters.

CONTENTS

Page 1-2: Report

Page 2: Actions

Page Appendix 1: Student Life Pulse Survey 3 year comparison

Page 3: Appendix 2: Complaint Statistics

Page 4: Appendix 3: Student Member disciplinary Statistics

Page 5: Appendix 4: Elections

REPORT

1. STRATEGY’S KEY PERFORMANCE INDICATORS (*KPIs*) 2016-2019

- 1.1. The SU have worked with external research agency Alterline since 2017/18 over a the past three years to gather insight into the student experience of The SU through the Student Life Pulse Survey (SLP) project.
- 1.2. SLP has been a monthly survey of a representative sample of students, the student body was split into 9 representative groups so that each student received the survey once over the course of a 9 month period (October – June). Reporting by Alterline occurred in ‘pulses’ – three month periods (October – December, January – March and April – June).
- 1.3. By running a survey in this way it was hoped to generate more insight that running an annual one off survey would provide. The project was also partnered with 10 other students’ unions (these changed year on year as some dropped out and others joined). A benchmarking report which has been circulated separately to Trustees has been created by Alterline comparing participating students’ unions data for the core questions.
- 1.4. The contract with Alterline finished in 2019/20 and will not be renewed. The SU are instead bringing this work in-house with plans underway for a new SLP survey more focused on the Bath experience. This will allow for a more focused and agile survey in terms of both the questions and the reporting.
- 1.5. Organisational KPIs identified for the 2016-2019 strategy were included in the SLP and the following table shows the data relating to the two KPI questions asked as part of the survey.

KPI	2017/18	2018/19	2019/20
Overall, how satisfied or dissatisfied are you with your SU?	63%	62%	56%
I am getting the most out of my time at Bath	64%	65%	63%

Whilst there has been a drop in overall satisfaction in 2019/20, when looking at this year’s data in more detail, satisfaction was highest in the final ‘pulse’ period (60%) with the middle ‘pulse’ giving the lowest satisfaction (52%).

1.6 Appendix 1 provides data for The SU over the three years of SLP for the core questions.

2. COMPLAINTS AND STUDENT MEMBER DISCIPLINARY

- 2.1. 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. All SU policies can be found on [policy page](#)¹ of the governance section of the website.
- 2.2. Appendix 1 and 2 each provide a statistical overview for complaints and disciplinary matters within The SU. Within the tables red denotes an increase on the year before while green denotes a decrease from the year before.
- 2.3. Since the previous meeting there have been no reports of misconduct received by The SU.
- 2.4. Since the previous meeting there have been two complaints received and handled by The SU.
- 2.5. The first complaint related to concerns being raised over a committee member of a student group due to having a past disciplinary record with the University. Contact was made with the University and they expressed no concerns over the person in question continuing to hold this position. The complainant appeared satisfied with the response given and did not appeal.
- 2.6. The second complaint was more complex due to its historic in nature. It related to the poor handling of a past report of misconduct several years ago. Investigation showed that actions taken to update complaint and student member disciplinary procedures have largely already addressed this matter. However, it reinforce the need for all student leaders and volunteers to receive training on how to properly respond to a disclosure/complaint or raise one themselves. This complaint reached the appeal stage and was considered by the Complaints & Disciplinary committee.

3. EXTERNAL SPEAKERS

- 3.1. The SU has received a total of 87 external speaker applications between June 2019 and June 2020.
- 3.2. Of the 87 applications received, 75 were approved internally, 3 referred to and approved by the University and 9 unresolved. The 9 unresolved applications were due to cancelations caused by the COVID-19 pandemic.
- 3.3. 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

¹ If this link no longer works this means there has been a change to the website since this report was published.

Societies	68	0
Sports	0	N/A
Volunteering	6	0
Other	1	N/A

4. ELECTIONS

4.1. Appendix 3 provides voting data for elections held over the last three years (*excluding By-elections*) for the sub-group areas of The SU.

4.2. One notable trend that can be identified from this data is that for Diversity & Support committee group elections there is evidence for a small but steady year on year decrease in the number of students voting in this sub-group area.

ACTIONS

5. Trustees are asked to note the report.

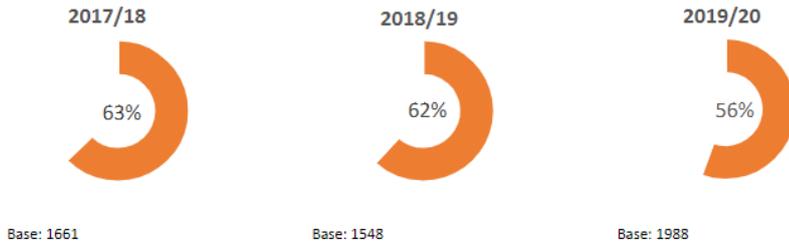
CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1:

Overall satisfaction and perceptions

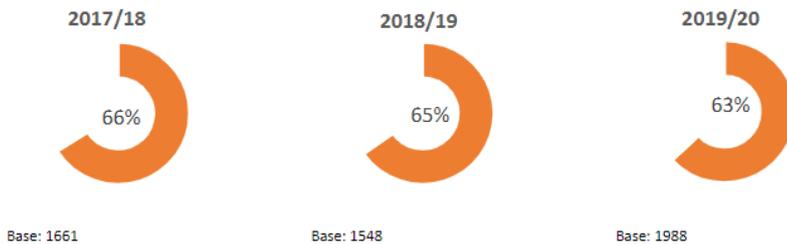
Proportion of students who selected 'satisfied' or 'very satisfied' in response to 'Overall, how satisfied or dissatisfied are you with your SU?'

Yearly view



Proportion of students who selected 'agree' or 'strongly agree' in response to 'I am getting the most out of my time at university'

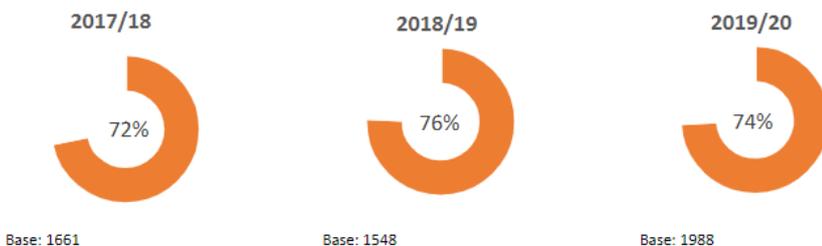
Yearly view



The SU and students' employability

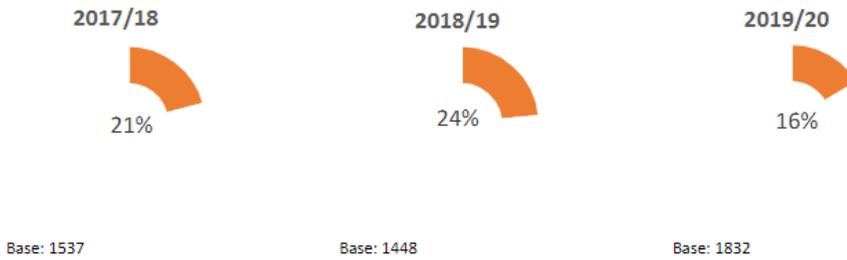
Proportion of students who selected 'agree' or 'strongly agree' in response to 'My current activities at university are preparing me for my future career'

Yearly view



Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU is making me more employable'

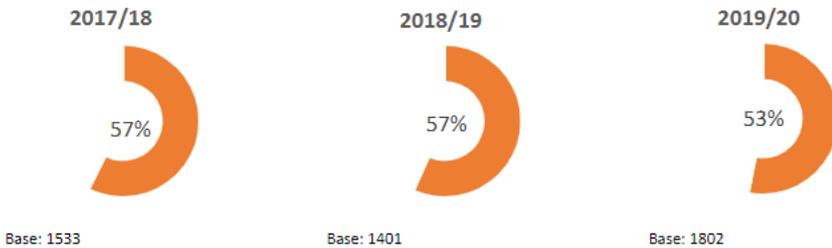
Yearly view



The SU and students' academic experience

Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU (Association or Guild) effectively represents students' academic interests' (this question is a replica of the National Student Survey question 26)

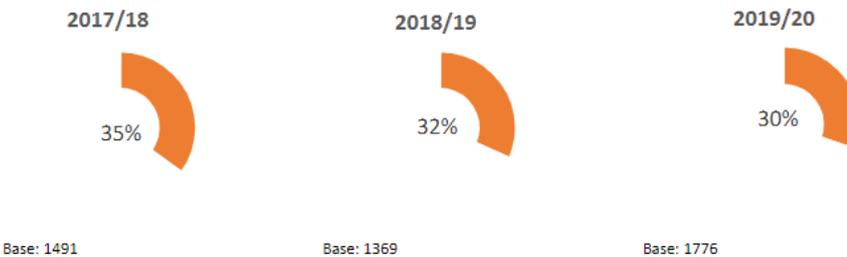
Yearly view



Representation and democracy

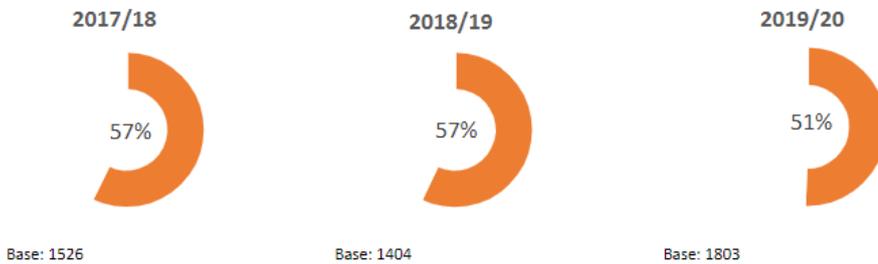
Proportion of students who selected 'agree' or 'strongly agree' in response to 'I can influence decisions made by the SU'

Yearly view



Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU represents the views of students effectively'

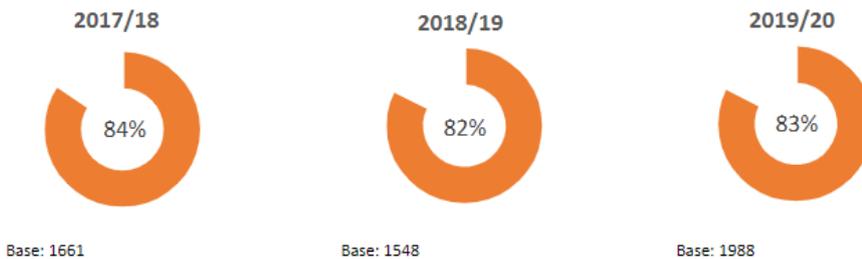
Yearly view



Advice and student wellbeing

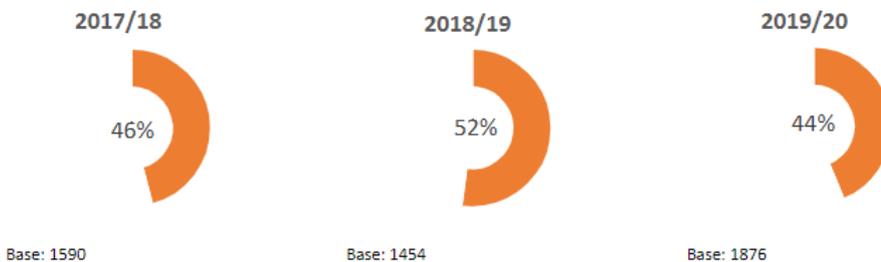
Proportion of students who selected 'agree' or 'strongly agree' in response to 'Overall, how satisfied are you with your life nowadays?'

