

<b>BOARD OF TRUSTEES REPORTS</b>						
From	Period start date			To	Period end date	
	10	09	2020		10	12
<b>Overview of Charity's key details</b>						
<b>Charity name:</b>	The University of Bath Students' Union					
<b>Other names:</b>	The SU					
<b>Charity number:</b>	1143154					
<b>Charity address:</b>	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
<b>Governing document:</b>	Articles of Association					
<b>Constitution:</b>	Unincorporated association					
<b>Details of Charity's professional services</b>						
<b>Bank name:</b>	National Westminster Bank Plc					
<b>Bank address:</b>	39 Milsom Street, Bath, BA1 1DS					
<b>Auditor name:</b>	RSM UK Audit LLP					
<b>Auditor address:</b>	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
<b>Board of Trustees</b>						
<b>Trustee name</b>	<b>Office</b>	<b>Start date</b>	<b>End date</b>	<b>Appointment</b>		
Francesco Masala	President	02/07/2019	28/06/2021	Elected by Members		
Annie Willingham	Education Officer	29/06/2020	28/06/2021	Elected by Members		
Ka Ho Ho	Postgraduate Officer	29/06/2020	28/06/2021	Elected by Members		
Freya Jackson	Community Officer	29/06/2020	28/06/2021	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	28/06/2021	Elected by Members		
Vacancy	Activities Officer	-	-	-		
Jordan Kenny	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Alexander Robinson	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Valerie Copenhagen	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Kate Aldridge	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Marian McNeir	Independent Trustee	20/06/2017	28/06/2023	Appointed by the Board		
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board		
Vacancy	Independent Trustee	-	-	-		

<b>Content</b>	<b>Report Number</b>
<a href="#">Governance – report on register of interests</a>	R1
<a href="#">Governance – report on minutes of the previous meeting and actions arising</a>	R2
<a href="#">Strategy &amp; performance - report on student life survey</a>	R3
<a href="#">Strategy &amp; performance - report on complaints &amp; student member disciplinary</a>	R4
<a href="#">Strategy &amp; performance - report on external speakers</a>	R5
<a href="#">Strategy &amp; performance - report on SU alumni grant spending</a>	R6
<a href="#">Project management - report on equality, diversity &amp; inclusivity (ED&amp;I) strategy project</a>	R7
<a href="#">Project management - report on previously approved projects</a>	R8
<a href="#">Risk management - report on risk register</a>	R9
<a href="#">Risk management - report on health &amp; safety related activities</a>	R10
<a href="#">Operational matters - report on interim chief executive arrangements</a>	R11
<a href="#">Operational matters - report on officers</a>	R12
<a href="#">Operational matters - report on senior management</a>	R13
<a href="#">Governance - report on NUS affiliation referendum</a>	R14
<a href="#">Governance - report on returning officer structure options</a>	R15
<a href="#">Governance - report on trustee membership &amp; recruitment</a>	R16
<a href="#">Governance - report on committees</a>	R17

**PURPOSE**

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

**CONTENTS**

Page 1:	Report
Page 1:	Actions
Page 2:	Register of Interests

**REPORT****1. BACKGROUND**

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

**ACTIONS**

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

<b>CONTACT:</b>	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: <a href="mailto:g.d.noakes@bath.ac.uk">g.d.noakes@bath.ac.uk</a>
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## APPENDIX 1: REGISTER OF INTERESTS

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

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

**PURPOSE**

To:

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

**CONTENTS**

Pages 1: Report

Pages 2-7: Appendix 1: Minutes

**REPORT**

**2. MINUTES OF THE PREVIOUS MEETING**

2.1. The minutes of the previous meeting are attached as appendix 1 and require the committees approval before being signed by the Chair.

2.2. 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.

**3. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING**

3.1. An EDI client brief has been submitted to the Board of Trustees for approval as part of these papers.

3.2. The SU to campaign for the University to sign up to the race equality charter.

3.3. The Leadership committee reviewed the old student policies on the 11/11/2020 and agreed to the recommendation that these could now be removed. A full report was submitted to the Leadership committee detailing the rationale for this and a copy was also sent to Katie Aldridge.

3.4. The Leadership committee approved a project to carry out the development of The SU Standpoints document. Going forward the Standpoints document will feature as a standing item on the Leadership committee agenda. This will allow for Officers to approve it section by section until it reaches a stage where it ready to be published.

**4. DECISIONS MADE WITHOUT A MEETING**

4.1. No decisions have been made without a meeting in accordance with Article 101.

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

Meeting:	<b>Board of Trustees</b>		
Location:	<b>Microsoft Teams Meeting</b>		
Date & Time:	<b>Thursday 10 September 2020 at 9.30am</b>		
<b>Present:</b>			
Francesco Masala	President ( <i>Chair</i> )		
Ka Ho Ho	Postgraduate Officer		
Freya Jackson	Community Officer		
Tom Sawko	Sport Officer		
Freya Jackson	Education Officer		
Rob Clay	Independent Trustee ( <i>Joined under agenda item 7</i> )		
Kate Aldridge	Independent Trustee		
Marian McNeir	Independent Trustee		
Jordan Kenny	Independent Trustee ( <i>Vice-Chair</i> )		
<b>In attendance:</b>			
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )		
Andrew McLaughlin	Chief Executive		
Item			
1.	<b>Apologies for absence</b>		
	The Board noted that Rob Clay would be late to the meeting.		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Valerie Copenhagen	Personal family commitments	Yes
	Alexander Robinson	Work commitments	Yes
	The Chair noted the sad passing of Rob Tyrell ( <i>Activities Officer</i> ) and thanked the Board for the support they had given during this difficult time.		
2.	<b>Notice of any other business</b>		
	No items were identified for discussion under any other business.		
3.	<b>Declaration of conflict of interest</b>		
	No Trustees present had any conflict of interest to raise relating to any items on the agenda.		
4.	<b>Minutes of previous Board meeting</b>		
	The Board received a report on minutes of the previous meeting and matters arising (See <i>R1 of the Committee reports</i> ).		
	They approved the previous minutes for the Chair to sign subject to the following amendment:		
	<b>P7 Agenda Item 9 Finance:</b> ' <i>Finance &amp; Audit committee to plan for a range of different scenarios for the next two year</i> ' should read ' <i>Finance &amp; Audit committee to plan for a range of different scenarios for the next two year</i> '		

	<p>The Board noted that the following matters were still to be actioned:</p> <p><b>ACTION: EDI plan to be updated and submitted along with progress reports to each Board meeting</b></p> <p><b>ACTION: The SU to campaign for the University to sign up to the race equality charter</b></p> <p>The Board noted that the following decisions had been made without a meeting in accordance with Article 101:</p> <ul style="list-style-type: none"> <li>• The Board unanimously re-appointed Marian McNeir as an Independent Trustee on the 28/06/2020.</li> <li>• The Board agreed it's committee membership on the 28/06/2020.</li> <li>• The Board agreed the Link Trustees on the 28/06/2020.</li> </ul>
<p>5.</p>	<p><b>Strategy and Performance Monitoring</b></p> <p>The Board received a report on strategy and performance monitoring (<i>See R2 of the Board reports</i>).</p> <p>The secretary reported on a recent appeal that had been handled by the Complaints &amp; Disciplinary committee. It related to the poor handling of a report of misconduct several years ago. Investigation showed that actions taken to update the complaint and student member disciplinary procedures since then had already addressed most of the weakness highlighted. It was noted that the appellant appeared to have been satisfied by the decision reached by the committee.</p> <p>The Chair of the Complaints &amp; Disciplinary committee reassured the Board that they were confident that the current procedures developed over the past two years would ensure that such a case as this would be unlikely to happen again.</p> <p>The secretary explained the background behind the Student Life Pulse survey and how this was used to report on key performance indicators (<i>KPIs</i>). This survey had previously been run externally by Alterline but was being brought in-house so as to allow greater control over reporting. It was noted that the data collected for 2019/20 had been impacted by Covid-19.</p> <p>The secretary reported that the Bars &amp; Entertainment Team needed Trustee details to set-up a new payment processor for their tills following a recent update to software. They requested and were granted permission to share these details in strict confidence with the Head of Commercial - Venues &amp; Events in order to set this up.</p>
<p>7.</p>	<p><b>Risk Management (<i>This agenda item was brought forward for discussion</i>)</b></p> <p>The Board received a report on risk management (<i>see R4 of the Board reports</i>).</p> <p>The secretary reported on planned work to review the GDPR and privacy policies. It had been two years since these policies were adopted and recent changes agreed to the data sharing agreement with the University meant these needed to be updated. The changes, that had been discussed by the Chief Executive and the University over the past year, included gaining access to more sensitive Student data. This data would help with the widening participation work being carried out by The SU.</p>

	<p>A Trustee noted recent guidance on COVID-19 published for Higher Education and suggested that legislation would likely be following this about events. Having looked at The SU proposals for Freshers' Week they believed that this would likely still be able to proceed. It was clear that Government were keen to support safely planned social activities. However, this would not prevent newspapers such as the Daily Mail from seeking negative stories about students to publish.</p> <p><b>QUESTION:</b> A Trustee asked if the University were supportive of SU plans for Fresher' Week.</p> <p><b>ANSWER:</b> The Chief Executive reported that they had been very supportive of The SU recognising the important lessons learnt from the US which showed that students would engage in '<i>underground</i>' activities if none were provided for them.</p> <p><b>QUESTION:</b> A Trustee asked about test and trace procedures for activities.</p> <p><b>ANSWER:</b> The Chief Executive reported that The SU had two systems in place. For Bars students would have to sign in on entry with their student library cards which would automatically send details to the University, allowing for trace in the event of a local outbreak. While for all other SU events MSL sign-ups would be used allowing for attendance reports to be generated and sent to the University on request. The University were still working on their campus outbreak plans which were expected to be completed by the end of the week.</p> <p><b>(Rob Clay joined the meeting at this point)</b></p> <p>A Trustee reported on the concerns of local residents about students returning to the city. The Board discussed the suggestion that The SU should release a statement to the local chronicle regarding their plans. It was agreed that a possible joint statement with the University could be released to local residents. Direct messages around this were already being sent to residents through the community partnership especially within the Old Field Park area.</p> <p>The Chair reported that the University were looking to secure a local testing centre that could be used in event of a local outbreak. A Trustee noted that the University they worked for were also pursuing this in addition to securing large numbers of home testing kits.</p> <p><b>QUESTION:</b> A Trustee asked if a local testing centre would be accessible for residents.</p> <p><b>ANSWER:</b> The Chair reported that they did not know but would check.</p>
<p>6.</p>	<p><b>Finance &amp; Audit</b></p> <p>The Board received a report on finance and audit (<i>see R3 of the Board reports</i>).</p> <p>A Trustee reported on the Finance &amp; Audit Committee's plans to monitor finances and take decisions at key points throughout the year to make further savings where necessary. It was noted that since the committee meeting further savings had already been made to the budget.</p> <p>The Sport Officer reported that they were working with an Independent Trustee to identify potential grants that The SU might be able to apply for to subsidise various activities.</p> <p>The Chief Executive reported that they were receiving reassuring messages from the University that both the Vice-Chancellor and Director of Finance saw The SU as vital investment area for student experience. This was an encouraging sign that they might be</p>

	<p>prepared to give financial support to The SU if needed to avoid the impact this might have on student experience.</p> <p>A Trustee reported progress made towards addressing the two remaining audit recommendations. Due to staffing absence the segregation of duties had not been able to be achieved. Having spoken to the auditors they were reassured that they understood the current situation. It was noted that plans for The SU to go fully cashless might resolve the other audit recommendation concerning cash controls.</p> <p>A Trustee reported that University were supplying additional budget to cover the additional costs associated with the acquisition of the Edge. Their assumption was that this would be a similar case for Dartmouth Avenue.</p> <p><b>QUESTION:</b> A Trustee asked what would Dartmouth Avenue be used for. <b>ANSWER:</b> The Chair reported that this was currently unclear as the University had yet to carry out room assessments to clarify max occupancy numbers. Once these were determined The SU would be able to better plan out activities for this site over the coming year. The building itself held excellent potential for student activities and had once been the site of the Bath Spa Student Union.</p> <p>The Chief Executive reported that for the same reasons it was not yet clear what student activities would be able to be delivered at the Edge. Regardless of the restrictions in terms of numbers there would still be a need to have staff in place to provide services. A number of former Edge staff were being recruited to new roles for this.</p>
<p>8.</p>	<p><b>Project/Campaign Management</b></p> <p>The Board received a report on project and campaign management (<i>see R5 of the Board reports</i>).</p> <p>The Chief Executive explained that project work was currently on hold due to the pandemic.</p>
<p>9.</p>	<p><b>Operational Matters</b></p> <p>The Board received a report on operational matters (<i>see R6 of the Board reports</i>).</p> <p>As this was the first Board meeting with the new Officer team the Officers introduced themselves to the Trustees.</p> <p>The Education Officer gave a verbal report on their actions as an Officer since the last Board meeting. This had been mainly focused on working with the Student Advisory panel to provide feedback on the University resilience curriculum for the year ahead. The other main focus had been helping to develop guidance for personal tutors where they had succeeded in ensuring that the first meeting was in person with students.</p> <p>The Postgraduate Officer gave a verbal report on their actions as an Officer since the last Board meeting. This had been mainly focused on work around the re-opening of labs for doctoral students. Another issue they had been raising with the University concerned there students not having appropriate workstations at home to work remotely.</p> <p>The Community Officer gave a verbal report on their actions as an Officer since the last Board meeting. This had been mainly focused on writing a mental health report which was one of the actions agreed at the February SUmmit meeting. They noted that the University had previously agreed to carry out a lot of actions in this area for September which had not</p>

