

FINANCE & AUDIT COMMITTEE REPORTS							
From	Period start date			To	Period end date		
	22	10	2020		19	11	2020
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						
Committee Membership							
Trustee name	Office	Start date	End date	Appointment			
Francesco Masala	President	02/07/2019	02/07/2021	Elected by Members			
Tom Sawko	Sport Officer	02/07/2019	02/07/2021	Elected by Members			
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board			
Jordan Kenny	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			

Content	Report Number
Report on minutes of the previous meeting and actions arising	R1
Report on Annual Accounts	R2
Report on finance and audit	R3
Report on risk management	R4

PURPOSE

To:

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

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Page 1: Report

Pages 2-4: 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 approval before being signed by the Chair.
- 1.2. If any Trustees have any amendments can they please email these to the secretary before the meeting. Any amendments made will be noted at the meeting.

2. OUTCOME OF ACTIONS ARISING FROM THE LAST MEETING

- 2.1. The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic. This action is still to be completed.
- 2.2. The Head of Finance to give a verbal update on what the impact of the proposed change to the limit authorisation would have been on last year's asset register.
- 2.3. The confidential budget paper was circulated to Committee members following the last meeting for amendments/comments before being submitted to the University.
- 2.4. Covid-19 has been added to the risk register. Trustees are encouraged to spot check COVID-19 risk assessments in place for assurance purpose.

3. DECISIONS MADE WITHOUT A MEETING

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

ACTIONS

4. Trustees are asked to note the report.

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

Meeting:	Finance & Audit Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Thursday 22nd October 2020 at 9am		
Present:			
Francesco Masala	President		
Jordan Kenny	Independent Trustee		
Kate Aldridge	Independent Trustee		
Rob Clay	Independent Trustee		
Valerie Copenhagen	Independent Trustee (<i>Acting Chair</i>)		
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
	Tom Sawko	Annual Leave	Yes
	The Committee elected Valerie Copenhagen as Acting Chair for this meeting only.		
2.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	1) Finance Team Restructure		
	2) Chief Executive Recruitment		
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.		
	ACTION: The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.		
	The Chief Executive reported that they had communicated the SU priorities to key University stakeholders following the previous meeting. In response the University had requested that The SU outline what financial support they needed to achieve these. This would be discussed in more detail later in the meeting with the confidential budget paper.		

5.	<p>Finance & Audit</p> <p>The Committee received a report on finance and audit matters (<i>see R2 of the Committee reports</i>).</p> <p>The Head of Finance noted that staffing matters within the Finance team were continuing to impact on their workload.</p> <p>The Head of Finance reported on commercial income performance to date. Unfortunately, low campus footfall, a 10pm curfew and increased staffing costs meant that commercial contributions have been lower than previously expected. On top of this the University cut The SU budget by £34k a few weeks ago following their decision not to implement a 2% pay increase. Due to a breakdown in communication this was not clearly communicated to The SU at the time. With clear indications that restrictions will persist until Spring/Summer The SU is now working under the worst-case scenario planned for 2020/21. Under this scenario projected income is reduced by 33%. Through budget cost-savings, non-pay expenditure has been reduced by 47% and pay expenditure reduced by 9%.</p> <p>The Chief Executive shared a confidential budget paper with the Committee that they were planning to submit to the University. Recognising the key role The SU plays within the student experience the University had previously identified potential funding (<i>strike fund</i>) that could be used to support The SU under the worst-case scenario.</p> <p>QUESTION: A Trustee asked for clarification on what the strike fund was. ANSWER: The Chief Executive explained that the strike fund was the University's savings made from strike action taken last year by staff. These had been put aside to be used on supporting student mental health and the student experience.</p> <p>The Chief Executive explained the two plans contained within the confidential budget paper. Plan A outlined the financial support that The SU was looking for from the University. As part of this the Board would be asked to approve the use of £132k from the reserves to support The SU through the next year. Plan B outlined the measures that would be taken by The SU to make savings in the event that the University did not agree to plan A.</p> <p>QUESTION: A Trustee asked whether the savings outlined in plan B would be made this year or next year. ANSWER: The Chief Executive explained that half the savings would apply to the next financial year.</p> <p>The Chief Executive explained the two plans contained within the confidential budget paper. Plan A outlined the financial support that The SU was looking for from the University. As part of this the Board would be asked to approve the use of £132k from the reserves to support The SU through the next year. Plan B outlined the measures that would be taken by The SU to make savings in the event that the University did not agree to plan A.</p> <p>QUESTION: A Trustee asked whether the savings outlined in plan B would be made this year or next year. ANSWER: The Chief Executive explained that the savings would apply to the next financial year.</p> <p>The Committee agreed that additional funding should now be requested from the University as any further savings would now likely have a lasting impact on the student experience. The Chief Executive would submit the request to the University for additional funding by the end of the week.</p>
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ACTION: Confidential budget paper to be circulated to Committee members for amending before submission to the University.