Yearly view



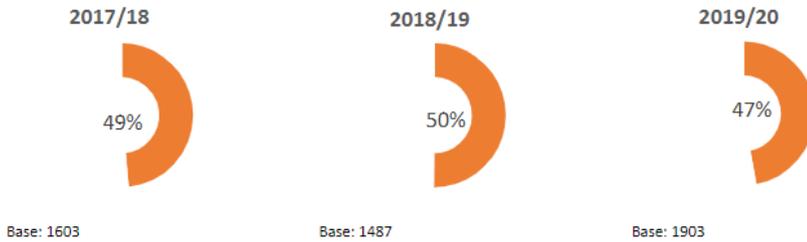
Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU has a positive impact on my wellbeing'

Yearly view



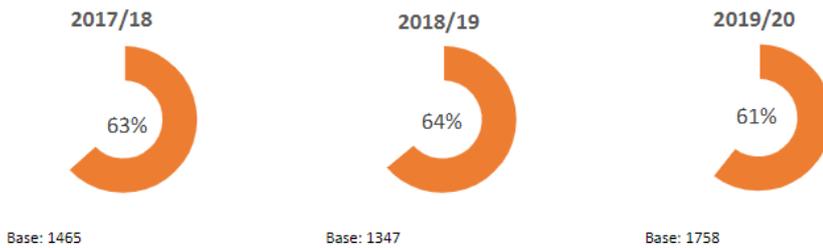
Proportion of students who selected 'agree' or 'strongly agree' in response to 'I would turn to the SU if I needed help or advice'

Yearly view



Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU provides useful advice to students'

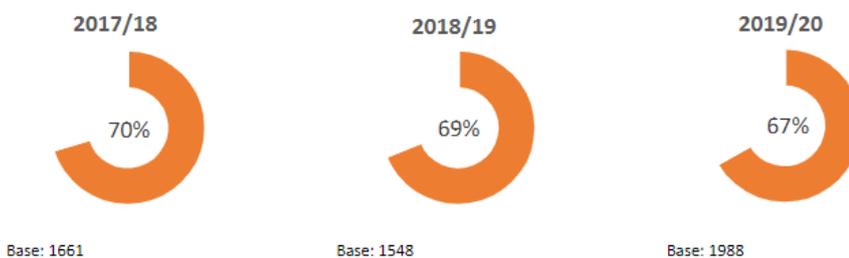
Yearly view



The SU and students' social lives

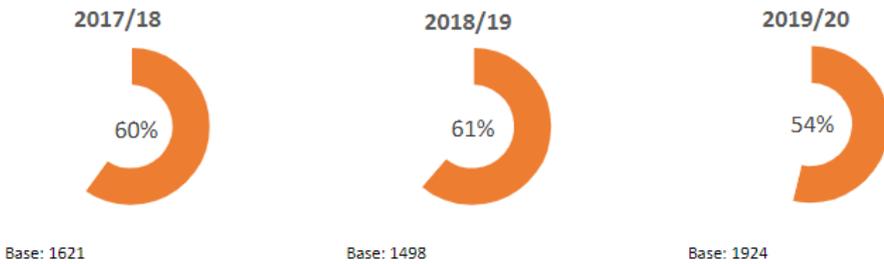
Proportion of students who selected 'agree' or 'strongly agree' in response to 'I am getting the social experience I want from university life'

Yearly view



Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU has a positive impact on my social life'

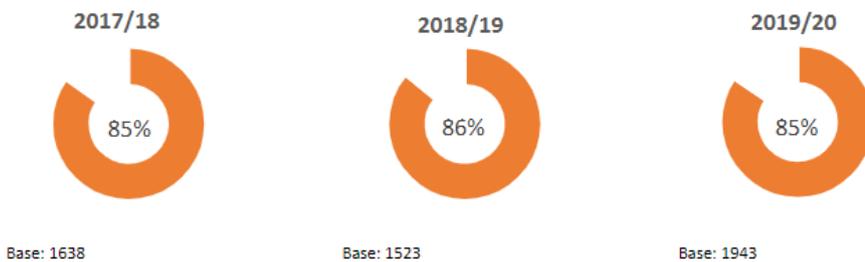
Yearly view



Involvement

Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU offers a wide range of sports, clubs and societies that I can get involved in'

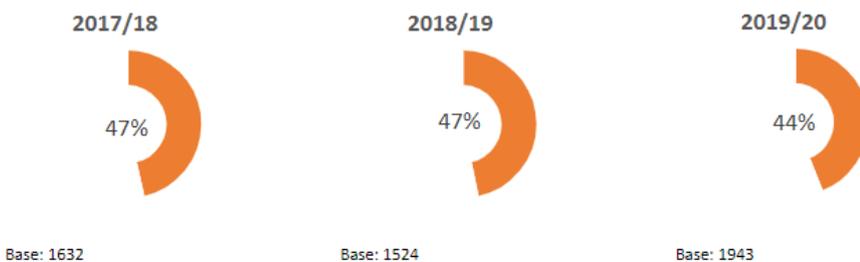
Yearly view



Communications

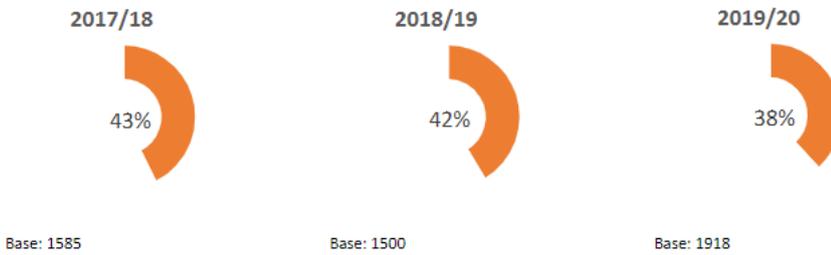
Proportion of students who selected 'agree' or 'strongly agree' in response to 'I am well informed about what is going on at the SU'

Yearly view



Proportion of students who selected 'agree' or 'strongly agree' in response to 'The SU's communications are relevant to me'

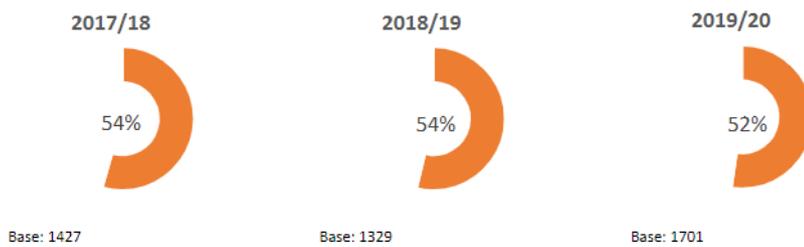
Yearly view



Commercial services

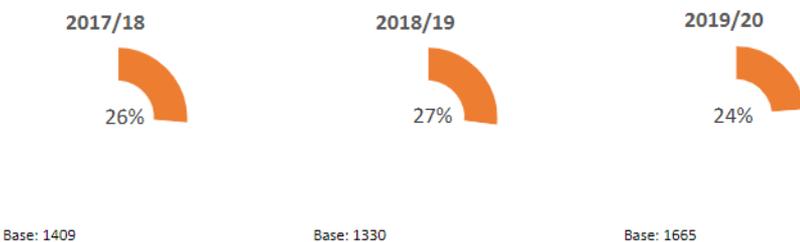
Proportion of students who selected 'agree' or 'strongly agree' in response to 'I am satisfied with the commercial services provided by the SU'

Yearly view



Proportion of students who selected 'agree' or 'strongly agree' in response to 'I understand how the profits from commercial services are used by the SU'

Yearly view



APPENDIX 2: 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 3: 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

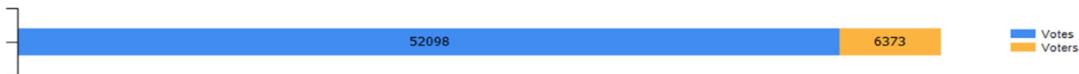
APPENDIX 4: Elections

2020/21 Elections

Total votes and voters



Overall individual votes and voters



2019/20 Elections

Total votes and voters



Overall individual votes and voters



2018/19 Elections

Total votes and voters



Overall individual votes and voters



PURPOSE

To provide Trustees with:

- a revised budget for 2020/21;
- update on progress to implement audit recommendations.

CONTENTS

Page1-4: Report

Page 5: Appendix 1: Management Accounts

Page 6: Appendix 2: Budget Scenarios

REPORT**1. BACKGROUND**

1.1. At its last meeting, Finance & Audit Committee asked the Head of Finance to work with budget holders to identify additional savings within The SU budget for 2020/21. With the financial year-end process underway (The SU financial year ends at the end of July) we are also able to provide an interim update on financial position at the end of 2019/20, update The SU's reserve position and provide some recommendations on our approach to finance moving forward.

2. YEAR END 2019/20

2.1. In March 2019, The SU instigated a number of cost reduction measures in order to reduce the immediate financial impact of the Covid-19 pandemic. This included cancelling events early to avoid costs, halting purchases of equipment and services, and making extensive use of furlough for 45% of core staffing roles.

2.2. Early analysis of year-end data (see Appendix 1) suggests that we have been able to contain operating losses for last year to -£55k.

2.3. There are some important points to note within this final year position:

- In June we were notified that the University would not be passing on an estimated £60k of furlough savings for core roles, though we did receive the payments for those staff working in commercial areas as their salaries are not linked to the grant payment we receive from the University.
- We also have an outstanding insurance claim worth £50k. A test legal case is currently in progress and this will decide whether we receive a payment. Given the current uncertainty, our auditors have recommended that we exclude this potential payment from our accounts for 2019/20
- Other revisions since the last Finance & Audit Committee meeting include the removal of a bad debt provision, additional costs of media sales cover during maternity

2.4. Our ability to restrict spending has been due to some key factors: the complete absence of students from campus and the associated halt to physical student activity/demand; a high proportion of staff being on furlough and the high workload of others who remained at work. Similar restrictions may not be possible in the future in a different scenario.

3. 2020/21 BUDGET UPDATE

- 3.1. In June, the University Council approved The SU budget request in full, despite the need to make major savings elsewhere.
- 3.2. Since the last Finance & Audit Committee meeting, the Head of Finance has worked with budget managers to identify additional savings in order to recover from additional losses that will be suffered as Covid-19 restrictions continue (Appendix 2). The loss assumptions are based on two different scenarios:
- Scenario 1 (-£107k loss for 2020/21): restrictions in place of semester one only, with normal activity resuming in semester two. To be prudent this scenario does not include plans for potential recovery events such as an additional summer ball for the 2020 cohort, a delayed 'traditional' Freshers' Week experience and other events towards the end of the year, however these opportunities will be taken if possible.
 - Scenario 2 (-£266k loss for 2020/21): restrictions in place throughout the next 12 months with no opportunity for recovery activity.
- 3.3. Alongside previous savings as part of the budgeting process, budget managers have been able to identify £40k of additional savings that we can implement this year. This has included the removal of budget most non-commercial casual staff, delaying purchases and cancelling non-essential activity.
- 3.4. The SU has limited budget non-pay opportunities that are easily recognised and we are at the point now of having to tackle more complex issues (see section 6 below) if further savings are required.