	<p>been completed. Another area they had been working on was the anti-racist forum where they had secured black student representation and monthly reports on the work being done by the University’s taskforce in this area. They noted that there were plans for the University to relaunch the Never Oaky campaign with new branding and further enhanced support.</p> <p><b>QUESTION:</b> A Trustee asked if the Never Okay training would still be delivered as part of student induction.</p> <p><b>ANSWER:</b> The Community Officer confirmed that this would be and that a new role had been recruited in Student Services to oversee this new campaign.</p> <p>The Sport Officer gave a verbal report on their actions as an Officer since the last Board meeting. This had been mainly focused on getting sport clubs ready for running their activities in accordance with relevant COVID-19 guidance. They noted that The SU had changed it’s sporting membership from individual club membership to a single sport membership that allowed members to engage with all sporting activities. Alongside this they had also been preparing training for student committees and working on developing alternative healthy ways to travel to campus.</p> <p>The President gave a verbal report on their actions as an Officer since the last Board meeting. This had been mainly focused on holding the University to account for a lack of progress they have made towards diversity within the University. They were also responding to the issue that a lot of student staff had not been put on furlough by departments when they should have been. Currently working with senior University staff members to address this. They had also been involved in the recruitment and appointment of three new lay members to University Council. Alongside all this they were also still supporting the societies area in the absence of an Activities Officer.</p> <p>The Board congratulated the Officer team for the incredible work they had done recognising the difficult and unusual circumstances they were having to work under.</p>
<p>10.</p>	<p><b>Governance</b></p> <p>The Board received a report on governance (<i>see R7 of the Board reports</i>).</p> <p>The secretary reported on the old student policies noting that in the past six months only nine people had visited the page where these were held. Last year the policy rounds had been discontinued due to declining lack of engagement with them.</p> <p>However, the policies that remained had potential to cause issues for the following reasons:</p> <ul style="list-style-type: none"> <li>• they proposed practices that would now be considered poor;</li> <li>• they proposed actions that were unrealistic and impossible to achieve;</li> <li>• they made unclear statements that were open to a wide range of interpretations;</li> <li>• they conflicted with other adopted policies that needed to be followed.</li> </ul> <p>The secretary explained that many of these documents were not actually policies, as defined by the dictionary, but requests for The SU to carry out particular actions. When these actions were completed this left a <i>‘purposeless’</i> policy on the website which had to be kept for three years. Currently the last of these <i>‘old’</i> policies was not due to expire until December 2022.</p> <p>The secretary explained that previously consideration had been given to the development of a SU <i>‘stances’</i> document based on a design seen by the previous President and the Chief Executive when they visited student unions in the Baltic states. This would create a comprehensive list of the stances that The SU took on various matters such as</p>

	<p>accommodation, tuition fees, accessibility, etc. Having these listed in a single document would allow for ease of access by students and consistency in approach between successive Officers teams.</p> <p>The secretary proposed that the 'old' policies should be removed and a SU 'stances' document developed to replace these.</p> <p>The Board agreed that the Leadership committee should review the 'old' policies and make recommendations for unnecessary policies to be removed subject to confirmation by an Independent Trustee.</p> <p><b>ACTION: Leadership committee to review old policies and make recommendations for their removal to an Independent Trustee.</b></p> <p>The Board also agreed that the Governance &amp; Executive Support Manager should work with the Community Officer, President and Student Voice Team to develop a SU stances document.</p> <p><b>ACTION: Governance &amp; Executive Support Manager to work with the Community Officer, President and Student Voice Team to develop a SU stances document.</b></p> <p>The Board discussed recruitment plans and agreed that a priority list should be developed to inform future recruitment beyond the next appointment. In particular this list should identify traditionally under represented backgrounds that they will proactively seek out to fill future vacancies.</p>
11.	<p><b>Any other business</b></p> <p>No items had been previously identified for discussion under any other business.</p>
12.	<p><b>To confirm the date and time of future meetings</b></p> <p>The Board noted and confirmed the following meeting dates:</p> <ul style="list-style-type: none"> <li>• Thursday 10<sup>th</sup> December 2020 at 9.30am</li> <li>• Thursday 25<sup>th</sup> March 2021 at 9.30am</li> <li>• Thursday 17<sup>th</sup> June 2021 at 9.30am</li> </ul>
<p><b>The meeting ended at 12.05pm.</b></p>	
Item	Action
4	EDI plan to be updated and submitted along with progress reports to each Board meeting
4	The SU to campaign for the University to sign up to the race equality charter
10	Leadership committee to review old policies and make recommendations for their removal to an Independent Trustee.
10	Governance & Executive Support Manager to work with the Community Officer, President and Student Voice Team to develop a SU stances document.

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**PURPOSE**

To report on Student Life Survey.

**CONTENTS**

Page 1-3:	Report
Page 3:	Actions
Page 4:	Appendix 1: KPI questions data
Page 5:	Appendix 2: Word Cloud of words used by respondents to November 2020 survey
Page 6-7	Appendix 3: Student Life Survey

**REPORT****1. STUDENT LIFE SURVEY (November 2020)**

- 1.1. This report provides an overview of The SU Student Life Survey which replaces the Student Life Pulse survey previously co-ordinated by Alterline on behalf of The SU.
  - 1.2. The survey was significantly reduced in length from the Student Life Pulse, with sections and questions removed which were no longer aligned with The SU's vision or used by The SU to improve the student experience.
  - 1.3. Due to the current pandemic, questions relating to student concerns were retained in order to gather insight into students' wellbeing during the first term in particular.
  - 1.4. The student population has been split into 11 random sampled respondent groups with each group being assigned a month between October 2020 and August 2021 when they will be surveyed.
  - 1.5. 70 students responded to the survey in November. This is a drop from 137 in October and is also significantly lower than the same month in 2019/20 (212) . During November students were also surveyed once again by the University with the week 8 Check In Survey, additionally Student Services launched a shortened version of the Be Well Survey.
  - 1.6. Responses to the strategy KPI questions showed a range from 26% knowing how they can influence the decisions and actions of The SU to 78% agreeing that everyone can make a contribution to the community (*see appendix 1*)
  - 1.7. Overall, an average of 52% (up from October's 47%) agreed with questions linked to 'feel', 34% (down from October's 39%) agreed with questions linked to 'know' and 58% agreed with questions linked to 'do' (same as October).
  - 1.8. Key insights to be highlighted for consideration are (*see appendix 2 and 3*)
    - When asked to give three words to describe The SU, 'Helpful', 'Fun', 'Community' and 'Inclusive' were mentioned the most.
    - Increases can be seen of students' satisfaction with fitting in, 61% to 68%, feeling a sense of belonging (61%) and a part of a community (59%), feeling that students' contribution to The SU matters (36%) and agreeing that students' can influence the decisions and actions of The SU (29%).
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- Questions relating to social experiences and students' social lives and exploring Bath have decreased from October to November, perhaps reflecting on the introduction of another lockdown in England for November. Open comments referred to respondents' feeling lonely and isolated and missing in-person activity due to lockdown.
- Questions related to students concerns saw decreases in students being concerned about the majority of headings given in the survey. Increases in concern were seen related to workload (61% to 70%) and sleep habits (32% to 45%). This echoes feedback received from student representatives and from open comment responses to the University's week 4 Check In Survey which saw students raising concerns about increasing workloads linked to online learning.
- The question relating to accommodation concerns was split into two questions in the November survey to capture students' concerns regarding searching for accommodation for 2021/22, 38% of respondents said that this had been a concern for them in the past two weeks.
- A decrease from 56% to 52% in November can be seen in students' satisfaction with their life. Recognition was given in open comments by some respondents of the mental health struggles either they or those they live with are experiencing.

## ACTIONS

2. Trustees are asked to note the report.

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

Question	October individual question %	October 2020 Average	November individual question %	November 2020 Average
I feel that my contribution to The SU matters	31%	47%	36%	52%
I feel a sense of belonging	58%		61%	
I feel part of a community	53%		59%	
I know how to influence the decisions and actions of The SU	28%	39%	26%	34%
I know how to contribute more to the community I am a part of	43%		32%	
I know how students are making the community better	45%		45%	
I can influence the decisions and actions of The SU	24%	58%	29%	58%
By contributing to my community I'm also gaining from it	70%		68%	
Everyone can make a contribution to the community	80%		78%	

NB Where agreement has increased data is highlighted in green, where agreement has decreased data is highlighted in red.

APPENDIX 2: Word Cloud of words used by respondents to November 2020 survey to describe The SU.



**APPENDIX 3: Student Life Survey**

KPI questions highlighted	Oct-20	Nov-20	Dec-20
<b>Satisfaction with the following in students' life at present</b>			
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with making new friends"	44%	39%	
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with fitting in"	61%	68%	
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with exploring Bath"	67%	58%	
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with opportunities to do the things I like in my spare time"	46%	46%	
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with opportunities to try new things"	40%	38%	
<b>Belonging and community</b>			
Students who selected 'agree' or 'strongly agree' in response to "I feel a sense of belonging"	58%	61%	
Students who selected 'agree' or 'strongly agree' in response to "I feel part of a community"	53%	59%	
Students who selected 'agree' or 'strongly agree' in response to "I know how to contribute more to the community I am a part of"	43%	32%	
Students who selected 'agree' or 'strongly agree' in response to "I know how students are making the community better"	45%	45%	
Students who selected 'agree' or 'strongly agree' in response to "By contributing to my community I'm also gaining from it"	70%	68%	
Students who selected 'agree' or 'strongly agree' in response to "Everyone can make a contribution to the community"	80%	78%	
<b>Social experience</b>			
Students who selected 'agree' or 'strongly agree' in response to "I am getting the social experience I want"	20%	19%	
Students who selected 'agree' or 'strongly agree' in response to "The SU has made a positive impact on my social life"	34%	29%	
<b>Student wellbeing</b>			
Students who selected 'satisfied' or 'very satisfied' in response to "Overall, how satisfied are you with your life nowadays"	56%	52%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your physical health in the last two weeks"	40%	32%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your mental health and wellbeing in the last two weeks"	58%	54%	

Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your personal safety in the last two weeks"	18%	15%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your career prospects in the last two weeks"	51%	46%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your accommodation in the last two weeks"	21%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your current accommodation in the last two weeks"		25%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your accommodation next year in the last two weeks"		38%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your academic workload in the last two weeks"	61%	70%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your academic achievement in the last two weeks"	64%	64%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about balancing academic and social time in the last two weeks"	55%	55%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about loneliness in the last two weeks"	46%	34%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about bullying in the last two weeks"	4%	2%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your employability in the last two weeks"	45%	35%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about being able to pay for the things you need in the last two weeks"	33%	25%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your level of debt in the last two weeks"	22%	17%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about the effect of your other responsibilities on your academic achievement in the last two weeks"	20%	16%	
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your sleep habits in the last two weeks"	32%	45%	
<b>The SU</b>			
Students who selected 'agree' or 'strongly agree' in response to "The SU is welcoming and inclusive to all students"	78%	74%	

Students who selected 'agree' or 'strongly agree' in response to "I feel that my contribution to The SU matters"	31%	36%	
Students who selected 'agree' or 'strongly agree' in response to "I know how to influence the decisions and actions of The SU"	28%	26%	
Students who selected 'agree' or 'strongly agree' in response to "I can influence the decisions and actions of The SU"	24%	29%	

NB Where agreement has increased data is highlighted in green, where agreement has decreased data is highlighted in re

**PURPOSE**

To report on complaints and Student Member disciplinary.

**CONTENTS**

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

**REPORT**

**1. COMPLAINTS**

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

**2. STUDENT MEMBER DISCIPLINARY**

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

**ACTIONS**

- 3. Trustees are asked to note the report.

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

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

APPENDIX 2: STUDENT MEMBER DISCIPLINARY STATISTICS

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

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

# STRATEGY & PERFORMANCE - REPORT ON COMPLAINTS & STUDENT MEMBER DISCIPLINARY

R4

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

**PURPOSE**

To report on external speaker applications.

**CONTENTS**

Page 1: Report

Page 1: Actions

**REPORT****1. EXTERNAL SPEAKERS**

1.1. Since the start of this academic year there have been 41 applications received. The table below reports on those approved internally and those referred to the University in accordance with the Events & External Speakers policy.