QUESTION: A Trustee asked when The SU could expect an answer from the University.

ANSWER: The Chief Executive expressed their confidence that they believed they could expect to receive a quick response from the University on this.

The Committee advised that The SU would need to manage communications carefully around finances ensuring that reasons for tough decisions were clearly communicated to stakeholders. They also noted the need to be planning ahead financially for the next two years. The Head of Finance highlighted that the auditors were encouraging this longer term planning but that currently this was difficult to do due to the University agreeing the block grant yearly.

The Committee discussed whether alumni funding might be another way of diversifying income streams. The President explained that currently The SU already receives £20k to use towards improving the student experience. A Trustee suggested this might want to be better communicated as they were a donor and did not know that some of it was given to The SU. Another possibility was that The SU could increase its own fundraising activities to generate money to support its own charitable cause.

The Chief Executive reported that the East Village had been a very successful venture with the University looking to not only support its continued running but also fund a possible expansion of its activities. This had become an example of best practice in the sector which had received positive media press. The President noted that The SU should be proud of its achievements within this area.

The Head of Finance reported that feedback received from Auditors working on the ongoing audit had been positive to date. This work was still to be completed so there were no new audit recommendations to share with the Committee at this time. However, one action flagged by the Auditors that would need to be completed before the end of October was that a 'Going Concerns' policy would need to be written.

The Head of Finance explained that segregation of duties which was an audit recommendation from last time would likely continue to be a recommended action. This would always be difficult to address due to the small size of the team as staff absences could easily affect the team's ability to fully segregate their duties. However, the other audit recommendation concerning cash controls had now been addressed by the decision previously made to go fully cashless.

The Committee approved the Audit Tendering project (*see appendix 3 of R2 of the Committee reports*) to proceed and appointed the following:

- Client: Sport Officer;
- Sponsor: Chief Executive/Deputy Chief Executive;
- Project manager: Governance & Executive Support Manager.

QUESTION: A Trustee asked for clarification on the 'TBC Independent Trustee' list under the project team.

ANSWER: The Secretary explained that it would be good governance to ensure that there was more than one Independent Trustee involved in the project team. It was important to ensure that Trustees did not become overly reliant on a single Trustee for finance matters.

Valerie Copenhagen volunteered to be the second Independent Trustee on the project team.

QUESTION: The Chair asked if the Head of Finance had the necessary time to carry out this project work.