4. RESERVES

- 4.1. The SU holds unrestricted reserves currently totalling more than £303k (this figure is after adjustment based on the initial 2019/20 accounts). Of this, £224k has been identified as a permanent reserve to fund SU activity in time of a financial crisis and £79k for investment in strategic projects. Having halted additional activity, our commitment for this investment reserve is restricted to £4k, leaving a total reserve of £299k.
- 4.2. Any immediate use of the reserves will need to be factored into The SU's finance strategy moving forward, in that our budgeting would need to deliver sufficient financial contribution each year in order to replenish the permanent reserve within a specified time-frame.

5. THE EDGE AND DARTMOUTH AVENUE

- 5.1. The Edge consultation has now concluded, and The SU is set to gain additional funding for four roles and an operational budget of around £45k (TBC). This will provide an immediate boost, but there are some key areas to maintain a watching brief over:
- There is an un-budgeted revenue stream through facilities hire that we are now in a stronger position to realise.
 - The University has committed to producing an arts strategy for the University, although the delivery of this remains unclear at present. This could present additional revenue opportunities for The SU in the future.
 - We are seeking clarity over the University's plans for long- and medium-term cyclical maintenance of the facility, together with equipment replacement plans. This is subject to ongoing discussion.
- 5.2. The University has agreed a three-year lease for Dartmouth Avenue facility, and The SU will be the main occupants of this space. It is free of rent and maintenance costs, however the University's long-term plans for the venue are unclear. We may have difficult issues ahead should the current arrangement be subject to future change post the University's Covid-19 attention.

6. FUTURE SAVINGS/INCOME OPPORTUNITIES

6.1. This section of the report has been removed from the public report as it contains information that is of a sensitive and confidential nature.

7. BUDGET RECOMMENDATIONS

- 7.1. Identify a figure that will be expendable from The SU permanent reserves for 2021/22, with necessary check-points throughout 2020/21
- 7.2. CEO continue progress over the SLA, and highlight the content of this paper with the Director of Finance, requesting a view on emergency funding from the University
- 7.3. CEO to progress confidential development on cost/benefit of major savings opportunities
- 7.4. Discuss longer-term approach and agree path.

8. AUDIT RECOMMENDATIONS – UPDATE ON OUTSTANDING ITEMS

8.1. Segregation of Duties:

- Work on creation of procedures manual and replacement of existing Bye Laws and regulations pushed back to Semester One.
- The team has been affected by the absence of a key staff member, meaning some tasks not fully segregated as Head of Finance has to cover number of their tasks.

8.2. Cash Controls

- No action until University finds an alternative location for its cash deposits and security collections, and AHS use own facilities for providing change for its outlets. The Finance Office will be closed for at least Semester One as whole of Level 3 commandeered by the bar. Temporary lack of access to SU may prompt University action.

ACTIONS

9. Trustees are asked to note the report.

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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	May	June	July	YTD			
		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	141,917	141,917	1,703,000	1,703,349	-349	
Student groups	6,875	520	521	9,055	50,951	60,595	13,503	27,743	20,429	17,796	1,317	-2,372	10	204,347	6,875	197,472	
Sports clubs income	367,800	530	2,129	75,264	338,939	135,839	48,937	49,677	64,418	14,166	-13,576	4,180	2,093	720,212	367,800	352,412	
Commercial income	1,202,083	510	8,161	100,339	197,221	174,524	81,323	54,296	162,005	77,413	10,443	0	0	866,253	1,202,083	-335,831	
Advertising & Sponsorship	43,000	540	8,510	2,038	-348	1,695	925	12,120	2,067	70	4,405	340	0	30,762	43,000	-12,238	
Event income	203,000	550	400	201,811	241	78	403	1,519	2,205	162	0	-162	0	206,586	203,000	3,586	
Union income	117,800	560	31,189	10,414	19,770	-12,910	6,647	5,996	2,510	14,043	306	407	333	77,663	117,800	-40,137	
Motor & travel income	5,000	570	0	0	0	785	370	60	240	275	0	0	0	1,730	5,000	-3,270	
Internal recharges	45,000	580	0	0	9,225	5,217	16,559	3,193	3,365	1,195	990	0	825	47,336	45,000	2,336	
Total Income	3,693,908		181,493	529,505	746,583	541,740	310,583	296,520	399,156	267,036	145,803	151,077	144,353	3,857,888	3,693,908	163,981	
Staff Costs																	
Staff: Payroll	-1,713,201	705	-117,079	-128,629	-151,785	-127,034	-139,820	-125,142	-132,096	-124,855	-128,941	-135,953	-109,022	-119,387	-1,539,743	-1,713,201	173,458
Staff: Agency	-20,000	706	0	0	-3,872	-2,792	-4,198	-7,933	-2,372	-11,293	-1,760	-8,300	-3,966	-3,217	-49,703	-20,000	-29,703
Total Staff Costs	-1,733,201		-117,079	-128,629	-155,657	-129,826	-144,018	-133,074	-134,468	-136,149	-130,701	-144,253	-112,988	-122,603	-1,589,446	-1,733,201	143,755
Other Expenditure																	
Student groups	-14,203	720	-7,058	-12,567	-34,653	-40,520	-29,885	-6,903	-32,432	-20,160	-4,339	120	2,092	-6,387	-192,690	-14,203	-178,487
Sports clubs	-423,293	730	-72,942	-47,575	-97,971	-176,291	-73,222	-78,283	-96,075	-47,609	-8,985	-9,396	-8,664	889	-716,122	-423,293	-292,829
Volunteer and student costs	-54,475	785	-2,169	-3,992	-2,489	-1,793	-410	230	-504	-1,591	0	-21	-2,086	-14	-14,837	-54,475	39,638
Commercial costs (direct)	-417,269	710	-9,271	-46,569	-68,545	-63,521	-8,524	-25,092	-50,657	-27,136	2,488	0	-5	-11,981	-308,812	-417,269	108,457
Staff: Other	-289,087	700	-6,276	-11,378	-73,524	-54,279	-32,926	-30,032	-12,075	-50,363	-21,049	-90,815	61,305	7,566	-313,846	-289,087	-24,759
Advertising & marketing	-18,530	740	-455	-2,100	-495	-523	-4,230	-2,339	-1,275	-140	-40	-150	0	-110	-11,857	-18,530	6,673
Event costs (direct)	-263,400	750	-24,786	-32,848	-35,157	-10,862	-108,744	-13,732	-1,659	12,722	11,800	0	-150	0	-203,416	-263,400	59,984
Union expenses	-121,135	760	-20	-71,405	-12,843	-5,353	6,415	-5,732	-618	-341	1,500	-23,662	-1,026	-113,725	-121,135	7,410	
Internal Recharges	-23,300	780	0	0	-9,225	-5,517	-16,719	-3,193	-3,365	-1,195	-990	0	0	-65	-40,270	-23,300	-16,969
Establishment	-128,693	790	-64,322	-8,617	-1,913	-7,983	29,697	-4,947	-11,425	-16,764	-1,293	-2,649	-2,862	-19,876	-112,952	-128,693	15,741
Asset and finance expenses	-111,910	795	-16,303	-43,045	-35,265	-13,695	36,064	-10,265	-7,303	-15,366	-6,769	-8,364	-1,350	-19,347	-141,007	-111,910	-29,097
Administration	-50,980	765	-13,129	3,375	-27,057	13,376	-3,721	-2,021	-4,241	-3,472	-2,005	1,089	-4,237	-660	-42,704	-50,980	8,276
Motor expense	-43,375	770	-18,323	-10,703	-5,387	2,119	-7,941	-2,416	-2,677	-3,710	-2,406	-24,413	-10,995	-284	-87,137	-43,375	-43,762
Depreciation	-16,100	799	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-1,217	-14,607	-16,100	1,493	
Total Other Expenditure	-1,975,750		-236,272	-288,641	-405,740	-366,059	-215,362	-185,942	-225,522	-176,641	-35,144	-134,317	8,171	-52,513	-2,313,982	-1,975,750	-338,232
Total Expenditure	-3,708,951		-353,351	-417,270	-561,397	-495,885	-359,380	-319,016	-359,990	-312,790	-165,846	-278,570	-104,818	-175,116	-3,903,428	-3,708,951	-194,477
Groups restricted/designated funds adj														-9,821	0	-9,821	
Surplus/(Deficit)	-15,043		-171,858	112,235	185,185	45,855	-48,797	-22,496	39,166	-45,754	-20,043	-127,493	39,535	-31,076	-55,361	-15,043	-40,317
Union Projects Spend from Reserves			-9,108	-6,413	-6,270	-6,498	-7,671	-5,925	-7,031	-5,712	-10,857	-4,611	-1,349	-4,611	-76,054		
Net Union Surplus/(Deficit)			-180,966	105,823	178,915	39,357	-56,468	-28,421	32,136	-51,466	-30,900	-132,104	38,186	-35,687	-131,415		
Other Restricted Activities:																	
Alumni Bids	0		-543	0	0	0	0	0	0	-456	0	0	18,977	17,977			
Student Community Partnership	-3,030		31,759	-3,581	-3,262	-4,169	-4,857	-4,106	-3,895	-4,271	-3,903	-3,954	-4,882	-12,152			
SCP River Safety Fund	-404		0	-1,125	0	0	0	0	0	0	0	0	0	-1,529			
Student Development	-1,581		-1,214	-1,468	27,529	-2,560	-5,678	-1,547	-1,348	-977	-1,293	14,037	-1,743	22,156			
Student Groups Restricted														9,611			
Designated Funds														210			
RAG			-4,175	-97	5,310	1,029	4,983	4,656	716	3,265	-479	994	203	-14,766	1,641		
Net Surplus/(Deficit) Per Exchequer			-190,157	135,728	178,052	64,653	-58,214	-34,300	27,199	-53,444	-37,084	-136,306	48,473	-38,101	-93,501		