Subgroup	Applications	Approved by SVC	Referred to Chief Executive	Approved by Chief Executive	Referred to University	Approved by University
Academic	0	0	0	0	0	0
D&S	2	2	0	0	0	0
ISA	0	0	0	0	0	0
P&A	7	2	0	0	4	4
PGA	0	0	0	0	0	0
Media	0	0	0	0	0	0
Societies	29	17	0	0	0	0
Sports	2	1	0	0	0	0
Volunteering	1	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Total</b>	<b>41</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>

1.2. There are no known issues to report.

**ACTIONS**

2. Trustees are asked to note the report.

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

To report on SU Alumni grant spending.

**CONTENTS**

Page 1: Report

Page 1: Actions

**REPORT****1. BACKGROUND**

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

**2. SU ALUMNI APPLICATIONS**

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

Project Title	Project Expenditure	Own budget	Crowdfunding	External Sponsor	Amount Requested	Decision	Amount given	Alumni Fund running total
Outdoor Basketball Sessions to Support Training and New Players	£163.87	£0.00	£0.00	£0.00	£163.97	Approved	£170.00	£26,830.00
TEDx Bath University Annual Conference 2020	£750.00	£200.00	£0.00	£0.00	£500.00	Partly Approved	£450.00	£26,380.00
						Approved	£420.00	£25,960.00
Turbos	£450.00	£0.00	£0.00	£0.00	£450.00			£25,960.00
Enhancing the experience of PoleSoc with new equipment	£175.00	£0.00	£0.00	£0.00	£175.00			£25,960.00
Coaching advancement	£6,289.00	£800.00	£0.00	£0.00	£1,200.00			£25,960.00
Hudson 4+ purchase	£13,680.00				£4,000.00	Not Approved		£25,960.00
Backstage Technical Services LED Lighting Fixtures	£7,600.00	£2,600.00	£0.00	£0.00	£6,000.00	Approved	£6,000.00	£19,960.00
Increasing participation and accessibility in Tennis	£750.00	£0.00	£0.00	£0.00	£750.00	Approved	£750.00	£19,210.00
Outdoor Handball	£360.00	£0.00	£0.00	£0.00	£360.00	Approved	£360.00	£18,850.00
Climbing Shoes	£359.88	£179.88	£0.00	£0.00	£180.00	Approved	£540.00	£18,310.00
Live Performances Recording	£1,135.83	£367.07	£270.00	£0.00	£498.76	Approved	£498.76	£17,811.24

**ACTIONS**

3. Trustees are asked to note the report.

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

To propose a client brief for approval by the Board of Trustees.

CONTENTS

Page 1-4: Report

Page 4: Actions for the committee

REPORT

1. BACKGROUND

1.1. The following people are:

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

1.2. In addition, the following people have been consulted:

- Andrew McLaughlin, Chief Executive
- Kate Aldridge, Independent Trustee
- Valerie Copenhagen, Independent Trustee

2. CURRENT SITUATION

2.1. Currently, staff and student leaders across The SU deliver a wide range of actions to further the inclusivity of SU practices to improve the overall accessibility of the organisation for under-represented groups (both staff and students). At present, these actions are delivered in conjunction with an ED&I action plan which describes *what* activities are to be carried out under each protected characteristic heading, however, this plan has not been entirely produced in accordance with research into the principal challenges, or direct engagement with diverse members of the community. Although much of The SU's work is informed by student feedback, engagement with Diversity & Support groups and other specific research, there needs to be an overall investigation to identify unknown inclusion challenges students across the organisation.

2.2. There are two central difficulties with the current approach:

- a) **Knowing the current picture.** To truly become more inclusive, The SU must know *where* the problematic (and successful) areas exist and *who* the most excluded groups are. Currently, this information only exists in patches; therefore, the strategic direction of The SU's ED&I work can be disjointed and may not always be focussing action in the areas that need it most.
- b) **Measuring impact of these initiatives.** At present, there exists no effective mechanism to monitor the impact of The SU's ED&I initiatives. Measurable goals need to be set, and baseline data needs to be collected in order to ensure The SU's ED&I work is successful in building a more inclusive community.

2.3. There is already some indication of potential priority areas from our existing work, for example, The SU ran an Anti-Racist Forum in June 2020, which identified in what ways The SU could be doing better under the heading of racial inequality. Additionally, at the beginning of Semester 1, the Voice Team ran a survey for disabled students to gather feedback on blended teaching experiences. These are useful practices to seek feedback from specific under-represented groups, regarding suspected problems. However, students and staff from all backgrounds need to be engaged in a more collaborative way to identify the biggest overall ED&I challenges within the organisation. The SU's approach needs to be more inductive, rather than deductive, when

determining ED&I priorities (i.e. more observation led). In practice this means that the research we currently do is targeted at specific groups, but it should also be carried out to all students to organically arrive at problem areas (that The SU currently may not know exist).

### 3. AIMS & OBJECTIVES

3.1. The fundamental aim of this project is to ensure *all* students, staff and visitors feel welcome at The SU by breaking down barriers to participation, thus creating a more accessible environment for diverse members of the community.

3.2. In order to achieve this aim, the project's initial objective is:

To carry out research to assess the current situation of inclusion within The SU. Specifically, the research must...

- Identify the biggest challenges that require ED&I focus, including which identity groups are the most under-represented or excluded at present.
- Assess and communicate the impact of the existing ED&I work The SU delivers.

This research will comprise of quantitative and qualitative research, analysis of participation data and engagement with students and staff. The research findings and subsequent consultation with students will determine SMART targets and inform the direction of a new 3-year ED&I action plan, ensuring planned initiatives are evidence-led and shaped by student voices. This research will also act as a baseline measurement for impact monitoring and assessment.

### 4. SU STRATEGY

4.1. This project aligns to key aspects of The SU's cause and strategy. The SU is the body of *all* students and aims to create opportunities for *all* students to come together and shape the world around them. This project aims to identify and address areas of under-representation and exclusion – success would mean that truly *all* students, regardless of background or protected characteristic, will feel part of The SU and be able to participate in opportunities to make change. In addition, becoming a more inclusive employer would enable staff to be more satisfied and engaged, as well as allow The SU to organically diversify future recruitment. The importance of diverse voice and engagement, from students and staff, emphasised in the ED&I project resonates neatly with The SU's overall cause.

4.2. Specifically, in relation to The SU's overall strategy KPIs:

- 4.2.1. In line with 'Growing Community', delivering this ED&I project will enable The SU to **grow a stronger community** by helping previously under-represented students **FEEL** welcome, a **sense of belonging** and **part of something**.
- 4.2.2. Relating to 'Inspiring Change', the ED&I project will help students **KNOW** how to **contribute positively to the community** they are part of, as well as enable *all* students to **FEEL** that **everyone can contribute** to the community.
- 4.2.3. The successful delivery of this project will also achieve positive steps under the 'SU People' strand by enabling staff to be increasingly **satisfied** and **engaged** through being part of a more inclusive workplace.

### 5. INPUTS - BUDGET AND RESOURCES

This is an indication of likely inputs; full resource costing will be included within a future business case.

5.1. People

- Staff time from Student Voice Coordinator (hours unknown)

- Staff time from Deputy Chief Executive (hours unknown)
- Staff time from Data & Insights Manager (hours unknown)
- Staff time from Marketing & Communications for advertising (hours unknown)
- Staff time from Peer Support & Student Development team (hours unknown)
- University staff time from HR department (hours unknown)
- Officer time from Community Officer and SU President (hours unknown)
- Trustee time from Valerie Copenhagen & Kate Aldridge (hours unknown)
- Student time during engagement activities (hours unknown)

**5.2. Budget**

- Costs associated with analysing participation data.
- Costs associated with running research activities (e.g. survey, focus groups).
- Costs associated with engaging with students for consultation.
- *[Next phase] Costs associated with identified actions and initiatives in new ED&I action plan (e.g. new training, resources, events or consultancy work).*
- *[Next phase] Costs associated with monitoring and measuring impact.*

**OUTPUTS** *(Further detail on proposed project outputs will be outlined in a business case).*

<b>Phase</b>	<b>What we do</b>	<b>Who we reach</b>
RESEARCH [Focus for this Client brief]	Analyse participation data to identify who is under-represented in SU.	Students who engage within areas of SU.
	Collect data through survey, focus groups and interviews. This will identify further areas of improvement and identify whether current ED&I work is having impact.	Surveying students & SU staff. Focus groups with students (leaders and otherwise). Interviewing ‘experts’ to determine current picture.
	Consult wider student body (including under-represented groups) on potential priority areas through bespoke forums and existing structures.	Wider student body, students from under-represented backgrounds, D&S groups, ED&I Committee reps, SARAG reps, Exec committees.
SET GOALS	<i>Assess research and student opinion on findings to identify final priority areas of improvement. Set SMART goals based on the areas of improvement identified.</i>	<i>Board of Trustees, SU Officers, Internal staff stakeholders, diverse student leaders, student body.</i>
PLAN	<i>Informed by evidence and shaped by student voices, formulate long term plan of actions to achieve measurable goals.</i>	<i>Internal staff stakeholders, student representatives, Board of Trustees.</i>
ACTION	<i>Implement 3-year action plan and carry out planned initiatives and activities. The nature of these activities is not known yet as first the research needs to be done, including potential costs.</i>	<i>Student leaders and those engaged with SU, students new to The SU, SU staff and visitors.</i>
MEASURE	<i>Using similar research techniques, the impact of new action plan needs to be monitored and measured in comparison to the baseline research collected.</i>	<i>All stakeholders reached by project.</i>

**6. SHORT, MEDIUM AND LONG-TERM OUTCOMES OF RESEARCH PHASE**

**6.1. Short-term**

- *Participation data is identifying areas of improvement.*
- *Students show initial interest in being involved in project process.*
- *Staff teams demonstrate buy-in.*

- *Dates of focus groups and interviews with 'experts' arranged.*
- *Survey planning begins.*

6.2. Medium-term

- *Survey released, interviews with 'experts' & focus groups conducted.*
- *Research is starting to indicate impact of existing SU ED&I work and beginning to identify a range of potential priority themes.*
- *Students & staff engage positively with consultation.*

6.3. Long-term

- *Final ED&I priorities collaboratively decided.*
- *SMART Targets set.*
- *Students and staff engage in building action plan to achieve goals.*
- *Students and staff feel actions are not tokenistic but look to address challenges.*

**7. ASSUMPTIONS**

7.1. Project assumes students and staff believe this project is important and want to engage in process.

7.2. Project assumes that due to systematic societal inequality that there is measurable structural inequality within The SU.

7.3. Project assumes appropriate resources will be allocated/raised for actions needed post-research.

7.4. Project assumes desired student and University priorities stay consistent for three years.

7.5. Project assumes University ED&I priorities align somewhat with SU priorities and do not clash heavily.

**8. EXTERNAL FACTORS**

9.1 Competing projects – protecting project manager and key actors time by considering level of involvement in other parallel priority projects.

9.2 University priorities and initiatives – It cannot be ignored that The SU's work is influenced by the University's ED&I priorities and initiatives. There needs to be a certain level of capacity and flexibility built into the new ED&I action plan to ensure work can be done in conjunction with the University in areas outside of the decided priority areas.

9.3 Changing ED&I landscape – From year to year, there are varying ED&I themes which gather widespread attention, whether that be within the sector or on the national or international stage. The SU must consider the current and future 'topics of the day'. This may shift student priorities and interest and therefore create new demands on The SU's ED&I work.

**ACTIONS FOR THE COMMITTEE**

9. The committee is asked to decide if they accept the following recommendations:

**Recommendation 1:** Discuss and comment on the content of this client brief.

**Recommendation 2:** Provide feedback for the project team for further developments.

**Recommendation 3:** Approve the progression of this project.

<b>CONTACT:</b>	Ben Palmer ( <i>Student Voice Coordinator</i> )	E-Mail: <a href="mailto:bjp42@bath.ac.uk">bjp42@bath.ac.uk</a>
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**PURPOSE**

To report on previously approved projects.

**CONTENTS**

Page 1-3: Report

Page 1-3: Actions

**REPORT****1. BACKGROUND**

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

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

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

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

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

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

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

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

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

**2. STUDENT GROUP RESTRUCTURE PROJECT UPDATE**

2.1. The following people are:

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

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

2.3. Since the last Leadership committee meeting (11/11/2020) a student consultation has taken place (30/11/2020). Feedback has been gathered and as a result the project plan is being updated. A fuller report will be submitted to the next Leadership committee meeting.

2.4. The project was originally planned to be completed this side of Christmas. Following the consultation it is likely that a new completion date for the project will need to be confirmed. This will be reported to the committee at the next meeting.

**3. STUDENT UNION STANDPOINTS PROJECT UPDATE**

3.1. The following people are:

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

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

3.3. At the last meeting of the project team it was agreed that going forward the standpoint document would be submitted to Leadership committee with a view to signing of standpoints section by section. Once the committee is satisfied that enough standpoints have been approved these will be published on the website.