	<p>ANSWER: The Head of Finance confirmed that this shouldn't impact too much on their workload.</p> <p>QUESTION: The Chair asked what were the risks if this work was not completed.</p> <p>ANSWER: The Secretary explained that in the worst case scenario the current auditors could be rolled over for another year. Therefore the impact of not completing this work was quite low. However, it was good governance to be regularly reviewing contracts to ensure best value for money.</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>QUESTION: The Chair asked about measures taken to ensure activities were Covid-19 secure.</p> <p>ANSWER: The Chief Executive explained that all activities and offices across The SU had been appropriately risk assessed to ensure they were Covid-19 secure. They were confident in the work that had been done and noted that the current trend for transmissions was in households. To date there had been no cases of transmission identified as happening at an SU activity.</p> <p>The Committee discussed and agreed to add Covid-19 to the risk register along with a detailed list of all the Covid-19 risk assessments in place across The SU. The Committee would carry out random spot checks of these risk assessments going forward for assurance purposes.</p> <p>ACTION: Covid-19 to be added to the risk register.</p>
<p>7.</p>	<p>Any other business</p> <p>The following items had been previously identified for discussion under any other business.</p> <p>1) Finance Team Restructure</p> <p>The Chief Executive reported on plans to restructure the Finance Team in order to provide the Head of Finance with the level of support they needed. This would be completed by the first week of December and had been modelled on a cost neutral basis.</p> <p>2) Chief Executive Recruitment</p> <p>The President reported on the progress made towards the recruitment of the next Chief Executive. Currently they were on course for making an appointment before Christmas. A revised job description had been submitted to the University staff vacancy group for approval. Following a benchmarking exercise, this also included a salary increase to bring it in line with the rest of the sector. The University had agreed that the salary increase would be matched by an increase in the block grant.</p> <p>The Committee discussed and agreed that it was vital to ensure that they recruited the right person for the role. This should not be rushed and if more time was needed to achieve this then this should be taken. It was also important to ensure that it was clearly communicated that the Chief Executive was not leaving for financial reasons.</p> <p>Thank you to staff</p>

	The Committee formally requested that their thanks and appreciation for all the hard work that staff were doing during these difficult times be formally minuted. A special thanks was given to the Head of Finance in recognition of the extra work they've had done during this time.
8.	<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 19th November 2020 9-11am • Thursday 21st January 2021 9-11am • Monday 15th March 2021 9-11am • Thursday 20th May 2021 9-11am
The meeting ended at 10.50am.	
Item number	Action
4	The Head of Finance to check what the impact of the proposed change to the limit authorisation would have been on last year's asset register.
4	The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.
5	Confidential budget paper to be circulated to Committee members for amending before submission to the University.
6	Covid-19 to be added to the risk register.

PURPOSE

To provide Trustees with draft of the Annual Accounts

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Page1: Report

Page: Appendix 1:

REPORT

1. Annual Accounts, Audit Findings Report

1.1 Annual Accounts and Audit Findings Report sent separately to committee members.

ACTIONS

2. Trustees are asked to note to review Annual Accounts and Audit Findings Report.

CONTACT:

Andrew McLaughlin (*Chief Executive*)
Helen McHenry (*SU Head of Finance*)

E-Mail: a.m.mclaughlin@bath.ac.uk
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PURPOSE

To provide Trustees with:

- An update on the SU financial position
- Update on audit tendering process.

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Page1-2: Report

Page 3: Appendix 1: Management Accounts

REPORT**1. MANAGEMENT ACCOUNTS**

1.1 Appendix 1 shows management account for October with revised budget. The report has been amended to remove all restricted funds from the figures to show more clearly the performance of actual against budget. They are still a work in progress with budget phasing to be done for non-commercial areas to be processed to help better variance reporting.

1.2 Performance to date for all non-commercial area is in line with expectation as managers are still working on essential expenditure only.

1.3 Freeze remains on recruitment of SU funded posts.

1.4 Our Insurers have made an initial offer of £23,850. A request has gone back to further consider loss of commission on National Express sales and Pool tables. The industry test case has gone back to the High Court this week to appeal the original verdict so the outcome of any offer is still not confirmed.

2. RESERVES

2.1. The current unrestricted reserves balance is £323k. All projects from fy19/20 now complete.

2.2. One item pending, new bars EPOS system which will be £10k+ and will be purchased when the bar is allowed to open fully, expected any time before Aug 21. An integrated App is being used for booking and payments while restrictions remain in place. This will be tendered process and brought to this committee for review.

2.3. All other commitments to investment have been halted.

3. AUDIT TENDERING

3.1. This process has begun with a list of nine prospective companies identified. They are being approached to obtain an initial expression of interest before being formally invited.