APPENDIX 2: Budget Scenarios

						
	Budget V1	Budget S1	Budget S1 Updated	Budget S2	Budget S2 Updated	
	2020/21	2020/21	2020/21	2020/21	2020/21	
	£	£	£	£	£	
Income						
Block Grant	1,774,924	1,774,924	1,774,924	1,774,924	1,774,924	1,774,924
Commercial sales	1,087,934	736,434	736,434	378,608	378,608	378,608
Sports income	121,702	121,702	99,300	121,702	99,300	99,300
Advertising & Marketing	45,000	39,000	39,000	38,000	38,000	38,000
Event Income	400,865	274,467	274,467	78,600	78,600	78,600
Other	87,638	165,994	131,856	156,404	121,266	121,266
	3,518,063	3,112,521	3,055,981	2,548,238	2,490,698	2,490,698
Staff Costs						
Staff: Salaries & Wages	- 1,708,324	- 1,704,324	- 1,704,324	- 1,704,324	- 1,704,324	- 1,704,324
Staff: Casual	- 295,990	- 252,625	- 234,995	- 177,013	- 159,383	- 159,383
Staff: Training & Conferences	- 27,500	- 13,500	- 11,000	- 13,500	- 13,700	- 13,700
Staff: Vacancy Factor	62,533	62,533	62,533	62,533	62,533	62,533
Other	- 17,618	- 14,070	- 27,320	- 12,070	- 23,570	- 23,570
	- 1,986,899	- 1,921,986	- 1,915,106	- 1,844,374	- 1,838,444	- 1,838,444
Other Expenditure						
Commercial	- 364,417	- 252,654	- 252,654	- 134,900	- 134,900	- 134,900
Sport	- 271,805	- 271,805	- 212,660	- 271,805	- 212,660	- 212,660
Advertising & Marketing	- 24,620	- 24,620	- 23,820	- 24,620	- 23,820	- 23,820
Event costs	- 396,586	- 323,962	- 323,962	- 125,596	- 125,596	- 125,596
Affiliation	- 39,250	- 39,250	- 38,110	- 39,250	- 38,110	- 38,110
IT Management Fee	- 44,500	- 44,500	- 44,500	- 44,500	- 44,500	- 44,500
Administration Costs	- 47,483	- 30,280	- 26,983	- 29,280	- 24,033	- 24,033
Budget allocated to student group	- 19,773	- 19,773	- 15,023	- 19,773	- 15,023	- 15,023
Volunteer & Student Costs	- 34,533	- 27,133	- 20,263	- 27,133	- 20,263	- 20,263
Establishment	- 113,399	- 106,279	- 106,279	- 105,279	- 105,279	- 105,279
Capital Purchase Under £1000	- 19,700	- 16,700	- 16,700	- 15,700	- 15,700	- 15,700
Repairs & Maintenance	- 29,318	- 25,318	- 25,318	- 25,318	- 25,318	- 25,318
Irrecoverable VAT	- 26,500	- 21,500	- 21,500	- 14,000	- 14,000	- 14,000
Bank & Credit Card Charges	- 22,500	- 18,500	- 18,500	- 18,500	- 18,500	- 18,500
Professional fees	- 15,000	- 15,000	- 15,000	- 15,000	- 15,000	- 15,000
Depreciation	- 15,400	- 15,400	- 15,400	- 15,400	- 15,400	- 15,400
Other	- 46,161	- 45,161	- 32,150	- 44,161	- 31,150	- 31,150
	- 1,530,945	- 1,297,835	- 1,208,822	- 970,215	- 879,252	- 879,252
Total Expenditure	- 3,517,844	- 3,219,821	- 3,123,928	- 2,814,589	- 2,717,696	- 2,717,696
Surplus / -Deficit	219	- 107,300	- 67,947	- 266,351	- 226,998	- 226,998

PURPOSE

To provide an update on risk management matters handled by The SU since the previous meeting.

CONTENTS

Pages 1-2:	Report
Page 2:	Actions
Page 3:	Appendix 1: Risk Register
Pages 4-5:	Appendix 2: Business Continuity and Recovery Plan
Page 6:	Appendix 3: Accident Statistics
Page 7:	Appendix 4: Health & Safety Inspection Update

REPORT**1. RISK REGISTER**

- 1.1. Appendix 1 contains the Risk Register which was last updated in March 2020.
- 1.2. The Finance & Audit Committee at its meeting on 27/08/2020 agreed that *'failure to handle reputational risk'* needed to be updated on the risk register to reflect the greater risk now associated with handling COVID-19. This is still to be actioned but when completed this report will be updated to indicate this.
- 1.3. A further risk to be potentially added to the risk register is poor handling of safeguarding, complaints and student member disciplinary matters. Work needs to be done to evaluate where The SU stands on this and this will be carried out by the Governance & Executive Support Manager.

2. BUSINESS CONTINUITY AND RECOVERY

- 2.1. Due to the current pandemic caused by Covid-19 The SU is currently operating in accordance with its Business Continuity and Recovery policy.
- 2.2. Senior Management and Officers continue to meet virtually daily to discuss issues arising and make decisions. The SU finance team continues to monitor the budget closely.
- 2.3. Appendix 2 contains a copy of the current Business Continuity and Recovery plan.

3. HEALTH & SAFETY

- 3.1. Appendix 3 contains statistics for accidents that have been reported to the Departmental Health & Safety co-ordinator.
- 3.2. The Cheerleading club's activities have currently been suspended due to concerns around standards of health & safety. This was still the case as of 03/09/2020 when this was last checked with the Head of Activities.
- 3.3. Appendix 4 contains an update for actions identified from the Health & Safety inspection carried out in November 2019.

3.4. The Departmental Health & Safety coordinator in June carried out individual work station assessments via Microsoft Teams for all staff. A number of staff were identified as needing equipment and this has been supplied to them.

ACTIONS

4. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	E-Mail: gdn26@bath.ac.uk
	Paul Brooks (<i>Departmental Safety Co-ordinator</i>)	E-Mail: pb262@bath.ac.uk

APPENDIX 1: RISK REGISTER

Student Union Risk Register

Student Union Risk Register											
Risk Key	Score		Action								
Low Risk:	(1-8)		continue, but review periodically to ensure controls remain effective								
Medium Risk:	(9-12)		continue, but implement additional reasonably practicable controls where possible and monitor regularly								
High Risk:	(15-25)		identify new controls to reduce risk to a low or medium level.								
Description of risk	Impact (1-5)	Likelihood (1-5)	Gross Risk	Key controls/processes to mitigate risk	Impact (1-5)	Likelihood (1-5)	Net Risk	Movement	Improvement actions/additional controls to be added	Timescale	Risk Owner
Reduced income from University block grant and/or commercial activities	5	3	15	Regular reviewing of commercial income performance. Regular ongoing analysis of current market competition. Budget monitoring and approval by Trustees Reserve budget can cover SU operating costs for a year	5	2	10	5	Budget planning to account for different levels of funding. Exploring opportunities to diversify and strengthen commercial income. Establish back-up of alternative supply options to NUSSL.		Chief Executive of Finance Head of Commercial
Fraud	5	3	15	Financial policies, procedures and regulations. Budget monitoring and approval by Trustees External audit with auditors reporting directly to Trustees.	5	2	10	5	Review of financial policies.		Chief Executive of Finance Governance Manager
Staff/Student serious injury or fatality	5	3	15	Annual internal health & safety audit. staff/student health & safety training Risk assessments for high risks activities . Student/Staff events approved via online Event Planner. Fire wardens and agreed evacuation procedures. UHSE external healthy & safety audits. Suitable insurance cover for The SU.	5	2	10	5			Chief Executive Governance Manager Head of Commercial Head of Activities
Data breach	5	3	15	staff/student data handling training. Data sharing agreement with University. Data stored securely on MSL and Alterline servers. Personal staffing records kept by the University HR dept.	5	2	10	5	GDPR policy to be reviewed. Data sharing agreement with University to be reviewed. Retention schedule to be added to SU File Policy.		Chief Executive Governance Manager
IT Support Services	5	3	15	University run	5	2	10	5			Chief Executive Governance Manager
Sudden reduction in staffing resources	5	3	15	Business continuity plan. Emergency planning pre-meetings. Chief Executive on University business continuity team.	5	2	10	5			Chief Executive Deputy Chief Executive
Poor stakeholder engagement.	4	3	12	Regular engagement activities with University stakeholders.	4	3	12	0	Memorandum of understanding with University. Clear SLA with key University departments. Stakeholder management strategy.		
Poor Student engagement	4	3	12	Ongoing data insight research into student participation.	4	3	12	0	Student Engagement Policy to be written. Development of Citizen Assembly.		Chief Executive Head of Student Voice
Poor strategic planning and oversight	4	3	12	Strategy monitored and approved by Leadership Committee/Board. Annual staff area planning. Ongoing data insight research to inform strategies/planning. Project Management training. Projects approved and monitored by Leadership Committee/Board.	4	2	8	4			Chief Executive Deputy Chief Executive Heads of Departments
Poor recruitment, retention and diversity	4	3	12	Trustee training and induction. Staff taining for chairing interview panels. Staff development and training opportunities. Regular staff wellbeing surveys.	4	2	8	4	Development of second line support and succession planning.		Chief Executive Deputy Chief Executive University HR
Failure to handle reputational risk	3	3	9	List of events Slander and libel training for student media/officers	3	2	6	3			

APPENDIX 2: Business Continuity and Recovery Plan

Core Function/Process	Activity	Impact of loss/disruption upon business continuity	Recovery Time Objective	Maximum Tolerable Period of disruption	Department or staff with special interest	Planned mitigation prior to disruption	Period(s) during which more critical	Gaps in resilience and/or further required mitigation
Commercial Income	Bar day time activities	financial	3-7 days	7 days	Bars & Events Team	None	Term time	
	Club Nights	financial	3-7 days	7 days	Bars & Events Team	None	Term time	
	Events held in the bar	financial	3-7 days	7 days	Bars & Events Team	None	Term time	
	External stallholders	financial	3-7 days	7 days	Marketing Team	Move event if notice given	Term time	
Key Events	Freshers' Week	financial/reputational	1/2 day	1/2 day	Bars & Events Team	Event Risk Management plan/Move event if week notice given.	At time of the event	Cancelation policy Add event cancelation to bookings terms & conditions
	Freshers' fair/re-fresh fair	financial/reputational	1/2 day	1/2 day	Marketing Team	Move event if notice given	At time of the event	
	Varsity	financial/reputational	1/2 day	1/2 day	Activities Team	Risk Management plan for event cancelation	At time of the event	
	Rugby at Rec	financial/reputational	1/2 day	1/2 day	Activities Team	Event Risk Management plan/Move event if week notice given/cancel with minimal impact	At time of the event	
	Summer Ball	financial/reputational	1/2 day	1/2 day	Bars & Events Team	Event Risk Management plan/Move event if week notice given.	At time of the event	Cancelation policy
	Masquerade	financial/reputational	1/2 day	1/2 day	Activities Team	Event Risk Management plan/cancel in accordance with notice required under venue contracts.	At time of the event	
	Snowball	financial/reputational	1/2 day	1/2 day	Activities Team	Event Risk Management plan	At time of the event	
	Awards	financial/reputational	1/2 day	1/2 day	Activities Team	Event Risk Management plan/Cancel in accordance with notice required under venue contracts.	At time of the event	Cancelation policy
	Farmers Market	financial/reputational	1/2 day	1/2 day	Marketing Team	Cancel with minimal impact if 48 hours notice given	At time of the event	
	Elections	reputational	3-7 days	7 days to 1 month		Move if elections if necessary	At time of the event	
Finance Functions	Paying suppliers	financial/service delivery	1/2 day	7 days to 1 month	Finance Team	Remote working/Head of Finance hold credit card	NA	
	Re-imbursing students	financial/service delivery	1/2 day	7 days to 1 month	Finance Team	Remote working	NA	
	Managing income	financial/service delivery	3-7 days	7 days to 1 month	Finance Team	Remote working	NA	
	Managing bank account	financial/service delivery	1/2 day	7 days to 1 month	Finance Team	Remote working	NA	
	Budgetary managemant	financial/service delivery	3-7 days	7 days to 1 month	Finance Team	Remote working	NA	
	VAT return	financial/regulatory	7 days	7 days to 1 month	Finance Team	Remote working/Submit at least a week before deadline/HMRC give 1 warning for late submission	Quarterly	
	Charity Return	financial/regulatory	7 days	7 days to 1 month	Finance Team	Remote working/Submit at least a month before deadline	Jan-Feb	
Advice & Support	Student Casework	Service delivery/health & safety	1/2 day	3-7 days	Advice & Support Team	Remote working	Term time	
	day to day advice & support	Service delivery/health & safety	1/2 day	3-7 days	Advice & Support Team	Remote working	Term time	
Communication	Social media channels	service delivery/reputation	1/2 day	3-7 days	Marketing Team	Remote working	Term time	
	Maintaining website	service delivery/reputation	1/2 day	3-7 days	Marketing Team	Remote working	Term time	
General Activities	BUCS games	financial	3-7 days	7 days to 1 month	Student Group Activities	Remote working	Term time	
	Approving Student group events	financial	3-7 days	3-7 days	Student Group Activities	Remote working	Term time	
	Responding to enquiries	service delivery	1-2 days	3-7 days	The SU	Remote working	Term time	
	Day to day office functions	service delivery	3-7 days	7 days to 1 month	The SU	Remote working	Term time	