3.4. The Leadership committee going forward will be able to determine the order standpoints are written in.

#### 4. ACTIVE TRAVEL PROJECT UPDATE

4.1. The following people are:

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

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

4.3. Since the last Leadership committee meeting (*11/11/2020*) a project plan has been submitted.

4.4. The project team is requesting that Leadership committee confirm if they are happy with the proposed project plan for how the £10,000 received from the University will be spent.

#### 5. AUDIT TENDERING PROJECT UPDATE

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

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

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

5.4. This project is proceeding according to the project plan and there are no known issues to report at this time. This project is on course for completion by the 25/03/2021.

#### 6. CLIMATESHIFT PROJECT UPDATE

6.1. The following people are:

- Client: SU President
- Sponsor: Mandy Wilson-Garner
- Project manage: Suzanne Snook

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- 6.2. Work on this project began in November 2019. Desired outcomes for the project include:
- Committing the SU to achieve change and undertake sustainability work for next year.
  - Create a culture shift within the SU organisation when it comes to sustainability and “green” choices
  - Declare a Climate Emergency
  - Complete the Green Impact award by August 2020 with a “good” rating for the year 2019-20.
- 6.3. In March 2020, the now SU President, Francesco, and members of People and Planet attended the School’s Strike in Bristol. The event included an appearance from Greta Thunberg. Footage from the strike has been published on the new central climate webpage, [thesubath.com/sustainable-su](https://thesubath.com/sustainable-su)
- 6.4. In August 2020 the SU achieved a “Good” rating on the Green Impact Award 2019-20. The SU was commended for the foundation work that had been established this year. Comments from the Auditor:
- “The Summit was a particular great example of how to engage students and discuss student sustainability priorities. It was really impressive that not only have students been consulted but they have also worked collaboratively to action suggestions, ideas and initiatives.”*
- 6.5. The SU and University jointly declared a Climate Emergency declared in May 2020. The Climate Action Framework Implementation proposal has been agreed by UEB and Council. The created CAF Steering group and Sustainable Transport group were both created for which the SU President sits on both.
- 6.6. The following sustainability campaign is included in this year’s Top Ten - *Commit to sustainable investment practices and divest from all companies with links to the fossil fuel industry.*
- 6.7. In November 2020 28 Academic Reps attended Education for Sustainable Development, Academic Reps Training. This was a 2 hour session on Zoom, written and facilitated by staff from SOS-UK. This session is available for reps to view if they were unable to attend.
- 6.8. Current spending on this project includes  
Entry for Green impact 19-20 £185  
Education for Sustainable Development, Academic Reps Training. November 2020 £350
- 6.9. At present there are no further costs for this project.
- 6.10. The COVID-19 pandemic has caused reduced progress towards this project. A decision was made by the project group to not enter Green Impact this year as running any sustainability campaign would see a significantly reduced impact.
- 6.11. SU Presidents has felt resistance from the University around the divestment campaign.
- 6.12. The CAF Implementation proposal which was agreed omitted some of the staff resource which was initially proposed. There is concern from the SU that this may affect the long-term objectives. The staff resource which has been approved was for a small staff team to lead the CAF in the future.
- 6.13. The project group has decided to not enter Green Impact this year but follow an action plan instead. Details referenced above including Divestment, reps training and continued support for green student groups.
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**ACTIONS**

7. Trustees are asked to note the report.

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

To report on the risk register.

**CONTENTS**

Page 1: Report

Page 1: Actions

Page 2-3: Appendix 1: Risk Register

**REPORT****1. RISK REGISTER**

1.1. The Risk Register has been updated since the last Board of Trustees meeting.

1.2. A new risk has been added to the register which is '*Social distancing restrictions are not observed leading to staff/students catching COVID-19 and potential £10,000 fine*'.

1.3. The insufficient University Block grant and poor commercial income performance have been split into two separate risks. In practice the controls for these remain are the same but as they are two separate issues it is appropriate treat them so.

1.4. The other changes made have been to the controls & measures in place. These have been reviewed and re-written to be clearer.

**ACTIONS**

1.5. Trustees are asked approve the risk register.

<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	E-Mail: <a href="mailto:gdn26@bath.ac.uk">gdn26@bath.ac.uk</a>
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**Student Union Risk Register**

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

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

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Gross Risk	Movement
7	Poor handling of personal data leads to data breach	4	3	12	Secure University managed IT system in place for SU. Data Handling policy sets out process for handling personal data. Appropriate training given to staff and student leaders/volunteers.	4	2	8	-4
8	Poor relationship with the University undermines SU	4	3	12	Regular engagement with University senior management via Officers/CE. Officers sit on key University decision making bodies ( <i>senate, council etc</i> ). Service Level Agreement in place with University setting out relationship.	4	2	8	-4
9	Poor student engagement and diversity leads to poor student representation	4	3	12	EDI KPIs and strategy in development. Student engagement KPI monitored by Trustees on a quarterly basis.				
10	Poor workplace environment leads to serious injury/fatality	4	3	12	Managers in each area responsible for keeping office environments safe. Annual health & safety inspection carried out for assurance purposes. Faults/issues with building can be reported to University Estates.	4	2	8	-4
11	Sudden loss of staff resource leads to reduced operating ability	4	3	12	Business Continuity plan to help SU scale back and prioritise core activities. Business Continuity plan reviewed by Trustees on a quarterly basis.	4	2	8	-4
12	Poor handling of SU equipment leads to accidental damage/loss	3	3	9	Relevant and suitable insurance to cover high cost items. Appropriate training given to staff and student leaders/volunteers.	3	2	6	-3
13	Poor student group behaviour leads to reputational damage to SU	3	3	9	Complaints policy setting out process to resolve issues with student groups. Student Member disciplinary policy setting out process for remedial action. Expected conduct communicated to student members at point of sign-up. Student Group policy setting out process to remove student group.	3	2	6	-3
Assessor: Board of Trustees		Date:			Review date: 10/12/2020				

**PURPOSE**

To report on health and safety related activities.

**CONTENTS**

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

**REPORT****1. Health & Safety**

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

**ACTIONS**

- 1.6. Trustees are asked to note the report.

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

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

**APPENDIX 2: Health & Safety Inspection Report**

<b>Issues identified</b>	<b>Date</b>	<b>Actions taken</b>	<b>Status</b>
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.

<b>Inspection completed by:</b>	
Paul Brooks	Departmental Safety Coordinator
Gregory Noakes	Governance & Executive Support Manager
<b>Date of last inspection:</b>	03/11/2020
<b>Date of next inspection:</b>	TBC

**PURPOSE**

To inform Board of Trustees of the interim arrangements to cover the gap between when The SU Chief Executive leaves and when their replacement arrives.

**CONTENTS**

- Page 1-2: Report
- Page 2: Actions
- Page 3: Appendix 1: Risk assessment for the interim CE cover arrangements

**REPORT**

**1. BACKGROUND**

- 1.1. The current Chief Executive (CE) has handed in their notice and will be leaving The SU on Friday 11 December 2020.
- 1.2. Recruitment for their replacement will be done in partnership with the University and supported by recruitment consultancy Peridot Partners.
- 1.3. The recruitment advertisement was posted on 23 November 2020. Board members can share the link from The SU's LinkedIn page: <https://www.linkedin.com/company/thesubath/>. According to the latest plan, we hope to make an appointment at the end of January 2021.
- 1.4. This means that the earliest possible arrival of a new CE will be mid-February 2021 following a successful recruitment and selection process. However, it is more likely that the new CE will not arrive until late April/early May 2021.

**2. INTERIM ARRANGEMENTS**

- 2.1. The SU's current Deputy Chief Executive (DCE) has agreed to act up as Interim Chief Executive (ICE) to ensure continuity and delivery of the strategic plan until the new CE arrives.
- 2.2. The SU's four Heads of Department (HoDs) for Finance, Activities, Student Voice & Engagement and Commercial have been meeting with the current CE and DCE to map the CE's commitments and allocate any ongoing tasks.
- 2.3. The HoDs have also been included as part of the (non-voting) membership of the Leadership Committee in order to ensure that activities can be planned, prioritised and integrated across the team.
- 2.4. The team plan to focus on managing key operational activities, including the ongoing Covid-19 response, with only limited work on projects where capacity allows.
- 2.5. The University has agreed to scale back asks where The SU's capacity does not meet demand, and the DCE has begun attending key University committees and meeting with stakeholders.

**3. RISK**

3.1. A risk assessment has been prepared in order to help manage key risks during the interim arrangements (see Appendix 1).

<b>ACTIONS</b>
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4. The Board is asked to decide if they accept the following recommendations:

**Recommendation 1:** To note the interim arrangements in place.

**Recommendation 2:** To highlight any additions or amendments to the risk assessment.

<b>CONTACT:</b>	Andrew McLaughlin	Telephone: 07399573144 E-Mail: adsamam@bath.ac.uk
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**APPENDIX 1: RISK ASSESSMENT FOR INTERIM CHIEF EXECUTIVE**

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
Interim management overwhelmed by workload leading to breakdown of core activities and/or failure to adapt to Covid-19 requirements	4	3	12	Daily meetings helping tie activities together across The SU team Leadership committee expanded to prioritise effectively and share workload with Heads of Departments The University will scale back asks of The SU where capacity issues occur	3	3	9	3	ICE to meet with Cassie Wilson (and Keith Zimmerman) where University activity may need to be de-prioritised University offer of additional FTE support to be explored if required	Ongoing	Interim Chief Executive
The SU loses focus on the delivery of the strategy and KPIs	3	3	9	Board of Trustees monitoring KPI performance Leadership Committee utilising project management and campaign policy to prioritise work Annual planning process prioritises strategy and KPI activity	3	3	9	0	Board to receive budget and are plans to confirm fit	March	Interim Chief Executive
Failure of financial control within The SU leading to worsening of the financial position	3	4	12	Finance & Audit committee meeting more frequently to have regular ongoing updates directly from the Head of Finance	3	3	9	3	Regular updates to Leadership Committee and budget holders	Jan-Mar	Head of Finance
Loss of staff morale due to workload and need to respond to ongoing Covid-19 pandemic	3	3	9	Ongoing transparency to help staff understand current challenges ICE to continue regular staff Q&As and draw on HR support to manage any emergent staffing issues	3	2	6	3	Leadership Committee to consider ways to boost staff morale generally in the wake of ongoing Covid-19 restrictions	Jan-Mar	Interim Chief Executive
Annual planning process fails to deliver required investment by the University	4	3	12	Finance agreement with the University to be concluded by the time the current CE leaves SLA and finance agreement helping clarify the structure of SU funding from the University SU annual planning process to budget based on 2020/21 actual spend, not previous years' spending to afford deeper savings	3	3	9	3	Ongoing development of finance systems to improve management information reports Finance & Audit Committee to support Head of Finance through the bidding process	Jan-Mar	Head of Finance
Officer elections fail to receive sufficient student support, impacting perceptions and 2021/22 student engagement activity	3	3	9	Preparation for heavy +ive marketing activity to support nominations etc Engage the University for support around elections	3	3	9	0	Head of Student Voice & Engagement to monitor national responses to this challenge and seek ways to implement in The SU Bath	Jan-Mar	Head of Student Voice & Engagemen
Complex issues emerge that distract the management team from the delivery of core activities	3	3	9	The DCE is already networked with NUS and partner institutions in the SW CEO network who can provide advice University legal and senior management are also available to provide guidance Horizon-scanning activity to help prepare for potential issues and activities	3	3	9	0	ICE to raise issues with University management as they occur	Jan-Mar	Interim Chief Executive
CE recruitment process does not lead to a successful or timely appointment	3	2	6	Engagement of a professional search and recruitment consultancy will ensure there is a strong pool of candidates Recruitment pack and process helping steer towards SU-suitable candidates Vice Chair of Board is supporting the Chair, and support is available from University senior management and University HR Former SU CEO from Bristol has been commissioned to be part of the final interview panel	3	2	6	0	Vice Chair to help intervene in any disputes with the University Possibility of additional resource from the University if ongoing support is required over a longer period	Jan	Interim Chief Executive

**PURPOSE**

To report on Officer matters.