3.2. This project is proceeding according to the project plan and there are no issues to report at this time.

ACTIONS

4. Trustees are asked to note the report.

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

Core Summary	Annual budget 2020-21	August 2020 Actual for month	September 2020 Actual for month	October 2020 Actual for month	YTD			PRIOR YTD	Annual budget remaining
	£	£	£	£	Actual 2020-21	Budget 2020-21	Variance to budget	Actual Year-to-date 2019-20	£
Income									
Block Grant	1,888,021	141,917	141,917	141,917	425,750	425,731	19	391,750	-1,462,271
Commercial Income	218,679	0	20,394	38,188	58,582	54,474	4,108	302,615	-160,097
Student Groups	0	0	135	303	438	0	438	5,508	438
Sports	123,950	0	180	1,978	2,158	0	2,158	84,163	-121,792
Advertising & Sponsorship	29,000	3,023	6,010	411	9,444	9,875	-431	5,310	-19,556
Events Income	55,307	0	39,690	265	39,955	41,107	-1,152	202,452	-15,352
Union Income	124,090	81,005	3,257	1,534	85,796	90,625	-4,829	58,508	-38,294
Motor	0	0	0	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0	0	8,498	0
Total Income	2,439,047	225,944	211,582	184,596	622,123	621,812	311	1,058,804	-1,816,925
Staff Costs									
Staff: Salaries & Wages	-1,741,604	-126,041	-130,994	-135,625	-392,659	-421,683	29,024	-364,873	1,348,945
Staff: Agency	-15,600	0	-2,828	0	-2,828	-3,400	572	0	12,772
Staff: Casual	-141,907	-1,479	-16,603	-30,969	-49,052	-45,437	-3,614	-75,216	92,855
Total Staff Costs	-1,899,111	-127,520	-150,425	-166,594	-444,538	-470,520	25,981	-440,090	1,454,572
Other Expenditure									
Commercial	-71,306	-1,789	-17,657	-16,477	-35,924	-23,664	-12,260	-122,301	35,382
Staff: Other	42,438	-1,868	-1,512	-1,479	-4,859	7,545	-12,404	-10,374	-47,298
Student groups	-1,290	0	-585	-364	-949	-690	-259	-9,251	342
Sports	-215,660	-18,632	-720	-799	-20,151	-24,015	3,864	-71,322	195,509
Advertising & marketing	-26,500	-3,525	-2,642	-2,855	-9,022	-15,196	6,174	-2,783	17,478
Event costs (direct)	-51,759	-7,500	-19,700	-20,743	-47,943	-46,716	-1,227	-92,230	3,816
Union expenses	-90,754	-3,566	-41,992	-6,211	-51,769	-50,564	-1,205	-12,247	38,985
Administration	-34,514	-1,714	-2,893	-1,481	-6,088	-8,415	2,326	-13,804	28,426
Motor expense	0	2,851	-1,234	-429	1,187	0	1,187	-34,414	1,187
Internal Recharges	-16,548	0	0	-16,548	-16,548	-16,548	0	-5,835	0
Volunteer and student costs	-13,739	-84	0	-391	-475	-2,944	2,469	-4,940	13,264
Establishment	-117,846	-44,789	-11,082	-2,301	-58,173	-58,102	-71	-74,357	59,674
Asset and finance expenses	-180,362	-17,229	-24,536	-5,072	-46,837	-56,663	9,826	-90,333	133,525
Depreciation	-15,600	-1,217	-1,217	-1,217	-3,652	-3,900	248	-3,652	11,948
Total Other Expenditure	-793,440	-99,064	-125,771	-76,368	-301,203	-299,872	-1,331	-547,843	492,237
Total Expenditure	-2,692,550	-226,584	-276,196	-242,962	-745,741	-770,392	24,650	-987,933	1,946,809
Net Surplus/(Deficit)	-253,503	-639	-64,613	-58,367	-123,619	-148,580	24,961	70,871	129,884

PURPOSE

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

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Page 2:	Actions
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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. This is currently being reviewed and updated. It will be shared with Heads of Departments before being submitted to Trustees for approval.

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. Senior Management and Officers are meeting daily online to discuss any issues arising and make decisions.

2.2. 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 Departmental Safety Coordinator has identified the need to look into the protocols surrounding dangerous sports to ensure that all have suitable risks assessments in place.