Department/supplier	Description of equipment/external service provider	Special features	Mitigation	Recovery Time Objective	Maximum Period of Disruption	Users/Stakeholders	Gaps in resilience and/or further required mitigation
External Supplier	Security	Understand student clientele and campus security.	Links to other local Bath-based security companies	3-7 days	7 days	Students/Staff/The SU	
NUS Ltd	Food/Beverage suppliers	Good discounts on products	List of alternative suppliers kept	3-7 days	7 days	Students/Staff/The SU	
SU Bars & Entertainment	Plug and Tub	Large fully equipped Venue	Very well managed - inaccordance with procedures	3-7 days	7 days	Students/Staff/The SU	
Advance	Exchequer software	Finance software	NA	1/2 day	1/2 day	Finance team	
Nat West/gemalto	Card reader	Allows card payment	NA	1/2 day	1/2 day	Finance team	
MSL	Website			1/2 day	1/2 day	Marketing team	
Adobe creative cloud	Software	High design specs		3-7 days	7 days	Marketing team	
Advice Pro	Advice Database software	Software					

Name	Department/sub-group	Role	Description of concerns	Mitigation	Gaps in resilience and/or further required mitigation
Helen McHenry	Finance Team	Head of Finance	VAT Return		
Helen McHenry	Finance Team	Head of Finance	International payments		
Helen McHenry	Finance Team	Head of Finance	fixed asset register		
Rajiv	Marketing Team	Web Developer	Back end MSL functions	Contact MSL	

APPENDIX 3: 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
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 Chair	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																		

Summary points:

- There have been no further accidents reported to The SU since the last meeting.
- There have been no near miss accidents reported to The SU since the last meeting.

APPENDIX 4: Health & Safety Inspection Report (November 2019)**Actions identified as part of previous inspections which have been completed:**

- a) Stacking of newspaper within Bath Time currently presents a potential fire hazard. This is no longer likely to be an issue as the print budget has had to be reduced as part of SU wide savings being made in response to COVID-19.

Issues identified as part of the previous inspections that are still ongoing:

- a) 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 which has been delayed due to COVID-19.
- b) 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.
- c) Large roll cages and boxes of merchandise continue to be deposited in the passageways of Norwood House level 2. This likely to be less of an issue during the pandemic due to changes to the way 'Little Fresh' is being run.
- d) 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.

PURPOSE

To report on:

- new client briefs/business cases received;
- the progress of ongoing projects/campaigns;
- projects/campaigns that have come to an end.

CONTENTS

Page 1-2: Report

Page 2: Actions

REPORT

1. BACKGROUND

1.1. The Project & Campaign Management policy explains how projects are approved and managed within The SU. All SU policies can be found on [policy page](#)² of the governance section of the website.

2. ONGOING PROJECTS/CAMPAIGNS

2.1. The following table reports on the current planned projects. Those highlighted in red have not yet been approved by Trustees.

Citizen-shift	Culture-shift	Content-shift	Climate-shift
Student engagement Citizen assembly Collective Intelligence	Open committee pilot People action plan Values & behaviours	SU Spaces Cause comms Programing (Awards) Programing (Welcome)	Green Impact Student led activities

2.2. There are four key areas of work identified as part of the strategy that each of these projects fall under:

- **Citizen-shift:** To facilitate opportunities for students to come together and encourage everyday participation in our cause
- **Culture-shift:** To strengthen our distinctive culture and working practices and create a culture that helps deliver our cause
- **Content-shift:** To shift our communications, activities and spaces to better reflect and celebrate our cause
- **Climate-shift:** To prioritise how we together respond to the climate emergency

2.3. There are currently no known issues that need to be reported with regards to ongoing projects/campaigns.

3. PROJECTS/CAMPAIGNS END REVIEW

3.1. There are currently two projects/campaigns that have ended which are awaiting an end of project report:

- Flo Café;
- We the Active.

² If this link no longer works this means there has been a change to the website since this report was published.

4. PROJECTS WISH LIST

4.1. There are currently no projects for the wish list.

ACTIONS FOR THE COMMITTEE

5. Trustees are asked to note the report.

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

To report on operational matters.

CONTENTS

Page 1: Report

Page 1-2: Actions

REPORT

1. Normally this report would contain individual area, CEO and officer reports. However, given the volume of work involved in returning to campus operations we have collated a short central report covering the key updates only.

1.1. Officers will provide a verbal report at the meeting, particularly focusing on aspects of student voice and student experience not covered here.

2. ROB TYRRELL (ACTIVITIES OFFICER 2020)

Following the sad news of Rob's death on 29 June 2020, The SU has engaged in a number of different activities to provide support and ensure that plans are in place to remember Rob throughout the course of the year.

2.1. Support for officers, staff and students

- DCE and CE provided immediate support to the Officer team and students
- Support also available from student services via phone / Teams
- We announced [the news of Rob's death](#) via web and appropriate social media channels
- Virtual [memorial wall](#) provided a place for students and staff to share memories and photos of Rob
- University Chaplain led a de-brief session on campus for officers, students and staff
- Ongoing face-to-face meetings with the officer team
- [Memorial service](#) to coincide with Rob's funeral, shared readings and memories
- SU President met Rob's father and we have retained contact via student services

2.2. Remembering Rob through the course of the year

- In the student centre we are creating a memorial wall for Rob that will remain in place for the rest of the year
- The Education Officer is liaising with Rob's friends about a memorial event when they return to Bath in September
- Reflecting Rob's passion for bright shirts, during Freshers' Week we have a themed night for wearing a bright shirt and will share content after the event.
- One of Rob's manifesto pledges was about supporting international societies. We have created a £5k funding allocation that will be ring-fenced for international student societies to bid for, using the alumni fund process.
- Another of Rob's manifesto pledges was support for climate action, and during the year we aim to identify a specific activity that we can link to Rob's ambitions in this area.
- For The SU group awards, we will create the Rob Tyrrell award that will go to the student who most reflected Rob's enthusiasm and contribution to the student experience.

3. WELCOME 2020

We have adopted a flexible programme approach to help us develop and implement the plan for the new year. This has helped us focus our attention and ensure that we are making progress towards our deadlines. Below are a selection of key updates:

3.1. **New normal survey**

- To help shape our plans for the coming year, early in the summer we commissioned some research to help us better understand student concerns for the year ahead
- The research has provided key input to a range of University programmes centred around the changes being made for 2020/21

3.2. **Freshers' Week**

- We secured £80k funding from the University to support the delivery of the Freshers' Week programme, helping bridge across the lost income from wristband sales
- The programme is building up from a strong virtual offer to incorporate events and activities run by student groups wherever possible
- We are providing support for activities for students arriving early and quarantining on campus
- From 17-22 September, we are delivering 'Welcome Night' activities in what is a more drawn out arrivals period than usual. Arrivals will meet their FW captains who will introduce them to arrival games, with evening surprise and DJ set students can enjoy in their accommodation.
- During this period, we will be 'Building Up' to the main Freshers' Week experience. Student groups will be hosting a variety of events – including strolls along Bath's skyline walk, a tour of the city's best spots, or a treasure hunt across campus – and The SU bar will be open too. In the evenings, there will be a pub quiz, film nights and other ways to help students get to know their housemates.
- Wristbands for 'Freshers' Week' itself (22-27 September) will give students access to a range of events on campus, such as mini-golf and picnics, as well as a virtual line-up, including live music and professional comedy. Each night, we will have livestreamed bands, DJs and artists and the Freshers' Fair will be delivered online for the first time.

3.3. **Flexing our offer**

- Using the new normal as our base, it is clear that students will have less money and there will be fewer opportunities for student groups given the restrictions that remain in place
- Wanting to make sure that the student experience is as rich as possible, we have flexed our student membership offer, enabling students to purchase one membership for either sports or societies, but then access any student group in that category
- The aim of this is to give students a greater range of opportunities throughout the semester, whilst protecting income levels across both categories

3.4. **Flexible student advisory panels and engagement**

- We set up a Student Academic Advisory Panel to help inform the University's move to blended learning. The panel is made up of 81 participants from a range of backgrounds and disciplines. The Education Officer is updating the University's Resilient Curriculum Project Team weekly about panels views, used to shape decision-making.
- We have also developed a Student Experience Advisory Panel to support student engagement in decision-making on key issues around the wider student experience. 46 student participants signed up in the first two weeks.
- Engaging with a range of different students on key themes, including: black students on Black History Month activities and themes for 2020, the views of students going on placement and their expectations and concerns, and disabled students on their concerns for the next academic year.

4. **SU SPACES IN 2020/21**

4.1. The Edge arts and cultural centre

- The University has concluded the consultation process about transferring responsibility for large parts of the arts and cultural facility (*The Edge*) to The SU
- The shift is going to be transformative for The SU, answering long-standing challenges to do with space and access on campus, and providing an outstanding platform for future development
- 'Landlord' and building responsibilities will be handled by the University's accommodation and hospitality services (*ahs*) team
- Four new roles have been created in The SU and we are currently transitioning/recruiting the team, which will sit in The SU activities area
- We are working to agree a suitable operating budget that will help fund operations and arts activity, including operating costs, student group development, tuition, equipment hire and other activity
- However, there remain some unanswered questions regarding the University's approach to medium- and long-term cyclical maintenance and equipment costs.
- From the autumn onwards, The SU will be supporting the development of the University's arts strategy. This could present opportunities for further development of The SU's presence/activities in the building, and should resolve longer-term funding concerns.

4.2. Dartmouth Avenue site

- Having identified space for student activities as a key concern for the student experience, the University has taken out what we understand is a three-year lease on a location on the edge of Oldfield Park
- Comprising a range of buildings and rooms, the site is the ideal location for The SU to support student societies, volunteering and community outreach
- 'Landlord' and building responsibilities will again be handled by the University's accommodation and hospitality services (*ahs*) team, but The SU will be the main 'tenant' of the venue
- The venue is without direct cost to The SU, however there may be some additional insurance costs associated with storage of student activity equipment on the site
- Work is currently underway to install necessary IT and building security, but we hope to be operating from the site by the start of the semester
- Our intention is to 'build-out' activities once we have been able to occupy and start using the site, but have begun conversations with student leaders about how they can make use of the fantastic new space
- We are also working with the library and chaplaincy, amongst others, to help build the offer for students
- We will need to discuss with the University the long-term future for Dartmouth Avenue site early in 2021, once we have an idea of its true potential

4.3. The Student Centre

- To maximise the capacity of the bar, we have converted the third floor of the student centre to provide seating for up to 170 students. The bar will operate table service throughout the area, and we have purchased an app to help us facilitate orders.
- To manage flows of students and provide changing space for the bars team, we have had to close temporarily the office space on level three, relocating the activities team to space in The Edge and Dartmouth Avenue site
- Due to ventilation issues we have had to relocate the advice and support service to the 1 East Level 3 corridor (*SU President, CEO and Governance & Executive Support offices*). The team will primarily offer online appointments, but will also offer face-to-face support to those students who need it. Once restrictions lift, we will return the Advice & Support team to level three of the Student Centre
- The student media Bath Time and Campus TV teams will re-locate to the current Advice & Support office, forming a student media hub on the ground floor of the student centre

4.4. Sustainability

- As part of our commitment to reducing our carbon footprint, we will retain as much working from home capacity as we can.
- Having made the shift from a one-centre operation, to a four-centre one, we will review operations and working practices to help ensure that we continue to provide a flexible working environment for teams.