**CONTENTS**

Page 1-6: Report

Page 6: Actions

**REPORT****1. PRESIDENT REPORT (*FRANCESCO MASALA*)****1.1. GOALS**

- Successfully lead the recruitment of our next Chief Executive
- Roll-out Harm Reduction and Drug Testing Campaign alongside the University
- Ensure the new Student Experience Board is effectively created, working with the VP Student Experience
- Make headway towards the creation of an SU App
- Begin consultations with Bath Entrepreneurs/entrepreneurially-minded students to identify gaps in our current commercial provision and how it can be developed
- Gather back the Accommodation Strategy Group, particularly looking to ensure affordability of student halls for 2021-22.
- Continue the work on the drafting of a Transgender Policy

**1.2. PLANNED KEY ACTIVITIES**

- CEO: Continue working with the recruitment group
- Harm Reduction: Client Brief submitted at leadership committee, pending consultation with UEB and Student Services
- Student Experience Board: Liaise with Cassie Wilson and the Student Voice Team
- SU App: Work with other SUs to look at best practice and investigate sources of external sponsorship/funding
- Commercial Innovation: Create stakeholder group with students and look at best practice across the sector
- Transgender Policy: Set up full stakeholder group and consult with student LGBT+ group on the proposal

**1.3. UPDATE**

The last report to the Board was verbal, and therefore there weren't any written down goals. Particular achievements involved the approval of over £200k in funding from the University for the second phase of East Village, which had to be halted when the second lockdown came into effect. Key advancements were made on CEO recruitment, and whilst the timeline has extended from what was originally planned, the process in place is solid and we should be able to make an appointment by the end of January. I had also started working on the SU's commercial offer to increase income, particularly in the bars, but that had to stop again in November. I am also particularly proud of the close working with the Education Officer regarding self-certification and no-detriment, particularly in meetings like University Senate and Council. Furthermore, the Top Ten was finalised, and I am very happy with progress on campaigns regarding a Transgender Policy, Sustainable Investment, and Jobs and Support. For the latter one, I worked with Student Services to successfully enact a Fast Track Income Replacement Scheme, to support students who cannot work because they are self-isolating.

**1.4. PERSONAL ACHIEVEMENTS**

- I have been appointed to the Office for Students' Student Panel in October. Within my role in the OfS, I have been working on the first phase of the review of the National Student Survey, spoke at the Department for Education's HE Petitions Committee on the topic of student rights, and fed into the initial phase of the Digital Learning and Teaching Review
- I have spoken as a member of panels in various conferences, including a town hall organised by Wera Hobhouse MP and the Wonkhe "Secret Life of Students" conference
- Coordinated a cross-department approach to make headway towards a Transgender Policy

### 1.5. CONCERNS/ISSUES

- Long-term finances of the Students' Union
- Feasibility of the Divestment Top Ten

### 1.6. IMPROVEMENT AREAS

- Focussing on few, bigger projects rather than spreading myself too thin
- Improve my knowledge of the wider sector issues and regulations

## 2. EDUCATION OFFICER (*ANNIE WILLINGHAM*)

### 2.1. GOALS

- Get the university to introduce a policy allowing students to self certify for extension (no evidence needed).
- Continue working with Resilient Curriculum Project Team to plan for semester two and next academic year.
- Work with different stakeholders to engage with students with disabilities to improve the support given and their student experience. It was identified in the report presented at Senate on last year's NSS results that students with disabilities has lower levels of overall satisfaction.
- Start work on women in the workplace.

### 2.2. PLANNED KEY ACTIVITIES

- Look at the Academic Rep system as part of the Rep review that will be happening this year and identify areas that need to be focused on. Continue working on the student voice framework.
- Introduce a Rep of the Month recognition.
- Create a plan for exam season including comms on how students can report exam errors online / how to use inspera / stress free campus / look after yourself. This will be done by working closely with the library / SU advice and support and marketing.
- Introducing self-certification policy – Meeting planned for January with Peter Lambert, Academic Registry and the Associate Deans to readdress.
- Ensure the university carries out the actions identified at council regarding the Independent Advisor report.

### 2.3. UPDATE

- **Launched the Top Ten** – Presented the SU Top Ten to Council, in CSSU and to Directors of Studies.
- **No detriment** – The University committed to introducing some 'no detriment' measures for assessments this academic year. This took a lot of time and is something I had been working on since starting in July. I spoke with the Academic Advisory Panels and Academic Reps / Exec to get an idea of what measures were needed to further support students so that they are not at a disadvantage due to the impacts of Covid-19, as well as looking at what was happening nationally. Lots of work (which we have been part of) has gone into ensure that the Bath Blend delivery method mitigates as much as possible, including a large increase in recordings of lectures. There are still some areas that we are continuing to lobby on such as introducing self-certification of extensions.

- **Top Ten Progress Lecture Capture** – The guidance released by the University at the start of term has meant we've seen a 4 x increase of Panopto compared to this time last year. Francesco and I have engaged with Trade Unions to establish how we can push forwards with a digital recordings policy that supports students.
- **First Academic Council will be held on the 10<sup>th</sup> December** – I will be providing an update on what I have been working on, how students can be involved and answering questions.

#### 2.4. PERSONAL ACHIEVEMENTS

- Increase in confidence in meetings with university management.
- Increase in confidence when engaging with students and supporting them.
- Reached out to Lay members gaining support ahead of raising a point in Council that highlighted we were falling behind the sector.
- Exec / Senate Rep – I feel we have a really engaged Academic Exec and that there is a good relationship
- Good relationships with staff members in the SU (particularly the Voice Team)
- Engagement with students through the Microsoft Teams pages (Academic Reps / Academic Exec) and social media (all students + separate Academic Rep page) seems to be really good.

#### 2.5. CONCERNS/ISSUES

- **Workload** – Finding it challenging to balance all the different things I am working on alongside responsibilities as a Trustee and Governor and supporting students. This also means that I am not able to support academic reps and the faculty reps as much as I would like to. I am also finding it hard to switch off from work as there is little separation due to working from home.
- Not feeling like I'm sharing enough of what I do with students due to confidentiality but also due to the speed that things are changing and not having enough time to close the feedback loop before something else happens. At the moment I'm trying to do an update a week.
- Concerns that reps / exec are going to disengage due to little rewards because of budgets being cut.

#### 2.6. IMPROVEMENT AREAS

- Try to create more of a work life balance. Working from home it is hard to have any separation.
- Getting to know more SU staff outside my area
- Increase my knowledge around strategy
- Increase national profile by writing blogs or speaking on panels.

### 3. COMMUNITY OFFICER (*FREYA JACKSON*)

#### 3.1. GOALS

- Ensure R&S has sufficient staff resource so issues that identified and raised through top 10 can be effectively worked on.
- Ensure the university takes action for undergraduate asylum seekers to address the gap that still remains even if this is an agreement to longer time, sustainable plan that will eventually lead to undergrad scholarships
- Working with SS on suicide prevention & male MH, specifically how to support students unknown to SS through imbedding wellbeing & MH across university

#### 3.2. PLANNED KEY ACTIVITIES

- Campaign with Amnesty to reach academic departments & student groups to raise the issue, timely after BBC coverage of the University of Sanctuary and push to EDIC agenda
- Role out MIND training, offer pathway to MHFA training for student leaders who want a qualification

- Continue work since identifying what resource is needed in R&S (no. hours needed, development behind the tool and procedure after reporting, ensuring consistency across departments) Issues must be transparent to committees higher than HPWG to prioritise resourcing
- Develop BIBT to be more applicable to Bath students using my dissertation research
- Clear MH training pathway for students and staff interested
- Ensure MH directory is running centralising all support, identifying gaps

### 3.3. UPDATE

- Black History Month success. High turnout at events and continued work post BHM (see below). ACS gave positive feedback about the SU events
- The Student Anti-Racist Action Group is up and running with 4 black student representatives sitting on the committee, alongside senior management from across the University. Hard to see effectiveness at this point but has proven to be a good way to ensure the work is prioritised across departments as they have to provide monthly updates
- Inclusivity Award development, with D&S groups running 'Ways to be inclusive training' bringing together student groups across all areas
- Joint housing campaign with Bath Spa Think before You Ink
- NeverOK work, last meeting spoke about the changes of the campaign and expansion but new University recruit left after 3 weeks has been frustrating but learnt some things take time and would rather effective training etc is put in place. Will also hopefully mean a role is overseeing R&S development
- MH directory has been a nightmare. It is such a simple thing that is needed but it's such an immensely important resource. Will also help to identify gaps in what is available. Sat on interview panel for MHO who starts in Feb and will be doing exactly that. Auditing ss and coming from outside the organisation to recognise where they need to work better, this role is planned to work heavily with students following Student Minds Mental Health Charter
- SARAG group and how it is working- is it effective? Only time will tell but I do think the fact senior management have to report on a monthly basis on progress it's a strategy and recruitment of

### 3.4. PERSONAL ACHIEVEMENTS

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

### 3.5. CONCERNS/ISSUES

- Sometimes feel spread too thinly across too many areas at once that I am not going to make a noticeable impact in any of them as I am just reacting rather than proactively bringing something to the table
- Funding being used as an excuse for inaction in areas not to happen, covid meant financial issues across the sector, but not enough of a reason not to invest in areas, eg. mental health training, R&S resource & UG scholarships
- Lack of student contact leading to a perception 'The officers do nothing'.

### 3.6. IMPROVEMENT AREAS

- Communicating what I am doing, especially not being in the office it's hard to make sure you do communicate with the officer team what you are doing, and something you are working on may be more relevant to their work than initially thought.

- Prioritising workload and setting longer term goals with time frames to achieve. Identifying what my hurdles to achieving longer term goals are and how will I deal with them. E.g. timings and ensuring I am blocking out project time. Reassessing whether I need to sit on all the meetings I currently do
- Stop apologising or saying I am rambling when I am in meetings.

#### 4. SPORT OFFICER (*TOM SAWKO*)

##### 4.1. GOALS

- Overseeing sport membership restructure for semester 2,
- Overseeing SU sport intramural offer development.
- Secure annual funding commitment towards active travel
- Work on both, elections for sport officer and committee roles
- Top 10 (MHFA, jobs and affordability)
- Facilities- Dartmouth Avenue opening, and 3G pitch build dates finalised

##### 4.2. PLANNED KEY ACTIVITIES

- Sport members survey to gather feedback on the all-sport membership, feeding into the semester 2 offer. Understanding the impact of this year on attitudes to becoming student leaders.
- Finalising active travel project plans
- Increasing communications around my role. Reaching out personally to Student leaders and encouraging them to think about running for elections.
- Lobbying SMT for beginning of 3G development.

##### 4.3. UPDATE

- Project fun- increasing campus student retention, and providing more safe, in-person activity was a success pre-lockdown 2
- All-sport membership good reception- Anecdotal feedback suggesting ease of access to multiple sports was a welcome change.
- Approximately 1 month of semester allowed for in-person sport. Capacities at sessions severely impacted quality and reach of offer in many areas, although clubs have done well despite circumstances.
- Very pleased with the collaboration of students, staff and DSDR staff during in-person sport return.
- Lockdown 2- Clubs well prepared, as all were running blended offers, and many expanded virtual provision further. Introduction of exercise buddy scheme, long-term equipment rental, and competitions to get clubs interacting with members.
- Key areas of committee tension: delays to getting sessions and coaching up and running, reduced budgets (although many committees more understanding here), very few in-person ways to engage with prospective members.
- BUCS team reduction due to savings needing to be made across the board. Good time for a more sustainable Intramural push.
- 3G feasibility study complete. Looking likely, but unsure of when this will occur

##### 4.4. PERSONAL ACHIEVEMENTS

- Generally successful semester for sport.
- Interviewed by BBC points west on Sporting blended offer
- Dartmouth avenue project looking successful despite delays
- Sports executive committee functioning very well

##### 4.5. CONCERNS/ISSUES

- Student leaders- working far harder, with little reward.
- Covid...

**4.6. IMPROVEMENT AREAS**

- Saying no.

**ACTIONS**

5. Trustees are asked to note the report.

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

To report on senior management matters.

**CONTENTS**

Page 1-10: Report

Page 10: Actions

**REPORT****1. CHIEF EXECUTIVE (*ANDREW MCLAUGHLIN*)****1.1. UPDATE**

- The SU has continued to be at the forefront of efforts to maintain student experience in the face of the Covid-19 pandemic. We secured a further £250k from the University to support the East Village up until Christmas. As a result of the latest national lockdown, we have mothballed the facility and will re-open once restrictions allow. Commercial staff are once again on furlough. The changes in restrictions meant another pivot, focusing on online events to encourage students to continue mixing.
- We have been supporting the University in the development and roll-out of the mass-testing programme designed to facilitate student travel in the window identified by the Government. This included The SU collecting student feedback and facilitating Q&A sessions with senior managers in the University. This engaged more than 500 students taking part in a town hall meeting, and another session specifically for international students and their needs.
- We are also supporting the University's winter support activities for students staying in Bath over the winter break, though have stepped back from active delivery to give staff a break.
- In November, we launched a restructure of The SU finance team in order to remove the single point of failure that exists within the team, as identified within our Business Continuity plans. Due to timing, a verbal update will be given to inform Board of the outcome of this process.
- The Transport & Facilities Coordinator is retiring at the end of December. In light of the current recruitment freeze, we have reallocated tasks throughout the team. Further thought will need to be applied about retaining some of these arrangements as a permanent feature.
- Using the University staff recognition process, we have been able to award 9 members of staff £250 'contribution bonuses' and recommend one member of staff for an 'excellence award' which will see them move up one pay spine point if successful. We have also nominated a significant number of staff for special Covid awards from the University.
- Unfortunately, our recent attempt to recruit another independent student trustee has failed to attract any candidates. The success of similar recruitment attempts is often based on personal contacts with staff and officers, and due to the current circumstances we believe many of these casual interactions have not been possible.