3.3. The Cheerleading club's activities have currently been suspended due to concerns around standards of health & safety. Work is currently ongoing to address these.

3.4. Due to the heightened risk around student groups events/activities in relation to COVID-19 a weekly events meeting is now being held with key staff attending to advise on more complex event plans.

3.5. Appendix 4 contains an update report from the Health & Safety inspection carried out in November 2020.

ACTIONS

4. Trustees are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>) Paul Brooks (<i>Departmental Safety Co-ordinator</i>)	E-Mail: gdn26@bath.ac.uk E-Mail: pb262@bath.ac.uk
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APPENDIX 1: 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 Head 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 Head 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 management	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		Referral Details			Investigation Details			Insurance Claims	
	Activity	Club/Event	Date of Incident	Location	Reported by	Injury to	Type	First Aid Administered	Sent to Hospital	Reported to University	Investigated	Was it preventable?	Anything Updated	Claim made	Claim Outcome
1	Setting up	Backstage/Freshers Week	Sep-19	Underdeck		Head	Gash	Yes	Yes	Yes	Yes	No	Risk Assessment	-	-
2	Inflatable Obstacle Course	Freshers Week	Sep-19	Founders Hall		Shoulder	Dislocated	Yes	Yes	Yes	Yes	Not known	No	-	-
3	Practice	Cheerleading club/Freshers Week	Sep-19	STV	Club Chair	Shoulder	Unspecified	Yes	No	Yes	Yes	No	No	-	-
4	Practice	Cheerleading Club	Oct-19	STV	Club Chair	Head	Concussion	Yes	Yes	Yes	Yes	No	No	-	-
5	Practice	Cheerleading Club	Oct-19	STV	Club Chair	Nose	Fracture	Yes	Yes	Yes	Yes	No	No	-	-
6	Match	Rugby	Oct-19	Sulis pitch	Captain	Leg	Fracture	Yes	Yes	Yes	Yes	No	No	Yes	-
7	Practice	Cheerleading Club	Nov-19	STV	Club Chair	Ankle, Head	Concussion & sprain	Yes	Yes	Yes	Yes	No	No	-	-
8	White water rafting	Canoe	Nov-19	River Dart	IP	Chin	Gash	Yes	Yes	Yes	Yes	No	No	-	-
9	Bars	Bars	Nov-19	Plug	N/K	Ankle	Dislocation	Yes	Yes	Yes	Yes	Not known	No	-	-
10	Practice	Cheerleading Club	Nov-19	STV	Club Chair	Nose	Broken	Yes	Yes	Yes	Yes	No	No	Yes	-
11	De-rigging	BUSMS Show	Dec-19	Edge	Edge staff	Head	Unspecified	Yes	No	Yes	Yes	Yes	Yes		
12	Night Club	Night Club	Dec-19	Tub	Bar Security	Head	Laceration	Yes	Yes	Yes	Yes	No	No		
13	Practice	Ultimate Frisbee	Dec-19	N/K	Club Chair	Knee	Fracture/Dislocation	Yes	Yes	Yes	No	No	No	Yes	
14	Match	Dodgeball	Jan-20	Founders Hall	Club Chair	Humerus	Fracture	Yes	Yes	Yes	No	No	No	Yes	
15	-	The Plug	Feb-20	Plug	Sally Williamson	Torso	Blunt force injury	Yes	Yes	Yes	Yes	Yes	Ongoing		
16	Practice	Cheerleading Club	Mar-20	STV	Club Chair	Head	Concussion	Yes	Yes	Yes	No	No	No	-	-
17	Infiatables	Freshers' Week	Sep-20	East car park	IP	Ankle/COVID	ained ankle, COVID symptc	Yes	No	Yes	Yes	N	No		
18															
19															
20															
21															
22															
23															

APPENDIX 4: Health & Safety Inspection Report

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

Further Comments:

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

Inspection completed by:

Paul Brooks	Departmental Safety Coordinator
Gregory Noakes	Governance & Executive Support Manager
Date of last inspection:	03/11/2020
Date of next inspection:	TBC