5. CONCERNS & CHALLENGES

- The financial situation running into the next financial year is a major concern
- This has been an exceptionally busy summer and staff in a number of areas are fatigued as we enter what is traditionally our busiest period of the year
- A small minority of staff remain anxious about the return to campus
- Gaps in capacity are being felt by teams working to cover additional areas
- The health and safety environment we are operating is complex, given the range of venue, activity and guidelines that we need to consider
- We are placing a lot of responsibility on the shoulders of student leaders
- The student experience will be very different from what students are used to
- Anxiety and other mental health concerns are likely to be highly elevated this year
- Students are likely to come under attack for any increase in Covid-19
- Whatever controls are in place, some will view these as insufficient
- Uniting the team across four working locations and maintaining a sense of 'One SU'

ACTIONS

5. Trustees are asked to note the report.

CONTACT:	Andrew McLaughlin (<i>Chief Executive</i>)	E-Mail: a.m.mclaughlin@bath.ac.uk
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PURPOSE

To report on:

- Board Background Checks
- Board succession planning and recruitment;
- Board skills & diversity;
- Committees and link trustees;
- Legal compliance.

CONTENTS

Page 1:	Report
Page 1-2:	Actions
Page 4:	Appendix 1: Board Skills Audit
Page 5:	Appendix 2: Board Diversity Audit
Page 6:	Appendix 3: Committee Membership and Link Trustees Appointments
Page 7-10:	Appendix 4: Leadership Committee Minutes (2020-07-08)
Page 11-14:	Appendix 5: Leadership Committee Minutes (2020-08-12)
Page 15-18:	Appendix 6: Finance & Audit Committee Minutes (2020-07-27)
Page 19-22:	Appendix 7: Finance & Audit Committee Minutes (2020-08-27)

REPORT**1. BOARD BACKGROUND CHECKS**

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

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

1.2. The Charity Commission has been partially updated with changes to the Board's membership based on the responses that have been received to date (see above).

2. BOARD SUCCESSION PLANNING AND RECRUITMENT

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

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

- 2.2. Under our Articles of Governance an Independent Trustee's term of office is initially 3 years with possibility of re-appointment for a further 3 years. They can only serve a total maximum of 6 years.
- 2.3. Independent Trustees are appointed by the Board but responsibility for recruiting and making recommendations on who should be appointed is delegated to the Leadership committee. The process for this is outlined within the Trustee Recruitment and Induction policy. All SU policies can be found on [policy page](#)³ of the governance section of the website.
- 2.4. Under our Articles of Governance there is a minimum requirement for at least one of the Independent Trustees to also be a student. While there is no restriction on how many students can be on the Board it is advised that this should never exceed more than two. This is to ensure that there are a reasonable number of Trustees on the Board without personal connections to The SU which might otherwise cause conflicts of interests.
- 2.5. There is currently one vacancy on the Board. At a previous Leadership committee meeting it was agreed that a black student should be appointed to fill this vacancy. Their appointment would provide a unique student perspective and help to increase diversity on the Board. This recruitment will be carried out in the autumn after students have returned from summer break.

3. BOARD SKILLS & DIVERSITY

- 3.1. The Board skills audit (*appendix 1*) and diversity audit (*appendix 2*) were last updated in autumn 2020. This is not a complete picture as we are still awaiting one or two forms from Trustees.
- 3.2. The skills audit shows no major areas of concern in the collective knowledge, experiences and skills of the Board.
- 3.3. The following are the areas where more Trustees might potentially benefit from further training:
- Charity Sector;
 - Local community/businesses;
 - Trustee responsibilities;
 - Finance;
 - HR;
 - Health & Safety;
 - Media & Marketing.
- 3.4. The Governance & Executive Support Manager has plans to deliver training that will cover:
- Charity sector;
 - Trustee responsibilities.

4. COMMITTEES AND LINK TRUSTEES

³ If this link no longer works this means there has been a change to the website since this report was published.

- 4.1. The Board’s committee membership and link trustees appointment (*appendix 3*) was last updated in summer 2020.
- 4.2. The minutes of all committee meetings that have happened since the last Board meeting are including in appendices 4-7. These excludes the minutes of Complaints & Disciplinary committee meetings which have happened which are confidential.

5. LEGAL COMPLIANCE

- 5.1. All charities (*including Student Unions*) must comply with:
 - [Charities Act 2011](#)
 - [Charities \(Protection and Social Investment\) Act 2016](#)
 - Trustees Acts 1925 and 2000
 - Charity Commission regulation. The Commission has a [full list of guidance](#) that explains what Charities ‘*must*’ and ‘*should*’ do.
 - [Statement of Recommended Practice \(SORP\)](#) for charity accounting and submission of annual returns, reports and accounts.
 - laws on trading, political activities, fundraising, GDPR and employment.
 - their governing document ([Articles of Governance](#)).
- 5.2. In addition to the above the University Council is responsible for ensuring that The SU adheres to the Education Act 1994 section 22. This act predates Student Unions becoming registered charities with the Charity Commission as previously they had been exempt charities. There is a potential issue that the Act gives certain responsibilities to the University Council which, arguably post charities act 2011, should belong with the Board of Trustees. It should be noted that the enforcement of the Education Act 1994 is not monitored by any government body.
- 5.3. Future work by the Governance & Executive Support Manager will expand upon this section of the report to explain (*as simply as possible*) how we are compliant in these areas.

ACTIONS

- 6. Trustees are asked to note the report.

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

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

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

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

APPENDIX 2: BOARD DIVERSITY AUDIT

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

		Independent Trustees	Officers	
Gender:	Male	60%	75%	
	Female	40%	25%	
	Prefer not to say	0%	0%	
Marital status:	Married	20%	0%	
	Single	60%	100%	
	In a civil partnership	0%	0%	
	Other	20%	0%	
	Prefer not to say	0%	0%	
Age band:	18 – 29	40%	100%	
	30 –39	40%	0%	
	40 – 49	0%	0%	
	50 – 59	20%	0%	
	60 – 65	0%	0%	
	Over 65	0%	0%	
	Prefer not to say	0%	0%	
Sexual orientation:	Heterosexual	80%	50%	
	Homosexual	20%	25%	
	Bisexual	0%	25%	
	Transsexual	0%	0%	
	Undergone gender reassignment	0%	0%	
	Prefer not to say	0%	0%	
Disabilities:	None	60%	100%	
	Physical disability	20%	0%	
	Mental disability	0%	0%	
	Prefer not to say	20%	0%	
Race/nationality/ethnic origin:	White	English	40%	0%
		Scottish	0%	0%
		Welsh	0%	25%
		Irish	0%	0%
		British	60%	0%
	Mixed	Other white background	0%	50%
		White and Black Caribbean	0%	0%
		White and Black African	0%	0%
		White and Black British	0%	0%
		White and Asian	0%	0%
	Asian	Other mixed background	0%	0%
		Indian	0%	0%
		Pakistani	0%	0%
		Bangladeshi	0%	0%
		British	0%	0%
	Black	Other Asian background	0%	25%
		Caribbean	0%	0%
		African	0%	0%
		British	0%	0%
		Other black background	0%	0%
Chinese	0%	0%		
Other ethnic group	0%	0%		
Prefer not to say	0%	0%		
Religion:	Christian	40%	0%	
	Jewish	0%	0%	
	Sikh	0%	0%	
	Muslim	0%	0%	
	Hindu	0%	0%	
	Buddhist	0%	25%	
	Rastafarian	0%	0%	
	None	60%	75%	
	Other religion	0%	0%	
	Prefer not to say	0%	0%	

APPENDIX 3: COMMITTEE MEMBERSHIP AND LINK TRUSTEE APPOINTMENTS

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

APPENDIX 4: Leadership Committee Minutes (2020-07-08)
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Meeting:	Leadership Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Wednesday 8th July 2020 at 3pm		
Present:			
Francesco Masala	President (<i>Chair</i>)		
Freya Jackson	Community Officer		
Annie Willingham	Education Officer		
Tom Sawko	Sport Officer		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Andrew McLaughlin	Chief Executive		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Fritz Ho	Unknown	Yes
2.	Notice of any other business		
	The following items had been identified for discussion under any other business:		
	<ul style="list-style-type: none"> 1) Campaign to promote greener ways of traveling to campus 2) Activities Officer 3) Leadership committee Chair 		
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 would be signed by the Chair at a later date (<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.	Strategy and Performance Monitoring		
	The Secretary explained that it was planned for future reports to include updates on the progress that has been made against the strategy's key performance indicators (<i>KPIs</i>).		

<p>5.1.</p> <p>5.2.</p>	<p>The Committee discussed and agreed that under strategy and performance monitoring an additional item should be included to report on progress being made towards sustainability.</p> <p>Equality, Diversity and Inclusion</p> <p>The Secretary explained that currently work was being done to identify KPIs for this area but once identified future reports would include updates on progress being made in this area.</p> <p>Complaints & Student Member Disciplinary</p> <p>The Committee received a report on complaints and Student Member disciplinary (see R2 of the Committee reports).</p> <p>The Secretary reported that a noticeably high number of the Student Members reported to The SU for misconduct had been found to have links to either the Football & Futsal Association or Rugby club. It was suggested that these might be areas worth considering for targeted intervention and support.</p> <p>The Secretary reported that there were currently two ongoing complaints being handled by The SU which were both related to Student Groups.</p> <p>The Committee discussed and agreed that Officers should receive training on complaints and Student Member disciplinary.</p> <p>ACTION: Officers to receive training on complaints and Student Member disciplinary.</p>
<p>6.</p> <p>6.1.</p> <p>6.2.</p> <p>6.3.</p>	<p>Project/Campaign Management</p> <p>The Committee received a report updating them on client briefs/business cases received since the last meeting (See R3 of the Committee reports).</p> <p>Ongoing Projects</p> <p>The Committee received a report on ongoing projects (See R3 of the Committee reports).</p> <p>Projects/campaign end review</p> <p>The Committee received a report updating them on projects/campaign end of reviews received since the last meeting (See R3 of the Committee reports).</p> <p>Project wish list</p> <p>The Committee received a report on a proposed project wish list (See R3 of the Committee reports).</p> <p>The Chief Executive explained that it had been recommended that The SU should be doing more to apply for external funding. A Trustee had volunteered to help with this and suggested that The SU should create a ‘wish list’ of projects that they might want to seek external funding for.</p> <p>The committee discussed some possible ideas that could be added to the wish list.</p>
<p>7.</p>	<p>Trustee Recruitment</p>