**1.2. PERSONAL ACHIEVEMENTS**

- Having had to delay the planned workshop due to the first national lockdown, 23 staff have now received project management training to help embed The SU's project management framework. The cohort were selected based on their planned involvement in strategic programmes, though the benefits of the training will help embed the framework and methodology within everyday work too. Leadership Committee will have oversight over all projects and campaigns, helping to prioritise work and ensure there is a close fit with the strategy
- After lengthy discussions, we have re-negotiated the data sharing agreement with the University to help ensure that The SU is now able to access a greater range of data fields from the University. This means that we will now be able to carry out functions such as contacting directly students of a specific nationality, or analysing our data to give us a clear insight into how students

from Widening Participation (non-traditional) backgrounds take part in SU activity. If we can show that we can safely make use of the data to deliver positive outcomes for students, it may be possible to argue the case for more sensitive data to become part of the standard transfer to The SU.

- At the request of the University's Finance Director, I have produced a document which outlines the full range of SU activity, how it maps against university strategies, and the challenges we face in delivery (DRAFT included). We are currently overlaying this with how we allocate resource, to give the University a clearer picture of the impact that The SU has across a broad range of areas within the University. The intention is that the document will support discussions with the University about support for our work, and provide useful oversight for key stakeholders and staff.
- I have concluded my input into two key projects:
  - Research with student groups to identify ways to make the way The SU more efficient and less bureaucratic in its approach to student groups. This will feed into further developments in the New Year.
  - Committing to paper The SU's position on a range of topics, from Prevent to student housing, which currently exist as nebulous documents or inputs from staff. This document will be owned by the officer team, with sections added as each position is clarified. A subsequent project led by the Head of Student Voice will identify the mechanisms through which different positions will be updated with student input in the future.

### 1.3. COMING UP

- Semester 2 activities and events (Interim Chief Executive)
- Annual planning round (Head of Finance)
- Officer elections (Head of Student Voice & Engagement)
- Embedding The Edge within The SU (Head of Student Activities)
- Opening Dartmouth Avenue (Interim Chief Executive)
- NUS affiliation referendum (Student Voice Co-ordinator)
- Re-work of University ordinance and code of practice for The SU (Governance & Executive Support Manager)

### 1.4. CONCERNS/ISSUES

- Given the current situation, the ability for students to make friends and connections is an ongoing key concern.
- Engagement and physical presence within The SU's buildings is extremely low, which presents long term concerns for the future ability of The SU to engage students in different activities.
- Many SU staff have been working hard since the first national lockdown to find new ways to pivot our offer depending on guidelines and restrictions. Maintaining morale and energy will be key.
- Whilst the team is busy managing the Covid-19 response, there is a strong risk that the strategy and areas of work identified by staff and students over the past 18 months gets left aside in the long-run.
- Long-term, the financial recovery of The SU will be taking place in a harsh operating environment, where The SU has lost some of its traditional engagement strength.

### 1.5. IMPROVEMENT AREAS

- There has never been a more important time for The SU to focus on activity that is linked to outcomes that are linked to the delivery of our KPIs. There is a need to keep staff focused on this.
- The SU's cultures will need to continue to adapt to empower staff and officers and free their capacity to deliver outcomes that matter.

### 1.6. AND FINALLY

- I wish to record my thanks to all of the staff, officers and board members for all of the support and encouragement over the last 4 ½ years. It has been a pleasure to be part of it in this time, and I hope my contribution has gone some way to help The SU achieve the impact it has within the

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University, sector and community. I have many fond memories from my time here and I wish you and my successor all the very best of luck for the years to come.

## 2. STUDENT VOICE (*CHARLIE SLACK*)

### 2.1. OBJECTIVES

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

### 2.2. PLANNED KEY ACTIVITIES

- Ongoing support to address issues arising from Covid and the effect on the student experience: Engagement events, research, committee representation and support, lobbying, communications.
- University Student Voice Framework projects – SU Voice Team leading on University wide review and redesign of Academic Rep system and SSLCs (January – May)
- Officer Elections
- NUS referendum
- Reintroduction of Community Building events (Inc Tea & talk for International students, postgraduate events etc)
- SU Monthly life survey, Joint research with Disability Advice Service on Disabled student experiences,
- Forums and Councils

### 2.3. AREA UPDATE

- **Elections:**
    - Academic Rep elections & by elections
    - Academic Exec
    - Senate Rep
    - Elections Committee
    - NUS delegates
    - Equality & Diversity Committee reps
    - CSSU (Council/Senate/Students Union committee) reps
    - By-elections for P&A (Politics & Activism) and Liberation group committees
    - International Exec elected (with new structure)
    - PGT Exec and Doctoral exec (with new structure)
  - **Training:** Academic Rep training delivered online (352/ 88% of Reps trained), Exec training (Academic, Doctoral, PGT ,International, D&S, P&A) Chair training, Launched Reps Development Programme, online training open to all Reps including sessions to help develop additional skills and knowledge outside of essential training.
  - **Meetings and Forums:** Faculty Forums held in Engineering and Science, Doctoral and PGT forums, International Student Forum
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- **Topical engagement events:** 'End of Term and Beyond'- Live Q&A with University Senior Management, (250+ attendees) 13th Nov in response to Government testing programme. Follow up 'International Q&A' with SMT to discuss specific issues for International students those travelling abroad over Christmas.
- **Research:**
  - New monthly SU Student Life Survey launched in October to gather feedback on The SU and inform KPIs, In person teaching Survey (299 respondents),
  - Analysis of University Check-In Week 4 Survey open comments (over 6000 free text comments analysed), reports shared with key University stakeholders and student representatives,
  - Postgraduates who Teach survey with UCU (54 respondents),
  - Doctoral Covid experience Survey (143 respondents)
- **Top Ten** finalised and 10x internal working groups have been formed & are now meeting. Working with members of UEB to set targets for each issue.
- **NUS affiliation** referendum research and preparation
- **SU Officer Elections 2021**; Planning of key dates, wlvctiona nd induction of committee, proposal to amend RO structures prepared
- **EDI strategy project** initiated and planned.
- **Ongoing anti-racism work** with University on SARAG (Student Anti-Racist Action group) group, 3 meetings so far.
- **Successful Black History Month**—advertised 16 events on our BHM webpage (including central SU, local and student group events). 'How to be an anti-racism activist & ally' workshop with guest speaker Osaro Otobo,(approx. 50 signups)
- **Student group** activities
- **CSSU:** 9 papers have been taken to the last 2 meetings on current issues.
- **Briefings** have been held before and after all key University committees
- Continued support with the Resilient Curriculum work and student involvement with the move to blended learning
- External speakers process being maintained.
- Officer development – WonkHE training booked w/c 30th November.

## 2.4. CONCERNS/ISSUES

- Issues across the University where faculties, departments and professional services are increasingly setting up their own student 'Councils' or student panels, often paying students or bypassing elected reps. It is hoped that the work around the University Student Voice Framework will be an opportunity to address this.

## 2.5. IMPROVEMENT AREAS

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

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

### 3.1. OBJECTIVES

- Run successful Freshers' Week events programme, generating positive engagement with new students and making sure their first experiences with The SU are enjoyable
- Make sure all students have enjoyable experiences at university
- Provide a weekly social events programme ensuring the safety and wellbeing of our members

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- Hit our annual budget and financial target – generate income to add to the grant and running of the SU.
  - Communicate experiences to our members and ensure they have an awareness of the SU and what it does.
  - Embed video as one of the core content assets available to The SU
  - Improve communications with large Chinese student population.
  - Begin segmenting communications to increase impact.

### 3.2. PLANNED KEY ACTIVITIES

- A virtual Events Programme during Lockdown
- An events programme over the Christmas period and beyond
- Planning for Refresh Week
- Launch of the Officer Election Process
- Launch of campaigns around housing and exam stress
- Establishing a new email software client to improve the way we use our current email system through the website.
- Researching a new EPOS System

### 3.3. AREA UPDATE

- The SU Bar is currently closed. Whilst open we had turned the area into a 170-capacity seated venue introducing table service for food and drinks. We also implemented events we would usually run in normal times but in a covid secure environment.
- All in-person events have been cancelled and we have employed an Events Co-ordinator to help facilitate a virtual events programme paid for by Project fun.
- We had a very successful safe Freshers' Week, where we have a full busy timetable which was a mix of both in-person and virtual events. A great deal of work went into making these covid secure.
- East Village was created, promoted and delivered in a very quick turnaround, providing students with a 600-capacity venue to socialise which was much needed. This was very successful up until lockdown.
- Best Bar None – We have come joint first place this year maintaining our 100% record. Other Unions across the country have also raised their score to give 16 overall winners which is a huge success for the programme.
- We have been in regular communication with students regarding any government changes and have had a really good open rate and reach via our emails.
- We have hit the 10k mark on Instagram which has allowed us to use our swipe up feature. We were fully booked for Instagram takeovers from student groups for the first 6 weeks of term.
- We held our first Virtual Freshers' Fair which enabled us to get some income from companies and although it wasn't perfect it saw an increase in student group membership throughout the period it was live which was always the goal.

### 3.4. CONCERNS/ISSUES

- The lack of association with The SU as a physical space and connection / loyalty to the Plug and The Tub from First years.
  - The pressure to provide engaging content to combat loneliness virtually, when students are tired of the virtual world.
  - The upcoming Officer Elections could be a very difficult campaign if all virtual.
  - The unknown of what next year will be like for us to plan any in person activity.
  - The University Christmas committee pressure for us to deliver more over the period when we have a lot of staff leave.
  - It's felt that cause has been lost slightly in our tone of voice and style since Covid, we have begun taking on the parental role again and we need a plan to rectify this.
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- The huge loss in income from not being able to hold the Freshers' Fair in person and the Refresh Fair in person as well as take any stall hire bookings.
  - Loss in income if bar remains shut for longer periods of time.
  - Big events such as Summer Ball, Awards Ceremonies – Should we plan them, what alternatives do we have if we can't do in person.

### 3.5. IMPROVEMENT AREAS

- Tone of Voice and copy throughout the website and through digital media.
- Enhancement of our LinkedIn profile
- Connectivity to The SU and particularly the Plug & Tub for Freshers'.
- Video Content
- Getting first years into the Bar

## 4. PEER SUPPORT (*SAM COOK*)

### 4.1. OBJECTIVES

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

### 4.2. PLANNED KEY ACTIVITIES

- Recruitment and training of Peer Mentors to start in February 2021, with an increased focus on community building within departments.
- Continuation of PAL and Student Trainer sessions.
- Development and launch of online Wellbeing and Finance training modules to further develop student leader training and support.
- Produce a monitoring system for completion of compulsory training for groups and reps to ensure leaders complete compulsory training.
- Explore using LinkedIn to recognise volunteers in the area.
- Networking to expand PAL for 2021-22.

### 4.3. AREA UPDATE

- All departments hosted online Welcome Events for mentors and mentees to meet and build community online. This was embedded into the Induction Operations Group work for the first time, highlighting the University's commitment to peer support in community building. Working with IOG for evaluation.
  - Launched the first online training module (Health and Safety) for student leaders to prepare them for their roles, with 298 students completing it so far. Good progress has been made on Wellbeing and Finance modules, ready to launch for the next cohort of leaders.
  - Groups training moved online to the newly launched Hub for September 2020 to ensure groups were prepared for their roles and able to access effective training and support online.
  - 6 student trainers were trained and have delivered sessions including phone photography, cultural awareness and cookery, utilising trainers' skills to deliver unique sessions for students. Signups were transferred to the University's new skill platform MySkills, launched in October 2020.
-

- Regular workshops and check-ins for Lead Peer Mentors and doctoral mentors introduced to give them opportunities for development and support, to improve volunteer journeys. Very positive engagement and feedback from doctoral mentors, engagement has been lower for LPMs.
- Prescription for Exercise scheme started in November 2020 with 21 mentors trained. First students started the scheme with outdoor personal trainer sessions and mentor activities during lockdown. We also supported introduction of the buddies scheme for lockdown, helping students combat loneliness and build community during lockdown.
- Started working with Widening Participation team on how we measure WP engagement in our department, which departments to target with expansion of PAL and develop anti-bias training for student leaders.
- Hosted South West Peer Support Conference which was well received by students and staff attending. 11 institutions signed up to attend. 5 of our students presented at the conference. Themes focused on community building and volunteer development, as per our area plan.

#### 4.4. CONCERNS/ISSUES

- Student engagement and burnout affected by increase in teaching time this semester.

#### 4.5. IMPROVEMENT AREAS

- Improved marketing of student trainer sessions and student leader roles, utilising MySkills and networks more to promote roles and developing new and engaging resources.
- Blended approach to training, to include pre-recorded videos and live activities.

### 5. STUDENT SUPPORT (*NAOMI GALLIFORD*)

#### 5.1. OBJECTIVES

Advice:

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

Community:

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

#### 5.2. PLANNED KEY ACTIVITIES

Advice:

- Continue to develop data reporting processes, including relaying trends/issues to Voice, Officers and Uni.
- Continue to develop Adviser systems and processes to standardise further e.g. utilising email templates, increased casework discussions and developing further guidance.
- Continue to proactively empower students to improve their peers and own wellbeing, understanding of policy and procedure. Including: enhancing marketing and communications, webpages, Housing campaign and Report and Support operations development.
- Continue to provide enhanced support to Nightline and Student Minds.
- Develop the SU disability and impairment pathways and support within all departments.

Community:

- Support Hall Committees during online Hall Forums and online/in-person event depending on restrictions.
- Work with the Marketing and Bars teams to coordinate community building events during COVID restrictions, in-person and online.
- Work with University to run events over Christmas.

- Continue work towards Climate Shift Project.

### 5.3. AREA UPDATE

#### Advice:

- Operating from campus everyday minus Wednesdays. At present no students have needed an in-person appointment, they continue to prefer video or phone.
- Very busy summer with IMCs and Appeals. Term 1 also very busy with academic, housing and mental health issues that arise each year, however caseload has increased significantly due to Covid-19 breaches in University accommodation. We're attending 3-4 disciplinaries a week.
- Increase in complex and high-risk cases, the team have managed these effectively.
- Developed good relationships with the new Officer team and wider colleagues.
- Enhanced support and development for Nightline and Student Minds. The 6 Liberation D&S groups and the Exec has moved to Voice, we continue to provide support where needed.
- Policy, procedure, campaign and operational work, includes IMC's, No-detriment, suicide prevention, Report and Support development, Housing campaign etc. We're also developing navigation pages to enhance signposting for students and staff.

#### Community:

- 51 students recruited as part of Hall Committees. The committees split into 2 roles – Hall Reps represent those in halls, Hall Captains run community building events.
- The first Hall Forum took place online in November, with monthly forums onwards.
- 6 Hall Captain events have successfully taken place online with a few more happening before the end of semester.
- Since Freshers Week a large number of central SU in-person and virtual events have been run for students in halls.
- SU Community is in regular contact with Accommodation to share information on events, issues in halls, work from the SLAs and working towards Christmas Events.
- A programme of events will run throughout the Christmas period, support by the Community Coordinator and AHS Ambassadors. This has been a collaborative project with University Events team, AHS, Student Services and the Chaplaincy

### 5.4. CONCERNS/ISSUES

#### Advice & Community:

- COVID-19 continues to affect opportunities for student to meet face to face which has had an impact on wellbeing and ability to form household groups for second year rentals which they will need to secure in January.
- Students are not requiring in-person appointments, while the Advice team continue to spend 2 days a week each on campus. This continues to be the same trend in Student Services. Wellbeing team see approximately 1-2 students a week for in person, with around 240 students online.
- Student disciplinaries are increasing and we are concerned about some of the outcomes on some cases we have worked on, with sanctions seeming disproportionate to the misconduct.

### 5.5. IMPROVEMENT AREAS

#### Advice & Community:

- See planned key activities.

## 6. STUDENT ACTIVITIES (*POLLY HAWKER*)

### 6.1. OBJECTIVES

Due to Covid-19, area objectives continue to develop to ensure priority is given to areas of work that have a direct impact to the student groups and contribute positively to the financial impact.

- Review the role of the Volunteer Coordinator (responsible for supporting fundraising groups) and identify how responsibilities can be embedded across the Activities team, this is due to the current freeze on all replacement roles. This will lead to the need to monitor whether smaller volunteer groups can become projects rather than groups- as detailed in Area Plan
- Update Safeguarding Policy to include processes to support vulnerable adults, as well as U18's
- Monitor progress of the new Volunteer Exec group to ensure Cause development
- Monitor progress of the restructured Society Exec and GM's to ensure Cause development. Review Exec roles and work with the project team towards the student groups project and the overall committee structure.
- Work with the Community and Activity Officers to review roles with the aim of Volunteering moving from the Community Officer to the Activities officer.
- Continuation of development of the SU's Award's process. In light of the pandemic and possible further restrictions, map out options towards award criteria and delivery of the event.
- Write project plan towards the future of competitive sport across internal and external competition.
- Write project plan towards the immediate future and long-term option towards the sports membership structure.

## 6.2. PLANNED KEY ACTIVITIES

- Handover of the Fundraising Volunteer Co-ordinator role across the Activities team.
- Promoting activities in having a presence in Dartmouth Avenue whilst adjusting to allow relevant testing to take place pre and post-Christmas in both Dartmouth and the Edge.
- Development of The Edge, reshaping it into an arts and cultural hub for all student groups.
- Linking directly to the arts director and the creation of the university arts strategy.
- Clarifying responsibilities between the SU and AHS and producing a clear agreement to ensure decisions are made efficiently towards equipment, maintenance and any future development.
- Work with SU marketing in the active promotion towards the Activity Officer role
- Recruitment and inducting of the Lloyd's Scholar maternity cover

## 6.3. AREA UPDATE

- The Re-Imagine the Student Group Offer progressed well and fulfilled all actions/aims.
- The sport and societies area reviewed and changed its membership structure allowing students to access a broader range of activities in semester one.
- The majority of all student groups delivered an offer that warranted a membership that was reinvested back into the groups with the view of saving area budgets where possible.
- The Execs and Committees received online training and inductions
- The University's Local Engagement group meet regularly; the Student Community Manager, Volunteer and Society Manager and Deputy Chief Exec present their local engagement activities to the group
- The Enactus group do not have a University Advisor but the Volunteer and Society Manager and Volunteer Coordinator continue to provide project support
- Connections have been made with the Student Support Services Deputy Director to further develop links between all the scholar programmes
- Secured the club development manager role, but to the detriment of the recreational and social sport coordinator.
- Successfully re-opened the Edge, allowing the activities team to move across, whilst welcoming the new Arts team as part of the Universities restructure.

## 6.4. CONCERNS/ISSUES

- Keeping morale of the student groups up so as to lead a timetable of activities.
- Reduction in nominations towards the Activity Officer role in light of the roles absence this year
- Supporting fundraising and the development of RAG without a dedicated member of staff
- Future provision towards the Edge and responsibilities between AHS and the SU.
- Competitive sports offer semester two and 2020-21, cost implications to the SU.

5. **IMPROVEMENT AREAS**

- Continual development of the society offer to include stronger links with other SU areas, University depts and the external local community

<b>ACTIONS</b>
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6. Trustees are asked to note the report.

**PURPOSE**

To inform the Board ahead of making a resolution to call a referendum regarding The SU Bath's affiliation to the National Union of Students (NUS) and to seek approval for the referendum wording.

**REPORT****1. Background****1.1 Why does The SU need to consider affiliation to the NUS?**

There are political and financial implications of being affiliated to the National Union of Students.

**1.2 Why a referendum?**

As a member-led organisation which believes that students should shape the communities they are part of, it is important for The SU to recognise that students' stance on affiliation to the NUS is critical and may fluctuate as time passes. Additionally, in order to disaffiliate from the 'NUS UK' element of the National Union of Students, there is a legal requirement (under the Education Act 1994) for students at the member organisation to vote on affiliation by secret ballot.

**1.3 What does the term 'affiliation to NUS' mean?**

The definition of 'NUS' for a referendum needs to be established to achieve clarity on what the student ballot is pertaining to. The term 'affiliation to NUS' can be ambiguous since there are different levels of membership related to the two separate companies of which the NUS is comprised. These are the '*National Union of Students (UK)*' and '*NUS Students' Unions Charitable Services Ltd*'.

The differences between the components of the NUS and its tiered membership system are outlined below:

- **National Union of Students (UK) membership** – This is a membership to the student voice organisation 'NUS (UK)' which delivers campaigns and national representation, currently costing SUs 2% of their block grant. To end membership at NUS UK, there is a legal requirement (Education Act 1994) for our students to vote on affiliation by secret ballot (a referendum).
- **NUS Students' Unions Charitable Services Ltd membership** – Also known as 'NUS Charity', this is a membership to the students' union development and support aspect of NUS, currently costing SUs 0.5% of their block grant. The affiliation requirements under the Education Act (1994) do not apply to this company, therefore, The SU would not legally need to hold a referendum regarding its affiliation to the NUS Charity.
- **NUS Services Limited (NUSSEL) membership** – This is the trading element of NUS or 'buying consortium' where SUs procure supplies for bars and entertainment via collective buying power facilitated through the NUS. This is automatically included within the NUS Charity membership (it is a social enterprise subsidiary of NUS Charity). Alternatively, there is a £2,000 flat rate outside of NUS Charity membership.

More information on the terms of membership with NUS can be found here:

<https://www.nusconnect.org.uk/membership-support/membership-pack/terms-of-membership>

For the proposed referendum, it is recommended that students vote on The SU's affiliation to the 'NUS UK' membership because it has the most significant implications financially and politically. The NUS Charity membership is an operational and commercial affiliation (which has a smaller fee) and therefore, is not recommended for inclusion in the proposed referendum.

**1.4 Why academic year 2020-21?**

Students' Unions affiliated to the NUS need to regularly engage their membership in affiliation referenda. This is to ensure that the decision to affiliate (or disaffiliate) is led by students. The last time The SU's members had the opportunity to make this decision was in 2013 when students decided to affiliate. That was seven years ago, which means The SU have had a lot of student turnover since then – opinion on affiliation may have changed.

The SU was intending to carry out a referendum in the 2018-19 academic year. However, because the NUS were proposing a restructure and reform project, The SU thought it sensible to wait until the details of the NUS' reform were announced and implemented. This was to ensure students could make as an informed decision as possible about the nature of affiliation with the NUS.

Following the NUS National Conference 2019, the NUS was mandated by NUS delegates to reform its structure and the way it operated. In February 2020, the [NUS unveiled the full extent of its reform](#). Now that the NUS' structure is clear, it is time to host a referendum on NUS affiliation this academic year.

## 2. Proposed wording

A working group within The SU has created the following phrasing as the suggested wording for our referendum question:

### ***Should The SU Bath be affiliated to the National Union of Students UK (NUS UK)?***

This wording ensures the question focuses on The SU's full political affiliation with NUS UK – further clarification and information can be provided to ensure students are aware that this does not include the NUS Charity. We have avoided use of the word 'remain' or 'join' to avoid accusations of leading the referendum question in one particular direction.

## 3. Timings

### 3.1 Proposed referendum dates

The working group leading on the NUS referendum is recommending that the referendum polling period is aligned with the SU Officer Elections 2021. It is believed that doing this (and linking the two voting webpages together) will maximise turnout. Additionally, it will provide an engaging topic of debate for candidates campaigning for the role of SU Officer. Due to The SU's articles of governance stipulating a seven-day voting period for referenda, the referendum timings cannot be exactly matched to the election period.

The proposed dates for the referendum are as follows:

- Notice of referendum: **Monday 15<sup>th</sup> February** 12:00 (10 days' notice)
- Polling opens: **Thursday 25<sup>th</sup> February** 12:00
- Polling closes: **Thursday 4<sup>th</sup> March** 19:00 (polling open for 7 days)
- Result announced: **Friday 5<sup>th</sup> March** 18:00 (result announced within 24 hours)

### 3.2 Potential leaving of NUS UK date

If The SU was to disaffiliate from NUS (UK), the earliest point of exit is 31 December 2021. The cut off date to be able to leave at this point is 1 July 2021. Therefore, if there is a result collected and reported to NUS before 1 July 2021, The SU can leave at the earliest exit point. The proposed dates for the referendum provide an abundance of time before 1 July 2021 and provide capacity for a second referendum in the remote case that quoracy is not met in the first instance.

## 4. Impact of leaving NUS UK

### 4.1 Financial cost of NUS UK

There is a membership fee attached to affiliation with NUS (UK). The total figure in recent years has been approximately £60,000 (4% of block grant), however, since the NUS reform project fees have almost

halved. It is difficult to predict if the NUS will raise the block grant levy back to 4% following this transitional period, especially with the presence of Covid-19.

Table 1 depicts the current and potential cost of remaining affiliated to NUS (UK), as well as presenting information about the levy and the cost of the other elements of NUS affiliations. Immediately, it appears if The SU Bath were to disaffiliate from NUS (UK), an annual saving of around £30,000 would be made based on membership fees alone.

**Table 1 – NUS UK membership fees**

Academic Year	2019/20	2020/21	2021/22 [Projected]
<b>NUS UK Fee</b>	<b>£56,494.20</b> <i>Combined fee for NUS UK &amp; NUS Charity (2019-20 was pre-separation)</i>	<b>£30,000</b>	<b>£30,000</b> <i>But could rise back to approx. £60,000 if NUS revert to 4% block grant levy.</i>
<b>NUS UK Block grant levy</b> <i>Explaining the NUS UK fees above</i>	4% block grant (with £60k cap applied)  (+ discount of £3,505.80 due to NUS transition and financial trouble)	2% of block grant (with cap of £30k applied)	2% of block grant (with cap of £30k applied)
<b>NUS Charity Fee &amp; Levy (including NUSSL)</b>	<i>2019-20 was pre-separation so fee was included within £56k</i>	<b>£7,500</b> (0.5% of block grant with £7.5k cap applied)  NUS Charity was separate for the first time and included NUSSL (if not members of NUS Charity there is £2000 flat rate option to join NUSSL).	<b>£7,500</b> (0.5% of block grant with £7.5k cap applied)  NUS Charity will be a separate cost which includes NUSSL (if not members of NUS Charity there is £2000 flat rate option to join NUSSL).