	<p>The Committee received a report on Trustee recruitment (<i>See R4 of the Committee reports</i>).</p> <p>The Committee discussed whether Marian McNeir should be recommended for re-appointment for a second term as an Independent Trustee.</p> <p>It was noted that re-appointing Marian McNeir would provide the Board with a Trustee who:</p> <ul style="list-style-type: none"> • had experience of chairing the Complaints & Disciplinary committee for The SU; • had experience of being on the governing body for the University of Bath; • had experience of giving shrewd advice to The SU around managing sensitive matters; • had strong links with the local community in Bath; • helped diversify the Board by representing a different age demographic to the rest of the appointed Trustees. <p>It was agreed that Marian McNeir should be recommended to the Board for re-appointment for a second term as an Independent Trustee via a decision without a meeting.</p> <p>ACTION: Marian McNeir to be recommended to the Board for re-appointment for a second term as an Independent Trustee via a decision without a meeting.</p> <p>The Committee discussed and agreed that a black student should be recruited to fill the other vacant Independent Trustee position. Their appointment would provide a unique student perspective and help to increase diversity on the Board. It was agreed that recruitment for this position should take place in the autumn as student engagement might not be as high over the summer.</p> <p>The Committee reviewed the previous assessment process and noted that, while resulting in some excellent Trustee appointments, the ‘interview’ style approach may not have been the most effective for all candidates. A candidate who had been excellent on paper, but not performed as great in interview, had reported back later to the Chief Executive that they had not been prepared for a ‘formal’ interview panel. Outside of the interview the Chief Executive had found them to be much more engaging.</p> <p>The Committee discussed and agreed that for the next assessment process it might be better to set up a ‘mock’ Board meeting using previous papers. This would allow for a potentially better means of assessing how a candidate would fit in with the rest of the Board. It could also help to shift the tone away from an ‘interview’ feel to one which is more ‘discussion’ based.</p> <p>ACTION: A black student to be recruited in the autumn for the December Board meeting.</p>
<p>8.</p>	<p>Any other business</p> <p>The following items had been previously identified for discussion:</p> <p>1) Campaign to promote greener ways of traveling to campus</p> <p>The Sport Officer explained their idea for a campaign to promote cycling to campus as a means of helping to reduce the carbon footprint. They noted that work would need to be done to identify the safest route for this. A client brief</p>

	<p>would be written up and shared with the Committee for a decision without a meeting.</p> <p>ACTION: Client brief for Sport Officer’s campaign to be written and approved by the Committee via a decision without a meeting.</p> <p>2) Activities Officer</p> <p>The Chief Executive proposed to the Committee an alternative idea to re-electing a new Activities Officer for the 2020/21 academic year.</p> <p>They explained that, given the circumstances, it might be more appropriate to leave this position vacant for the year and instead elect several part-time Officers. These part-time Officers would be used to carry forward specific areas of work within The SU.</p> <p>The Chief Executive asked Officers to consider the idea carefully before the next Committee meeting where a more detailed report would be presented to them to make a decision on.</p> <p>ACTION: Leadership committee to make decision on vacant Activities Officer role at their meeting.</p> <p>3) Leadership committee Chair</p> <p>The Committee elected the Community Officer to be Chair of the committee for the next year.</p>
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The meeting ended at 5pm.

Item number	Action
5	Officers to receive training on complaints and Student Member disciplinary.
7	Marian McNeir to be recommended to the Board for re-appointment for a second term as an Independent Trustee via a decision without a meeting.
7	A black student to be recruited in the autumn for the December Board meeting.
8	Client brief for Sport Officer’s campaign to be written and approved by the Committee via a decision without a meeting.
8	Leadership committee to make decision on vacant Activities Officer role at their meeting.

APPENDIX 5: Leadership Committee Minutes (2020-08-12)

Meeting:	Leadership Committee
Location:	Microsoft Teams Meeting
Date & Time:	Wednesday 12th August 2020 at 3.30pm
Present:	
Freya Jackson	Community Officer (<i>Chair</i>)
Francesco Masala	President
Fritz Ho	Postgraduate Officer
Annie Willingham	Education Officer
Tom Sawko	Sport Officer
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Andrew McLaughlin	Chief Executive
Item	
1.	Apologies for absence All Committee members were present for the meeting.
2.	Notice of any other business No items were identified at this point for discussion under any other business.
3.	Declaration of conflict of interest No conflicts of interests were declared in any items on the agenda.
4.	Minutes of the previous meeting and matters arising The Committee received a report on minutes of the previous meeting and matters arising (<i>See R1 of the Committee reports</i>). They approved the previous minutes for the Chair to sign and noted that the following matters were still to be actioned: ACTION: Officers to receive training on complaints and Student Member disciplinary. ACTION: A black student to be recruited in the autumn to be appointed on to the Board of Trustees at the December Board meeting. ACTION: Client brief for Sport Officer’s campaign to be written and approved by the Committee via a decision without a meeting.
5.	Strategy and Performance Monitoring The Committee received a report on strategy and performance monitoring (<i>See R2 of the Committee reports</i>). The Secretary reported that there had been three complaints received by The SU in the last month. Currently two of these were still ongoing complaints but the third had been resolved.

	<p>The complainant in this particular case appeared to have been satisfied by the response that had been given.</p> <p>The Chief Executive reported that the results of the Student Life Pulse survey would soon be available and suggested that this should be reviewed by the Committee. The Committee agreed and requested that the Insight & Engagement Manager should be invited to the next meeting to talk through the results.</p> <p>ACTION: Insight & Engagement Manager to be invited to next meeting and results of the Student Life Pulse Survey to be shared with the Committee.</p>
<p>6.</p>	<p>Project/Campaign Management</p> <p>The Committee received a report on project/campaign management (<i>See R3 of the Committee reports</i>).</p> <p>The President reported that the project for the open committee pilot scheme had evolved beyond the scope of the original client brief submitted to the Committee back in February/March. A revised plan for this project would be submitted to the Committee for review and approval.</p> <p>ACTION: Revised Student Group project plan to be submitted to the next Committee meeting.</p> <p>The Chief Executive reported that the project management training that originally been booked for the summer and been re-arranged for December. This would be given to both staff and officers to help develop The SU ability to better manage projects.</p> <p>The Chief Executive reported on a meeting they had had with Santander. Each year Santander gives funding to the University and The SU. Normally The SU receives about £15,000 to be spent on initiatives on equality, diversity and inclusion. The Chief Executive reflected that The SU had been good at planning initiatives for this money but maybe not so great in the execution of these plans. This could be used to fund a project or campaign for the upcoming black history month.</p> <p>The Committee discussed the possible options for what this funding could be spent on but made no decisions at this time. It was noted that the funding was not necessarily restricted to just events.</p> <p>President noted alumni funding that could be used.</p> <p>The Committee noted that they were awaiting the following end of project reports for:</p> <ul style="list-style-type: none"> • We the active; • Flo Café. <p>The Committee discussed plans being drawn up for a virtual ‘We the active’ and agreed that this might need to be run later in the autumn after Freshers’ week.</p> <p>QUESTION: The Chair asked about the citizen assembly project. ANSWER: The Chief Executive explained that a citizen assembly was an idea that had been developed by organisations to create focus groups. These focus groups were not made up of volunteers but people who were paid for their time in order to get their views on particular matters. Normally these people would have specialist knowledge or experiences that would be relevant to the particular matter being discussed. Some Student Unions had</p>

	<p>experimented with the idea in the past but not been successful in keeping it going. It was noted that this project was not likely to be launched anytime soon.</p>
7.	<p>Trustee Monitoring and Recruitment</p> <p>The Committee received a report on Trustee monitoring and recruitment (<i>See R4 of the Committee reports</i>).</p> <p>They noted that the next Independent Trustee vacancy would not occur until October 2021.</p>
8.	<p>Activities Officer</p> <p>The Chief Executive reported that plans were now in place to cover this vacant Officer position until next June when the next elected Activities Officer would take up the position. Staff would take over the operational aspects of the role and pass on any non-operational matters to a relevant Officer. The President recommended and encouraged all Officers to collectively make sure that they were checking in with societies to make sure they did not feel neglected by the absence of an Activities Officer.</p> <p>The Committee gave their approval for the arrangements being put in place.</p>
9.	<p>Any other business</p> <p>No items had been previously identified for discussion.</p> <p>QUESTION: The Chair asked about the Student Group policy. ANSWER: The Secretary reported that this was currently on track for submission to the next Committee meeting where Officers would review and decide whether to approve its adoption.</p> <p>The Sport Officer reported that as part of changes being made to The SU alumni funding application process the Committee would be receiving regular updates on this over the next year so as to help ensure that this funding was being spent. For 2020/21 there would be around £27,000 that could be accessed by Student Groups and The SU to help better the student experience.</p>

The meeting ended at 4.05pm.

Item number	Action
4	Officers to receive training on complaints and Student Member disciplinary.
4	A black student to be recruited in the autumn to be appointed on to the Board of Trustees at the December Board meeting.
4	Client brief for Sport Officer's campaign to be written and approved by the Committee via a decision without a meeting.
5	

	Insight & Engagement Manager to be invited to next meeting and results of the Student Life Pulse Survey to be shared with the Committee.
6	Revised Student Group project plan to be submitted to the next Committee meeting.

APPENDIX 6: Finance & Audit Committee Minutes (2020-07-27)

Meeting:	Finance & Audit Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Monday 27th July 2020 at 2pm		
Present:			
Tom Sawko	Sport Officer (<i>Chair</i>)		
Jordan Kenny	Independent Trustee		
Katie Aldridge	Independent Trustee		
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		
	Name	Reason	Accepted
	Valerie Copenhagen	Sick	Yes
	Francesco Masala	University Council	Yes
2.	Election of Chair		
	The Committee elected the Sport Officer to be Chair of the committee for the year.		
3.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	<ul style="list-style-type: none"> Proposed change to asset capitalisation limit; Audit arrangements. 		
4.	Declaration of conflict of interest		
	No conflicts of interests were declared in any items on the agenda.		
5.	Minutes of the previous meeting and matters arising		
	The Committee received a report on the minutes of the previous meeting and matters arising (<i>See R1 of the Committee reports</i>).		
	They approved the previous minutes for the Chair to sign, subject to the following amendment:		
	<ul style="list-style-type: none"> P3 Agenda Item 7 Audit recommendations: '<i>The Committee received a report on the <u>current management accounts and reserves</u> should read 'The Committee received a report on the <u>progress made on the audit recommendations</u>'</i> 		
6.	Finance & Audit		
	The Committee received a report on finance and audit matters (<i>see R3 of the Committee reports</i>).		

	<p>The Head of Finance explained that The SU would not be receiving the furlough job retention grant as this would go to the employer which, for most SU staff, was the University. The Committee discussed the possibility that The SU might receive the furlough job retention bonus in February.</p> <p>The Head of Finance reported on a legal case which had gone to the High Court which, depending on the ruling, might determine whether the insurance company paid The SU a £50,000 insurance claim for business disruption caused by Covid-19.</p> <p>QUESTION: A Trustee asked what was the worst case scenario predicted for this financial year.</p> <p>ANSWER: The Head of Finance explained that the best case scenario was a deficit end of year budget of -£60,000 with -£120,000 being the worst case. This would dependent upon the outcome of the insurance claim submitted for business disruption caused by Covid-19, bad debts provision and movements in restricted funds.</p> <p>QUESTION: A Trustee asked would the worst case scenario completely wipe out The SU reserves.</p> <p>ANSWER: The Head of Finance explained that this would wipe of the free reserves but there would still be restricted reserves.</p> <p>QUESTION: A Trustee asked what would be the impact on The SU if the free reserves were wiped out.</p> <p>ANSWER: The Head of Finance explained that free reserves were for projects so the impact would be that there would be no money to spend on this in the future until restored.</p> <p>QUESTION: A Trustee asked what was happening with the Club Development Officer role.</p> <p>ANSWER: The Head of Finance explained that the funding for this project supported role would end in September. A business case had been put into the University to replace another currently vacant staff role with this new role on a permeant basis. Therefore in future this role would be paid for from the staff budget.</p> <p>The Head of Finance reported on the progress made to address the audit recommendations. Due to staffing absence it has not been possible to implement full segregation this year. It has also not been possible to address cash controls as this is not a priority for the University who do not see this as an issue. Potentially this might be addressed if The SU takes the decision to go cashless for 2020/21 which might prompt action from the University.</p> <p>QUESTION: A Trustee asked for clarity on what the issue with cash control was.</p> <p>ANSWER: The Head of Finance explained that the auditors had flagged it as an issue because SU and University cash were being kept in the same safe which could lead to increased risk of accidentally mixing cash up.</p> <p>QUESTION: A Trustee asked how big an issue would auditors consider it that these recommendations had not addressed.</p> <p>ANSWER: The Head of Finance explained that they would likely be understanding of the circumstances and recognise that The SU was trying to address these issues.</p> <p>The Head of Finance noted that auditors would likely focus scrutiny on authorisation this year due to the sudden change to remote working as a result of Covid-19.</p>
7.	SU Scenario Planning

	<p>The committee received a report on scenario planning (<i>see additional report circulated late to the Committee</i>).</p> <p>The Head of Finance reported on the Bars team’s plans for generating commercial income while adhering to social distancing restrictions.</p> <p>QUESTION: The Chair asked what would student staffing be like under these plans? ANSWER: The Head of Finance explained that student staffing would be reduced to the minimum required to carry out the proposed offer.</p> <p>The Chief Executive reported that the University were in discussions over the potential to have The SU take over a former primary school in Dartmouth Avenue. Currently this was being offered with maintenance costs to be covered by the University.</p> <p>QUESTION: A Trustee asked if the University already owned it. ANSWER: The Chief Executive explained that it was currently owned by the Local Authority and the University were considering renting it off them.</p> <p>The Chief Executive reported on progress towards securing the Edge for The SU. Current plans were for maintenance costs to be covered by the University. An additional four staff members would be transferred to The SU with the budget to cover them.</p> <p>The Committee discussed the different scenarios and agreed that more work was required to identify what decisions would need to be made in the event of the worst case (<i>scenario 3</i>). This would potentially be useful to share with the University to highlight the possible impact of a worst case scenario on The SU. Understanding the possible impact might prompt the University to give financial support to The SU to help avoid this worst case.</p> <p>The Committee discussed and agreed that each area should review their budgets again to identify activities that might possibly be suspended to make further savings for The SU. Essential savings should be made now to reduce the need to draw on the reserves next year.</p> <p>ACTION: Head of Finance to meet with area budget managers to identify further savings that could be made.</p> <p><i>(Jordan Kenny left the meeting at this point)</i></p> <p>The Chief Executive explained that another big saving could be made by disaffiliating from National Union of Students. This year affiliation would cost The SU £37,500. Possibly exploring the alternatives for this might allow to make large savings.</p>
<p>8.</p>	<p>Risk Management</p> <p>The committee received a report on risk management (<i>see R3 of the Committee reports</i>).</p> <p>The Chief Executive reported that changes being considered to The SU data protection arrangements might require the risk register to be updated to reflect the increased risk of potentially handling more sensitive data.</p>
<p>9.</p>	<p>Proposal to go Cashless</p> <p>The Committee received a report on a proposal to make The SU cashless (<i>see R4 of the Committee reports</i>).</p>

	<p>The Committee discussed and agreed that The SU should go cashless. They noted that for international students this might be an issue at the start of term when many were still in the process of sorting out their banking arrangements and might need to obtain cash from The SU finance office. It was agreed that early communications should be sent to these students to help them with sorting this out.</p>
10.	<p>Any other business</p> <p>The following items had been previously identified for discussion under any other business:</p> <p>1) Proposed change to asset capitalisation limit</p> <p>The Committee discussed the proposal to change the limit from a £1000 capital expenditure limit to £2,500. This would cut out the need to record the lower level assets on the asset register. They agreed that the Head of Finance should first check what the impact of the proposed change would have been on last year’s asset register.</p> <p>ACTION: The Head of Finance to check what the impact of the proposed change to the limit authorisation would have been on last year’s asset register.</p> <p>2) Audit arrangements</p> <p>The Committee discussed and agreed that the following Trustees should be involved in the annual arranged call with the auditors:</p> <ul style="list-style-type: none"> • Kate Aldridge; • Rob Clay; • Tom Sawko. <p>The Head of Finance noted that the auditors had reported that a new requirement required that The SU have ‘Going Concern’ policy. This was needed to set out how the Board holds The SU accountable for managing its ongoing financial obligations.</p>
11.	<p>To confirm the date and time of future meetings</p> <p>The Committee noted the following dates and times for future committee meetings:</p> <ul style="list-style-type: none"> • Thursday 27th August 2020 9-11am • Thursday 22nd October 2020 9-11am • Thursday 19th November 2020 9-11am • Monday 15th March 2021 9-11am • Thursday 20th May 2021 9-11am
The meeting ended at	
Item number	Action
7	Head of Finance to meet with area budget managers to identify further savings that could be made.
10	The Head of Finance to check what the impact of the proposed change to the limit authorisation would have been on last year’s asset register.

APPENDIX 7: Finance & Audit Committee Minutes (2020-08-27)

Meeting:	Finance & Audit Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Thursday 27th August 2020 at 9am		
Present:			
Tom Sawko	Sport Officer (<i>Chair</i>)		
Jordan Kenny	Independent Trustee		
Katie Aldridge	Independent Trustee		
Rob Clay	Independent Trustee		
Valerie Copenhagen	Independent Trustee		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Helen McHenry	Head of Finance		
Andrew McLaughlin	Chief Executive		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Francesco Masala	Annual Leave	Yes
2.	Notice of any other business		
	No items were identified for discussion under any other business.		
3.	Declaration of conflict of interest		
	No conflicts of interests were declared in any items on the agenda.		
4.	Minutes of the previous meeting and matters arising		
	The Committee received a report on the minutes of the previous meeting and matters arising (<i>See R1 of the Committee reports</i>).		
	They approved the previous minutes for the Chair to sign and noted that the following matters were still to be actioned:		
	ACTION: The Head of Finance to check what the impact of the proposed change to the limit authorisation would have been on last year's asset register.		
5.	Finance & Audit		
	The Committee received a report on finance and audit matters (<i>see R2 of the Committee reports</i>).		
	QUESTION: A Trustee asked how much reserves did The SU have at the start of the year.		
	ANSWER: The Head of Finance reported that The SU had begun the year with £430,000 in the reserves.		
	(Valerie Copenhagen joined the meeting at this point)		

QUESTION: A Trustee asked if using the reserves to support operating costs would be considered a reasonable use of the reserves.

ANSWER: A Trustee explained that one of the primary reasons for having reserves was to provide The SU with an emergency fund to support it during times of financial difficulties.

The Committee discussed the likelihood of scenario two occurring and concluded that activities such as club nights would be unlikely to resume until September 2021. While it was possible that restrictions might be lifted sooner plans should not rely on this. Instead plans should identify decisions that could be taken in-year to make further crucial savings if needed.

The Chief Executive advised that students will be expecting to have activities and if these are not available they will likely self-organise these increasing the risk of transmission. In the event of a local lockdown the impact to the budget will likely be more severe as there will be no furlough scheme to support staffing costs.

The Committee agreed that The SU should plan for a -£150,000 deficit budget but wherever possible actions should be taken in-year to reduce this further. This will ensure that there are still reserves for next year where further actions may be necessary depending on what the situation is with COVID-19. In order to achieve this deficit budget it will be necessary for additional savings to be identified by senior management and applied top down.

ACTION: The Head of Finance/Chief Executive to prepare a budget plan for a -£150,000 deficit. This to include a list of additional decisions that can be made in-year to make further savings if the need arises.

The Committee discussed looking at grants that may be available to them as a charity. There were currently a lot of COVID-19 response grants out there for charities to apply for which could be used to support everything from staffing to maintenance costs. A Trustee volunteered to support The SU with this piece of work.

ACTION: The Head of Finance and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.

The Committee discussed the auditor's recommendation that The SU should have three year financial plans. Currently this wasn't possible because the University determined the block grant to be given to The SU on a yearly basis making it impossible to plan more than a year ahead. If the University reduced the block grant next year this would have major implications for The SU operating budget.

QUESTION: A Trustee asked how Freshers' Week 2020 was being funded.

ANSWER: The Head of Finance explained that the University were paying the full costs for this event.

QUESTION: A Trustee asked if any more savings could be made by reducing the need for casual staff?

ANSWER: The Head of Finance advised that this part of the budget had already been cut down to the absolute bare essentials.

QUESTION: The Chair asked if there would be any potential to generate income from the acquisition of the Edge.

ANSWER: The Head of Finance advised that they currently have no information for this to be able to factor it into the budget.

(Rob Clay left the meeting at this point)

	<p>QUESTION: A Trustee asked if the Head of Finance felt they had enough support to do the required necessary work.</p> <p>ANSWER: The Head of Finance explained that their work was being impacted by a recurring staff absence within their team. However, they felt strongly supported by the committee and RSM auditors. The Chief Executive reported that HR were aware of the issues and were working closely with The SU to address the matter.</p> <p>QUESTION: A Trustee asked if there was anything that could be done provide short term support.</p> <p>ANSWER: The Head of Finance explained that they felt they would be better supported once their term time staff returned to work as this would free up their time to focus more on this work.</p> <p>QUESTION: A Trustee asked at what point does the Charity have to report to the Charity Commission.</p> <p>ANSWER: The Head of Finance advised that The SU was not yet at the point where it needed to report to the Charity Commission. Financially the Charity Commission would want to be reported to in the event of fraud, significant financial loss or insolvency.</p> <p>The Committee discussed and agreed that The SU needs to communicate clearly to the University it's budget plans so that they understand how it could potentially impact them. Understanding some of the decisions that may need to be made under the worst case scenario might prompt them to consider giving financial support to The SU. The University has previously been pleased with The SU ability to manage its budget appropriately.</p> <p>ACTION: The Chief Executive to draft communications to go out to key stakeholders communicating SU priorities for during the pandemic.</p> <p><i>(Valerie Copenhagen left the meeting at this point)</i></p>
<p>6.</p>	<p>Risk Management</p> <p>The Committee received a report on risk management (<i>see R3 of the Committee reports</i>).</p> <p>The Committee reviewed the risk register and agreed that the impact of the <i>'failure to handle reputational risk'</i> needs to be updated to reflect the greater risk associated with COVID-19.</p>
<p>7.</p>	<p>Any other business</p> <p>No items had been previously identified for discussion under any other business.</p>
<p>8.</p>	<p>To confirm the date and time of future meetings</p> <p>The Committee agreed the following dates and times for future committee meetings:</p> <ul style="list-style-type: none"> • Thursday 22nd October 2020 9-11am • Thursday 19th November 2020 9-11am • Thursday 17th December 2020 9-11am • Thursday 21st January 2021 9-11am • Monday 15th March 2021 9-11am • Thursday 20th May 2021 9-11am
<p>The meeting ended at 11.10am.</p>	

Item number	Action
4	The Head of Finance to check what the impact of the proposed change to the limit authorisation would have been on last year's asset register.
5	The Head of Finance/Chief Executive to prepare a budget plan for a -£150,000 deficit. This to include a list of additional decisions that can be made in-year to make further savings if the need arises.
5	The Head of Finance and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.
5	The Chief Executive to draft communications to go out to key stakeholders communicating SU priorities for during the pandemic.