There are further costs associated to affiliation to NUS UK, including National Conference and Liberation Conference. Attendance is incorporated in the membership fee for delegates but there is approximately around £1000 budgeted for travel, accommodation and food for up to 10 delegates (5x National Conference/5x Liberation).

#### 4.2 Other impacts of leaving NUS (UK)

According to NUS' [membership page](#), the specific benefits of NUS (UK) affiliation are:

- *Direct, take part in and benefit from high-impact priority campaigns running across the UK and specifically targeted work in England, Wales, Scotland and Northern Ireland.*
- *Benefit from collective national representation in the media, governments of all four nations, and education sector on key matters.*
- *Have election clout through nationally coordinated election activity and access to exclusive resources for voter registration and GOTV.*

Therefore, the focal implication is that less resource is being input into the representation of students nationally. This also results in The SU Bath's voice not being directly represented at NUS conferences or by NUS Full-Time-Officers. Ending affiliation with **NUS (UK)** would mean The SU Bath would **no longer be able to:**

- Participate in the democracy of NUS.

- Send student delegates to NUS National Conference to discuss and vote for NUS' campaign priorities or NUS Full-Time Officers.
- Send delegates to NUS Liberation Conference and engage in national liberation campaigns with NUS.
- Access to campaign materials or support provided by NUS.
- Have an avenue for national representation of issues that affect our students.
- Have our student officers or delegates participate on NUS committees or run for NUS Full-Time Officer positions.

However, The SU would **still benefit from the following** due to continued affiliation to **NUS Charity**:

- Union Development resources – a range of guides, templates and webinars to support SUs in areas such as HR, racial justice and other operational areas.
- Trading support – access to NUSSL and collective buying power. Critically, this includes enrolment to the 'Best Bar None' scheme.
- Election Support Service – provision of Returning Officer services if requested and other election advice and resources.
- *Quality Students' Union* – the quality framework to help students' unions achieve their full potential.
- Communities of practice – networking opportunities and contact with other SUs to share best practice.
- Governance peer review scheme.
- Crisis support – access to tools and support in case of financial or legal crisis.
- Further information on the benefits on NUS Charity can be found here:  
<https://www.nusconnect.org.uk/membership-support/membership/list-of-nus-charity-services>

Additionally, '[Green Impact](#)' was highlighted as an area of interest for The SU – it appears organisations (including non-SUs) can sign-up to take part in Green impact, regardless of NUS (UK) membership. This requires a sign-up fee as a member and non-member.

## 5. Articles of Governance and referenda

The referendum process will adhere to the regulations set out in The SU's articles of governance.

*28. A Referendum may be called on any issue by:*

*28.1. a resolution of the Trustees;*

*28.2. a Secure Petition signed by at least 2% of the total Members of The SU.*

*29. The Referendum will be conducted in accordance with the following;*

*29.1. Subject to Article 29.6, Members will be given seven days' notice that a Referendum has been called.*

*29.2. Up to the commencement of the voting the wording of the proposal may be varied or the proposal withdrawn subject to the consent of the proposer(s).*

*29.3. Subject to Article 29.6, Members will be given seven days to vote.*

*29.4. The results of the vote will be published within 24 hours of the vote closing.*

*29.5. A resolution may only be passed by Referendum if at least 5% of the total Members of The SU cast a vote in the Referendum and a majority of the votes cast are in favour.*

*29.6. Where the SU Officers so determine, on the ground that there are matters demanding an urgent decision, it will be sufficient if the notice of the Referendum states that fact and the notice is given and vote conducted within such shorter period as the SU Officers direct.*

*30. A decision passed by Referendum may not be reopened in any democratic forum of The SU for a period of not less than twelve months.*

*31. Any Referendum will be subject to the authority of the Board of Trustees where it may affect the management and administration of The SU.*

## ACTIONS FOR THE BOARD

**Recommendation 1:** To confirm the referendum focuses on NUS (UK) affiliation and not NUS Charity.

**Recommendation 2:** To approve the referendum question wording and timings.

**Recommendation 3:** Discuss any implications of remaining affiliated or disaffiliation.

<b>CONTACT:</b>	Ben Palmer	E-Mail: <a href="mailto:bjp42@bath.ac.uk">bjp42@bath.ac.uk</a>
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**PURPOSE**

To present various options regarding The SU's Returning Officer structure for the 2020-21 academic year. For the board to consider the preferred returning officer structure for SU elections.

**REPORT****1. BACKGROUND**

- 1.1. According to The SU's Articles of Governance (Elections points 32-35.4), the Board is required to appoint a Returning Officer each year. Currently, this role is vacant.
- 1.2. The SU's previous Returning Officer (RO) was provided by the NUS. This RO has now moved into a different role and The SU is not automatically given a replacement.
- 1.3. NUS Charity has informed The SU that a returning officer function can be requested through their Elections Support Service. This would result in the NUS' Union Development team carrying out the Returning Officer function during elections, while Peter Robinson (NUS Charity Director) would be our named RO (but Peter may not actually be acting as such).
- 1.4. Not all SUs name the NUS as their returning officer, with some having an internal RO as well as an internal DRO. In these cases, it is common practice for there to be an External Appeals Officer in place for election grievances and appeals to be escalated to an independent person. For example, Oxford Students' Union follows this model.
- 1.5. Therefore, the Board is asked to consider various options going forward for The SU's returning officer structure.
- 1.6. Typical duties of a returning officer are listed below. Although, the RO often delegates many of these duties to the Deputy Returning Officer, Student Voice Coordinator, SU Officers or Acting Returning Officers.
  - Reviewing the election rules (with elections committee)
  - Produce and make publicly available the elections timetable
  - Declaring nominations forms valid
  - Draw up regulations for the conduct of candidates' campaigns
  - Arrange Questions to Candidates
  - Ensuring the fairness of Questions to Candidates
  - Consider candidates welfare
  - Publicise arrangements for voting (with elections committee)
  - Decide on complaint outcomes and sanctions
  - Initiate the count and ensure this is done fairly and in accordance with good practice
  - Declare results
  - Interpreting rules to make rulings on specific instances and queries
  - Ensure the smooth and proper running of referenda
  -

**2. OPTIONS FOR RO/DRO STRUCTURE**

2.1 Table 1 briefly outlines the key differences in the RO/DRO structure options.

*Table 1 – Option overview*

Option	Returning Officer (RO)	Deputy Returning Officer (DRO)	New roles
Option A (Status quo)	The NUS (Peter Robinson, <i>Charity Director</i> )	Charlie Slack, <i>Head of Student Voice &amp; Engagement</i>	None.
Option B [recommended]	Charlie Slack, <i>Head of Student Voice &amp; Engagement</i>	Ben Palmer, <i>Student Voice Coordinator</i>	External Appeals Officer (proposed to be Caroline Dangerfield, <i>Deputy Chief Executive of Bath Spa SU</i> )
Option C	SU Independent Trustee	Charlie Slack, <i>Head of Student Voice &amp; Engagement</i>	None.

## 2.2 Option A – Status Quo

- NUS Charity provide Returning Officer (RO) function, Peter Robinson (NUS Charity Director) is named as RO, while NUS Union Development team provide operational RO functions as needed.
- Head of Student Voice & Engagement remains Deputy Returning Officer (DRO).
- Student Voice Coordinator supports DRO with operational matters, rules and complaints procedure.
- Student Elections Chair and Elections Committee are consulted on rulings and other operational matters including marketing, timings and other activities.

## 2.3 Option B – Internal RO & DRO with an External Appeals Officer [Recommended]

- Current DRO and Head of Student Voice & Engagement becomes Returning Officer.
- Student Voice Coordinator becomes Deputy Returning Officer and still carries out operational running of the election and rules & complaints procedure.
- SU appoints an External Appeals Officer to carry out an External Appeals Officer role. Caroline Dangerfield, Bath Spa SU's Deputy Chief Executive, has already indicated interest in this, if this option is to be pursued.
- Student Elections Chair and Elections Committee are consulted on rulings and other operational matters including marketing, timings and other activities.

## 2.4 Option C – RO is an Independent Trustee & Internal DRO

- One of The SU's independent trustees is appointed as Returning Officer.
- Head of Student Voice & Engagement remains as Deputy Returning Officer.
- Student Voice Coordinator supports DRO with operational matters, rules and complaints procedure.
- Student Elections Chair and Elections Committee are consulted on rulings and other operational matters including marketing, timings and other activities.

## 3. ADVANTAGES AND DISADVANTAGES OF OPTIONS A, B & C

Each option has advantages and disadvantages – these will be outlined in Table 2. Option B comes recommended by the current DRO and Student Voice Coordinator for multiple reasons, but especially due to the benefits in efficiency this option would give rise to. The experiences of both the RO and DRO within this option are a strong combination, especially with the addition of an External Appeals Officer.

Table 2 – Weighing up options

### Option A – Status Quo

	Advantages	Disadvantages
<b>RO</b> (NUS/NUS Charity Director)	<ul style="list-style-type: none"> <li>• Benefits from linking with NUS elections service (e.g. sharing of best practice, national elections data).</li> <li>• NUS have high level of expertise in running elections. Advice would be robust.</li> <li>• NUS have high understanding of overall student issues.</li> <li>• RO would have no connection to the candidates (high impartiality).</li> <li>• Having executed this structure for many years, there is unlikely to be hiccups or miscommunication related to the teething problems of changing system.</li> </ul>	<ul style="list-style-type: none"> <li>• To communicate with the RO, SU staff have to work through an intermediary team rather than directly with Peter Robinson (as Peter is named RO for many SUs).</li> <li>• RO potentially too busy to come to specific events/meetings.</li> <li>• RO has little knowledge of Bath students and specific history &amp; context of Bath elections and rules.</li> <li>• No existing relationship between RO and DRO.</li> <li>• Time delay in enquiries and decision help.</li> </ul>
<b>DRO</b> (Head of Student Voice & Engagement)	<ul style="list-style-type: none"> <li>• Experienced in this role.</li> <li>• Understands Bath students and issues.</li> <li>• Based on campus and is approachable to students.</li> <li>• Has experience of being External Appeals Officer for Oxford SU.</li> <li>• Approachable to candidates.</li> </ul>	<ul style="list-style-type: none"> <li>• Inefficiencies exist as the Student Voice Coordinator carries out most of the operational functions and deals with candidate questions, rule enquiries, complaint emails and has to wait for DRO response to 'double check' decisions on rulings.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• No cost incurred.</li> </ul>	
<b>Option B – Internal RO &amp; DRO with an External Appeals Officer [Recommended]</b>		
	Advantages	Disadvantages
<b>RO</b> (Head of Student Voice & Engagement)	<ul style="list-style-type: none"> <li>• Experienced in election processes and SU democracy – Charlie is also currently External Appeals Officer for Oxford SU.</li> <li>• High knowledge of The SU's election rules.</li> <li>• Contextual knowledge and understanding of Bath students and elections at Bath.</li> <li>• Strong working relationship with DRO.</li> <li>• Ability to be more present and attentive at election events and activities.</li> <li>• Easily contactable for SU staff and approachable for students &amp; potential candidates.</li> <li>• Less day-to-day workload for this manager.</li> </ul>	<ul style="list-style-type: none"> <li>• RO/DRO linked via line management – could that be interpreted as too close for a DRO/RO relationship?</li> <li>• Some may believe that an internal RO is not independent enough.</li> </ul>
<b>DRO</b> (Student Voice Coordinator SVC)	<ul style="list-style-type: none"> <li>• High level of knowledge of SU's election rules (delivers training on election rules to candidates already).</li> <li>• Works closely with student Elections Chair.</li> <li>• Delivered successful elections period as SVC in 2020 (with improved turnout, higher candidate numbers and less grievances).</li> <li>• Experience of Bath's elections process as a candidate, member of elections committee, an SU officer and member of staff.</li> <li>• Understands Bath students and context well.</li> <li>• RO is close by for any queries.</li> <li>• Projected to be the most efficient way of running elections, SVC delivers most operational aspects of elections, including rule queries and lodged grievances – would enable decisions to be made more swiftly.</li> </ul>	<ul style="list-style-type: none"> <li>• Would be first time carrying out this role (although SVC carried out many functions of this role in 2020).</li> <li>• Still may require some guidance from RO.</li> </ul>

<b>External Appeals Officer</b> (Deputy Chief Executive of Bath Spa SU)	<ul style="list-style-type: none"> <li>Provides an independent option in the situation where grievances are escalated or appealed (mitigates concerns around RO being internal).</li> <li>High level of understanding of SUs and Officer elections.</li> <li>High impartiality.</li> <li>Already has working relationship with RO, DRO in this option.</li> <li>Contactable.</li> <li>Exposure and expertise from another SU's perspective.</li> <li>Understanding of Bath student issues (ex-UoB staff member).</li> </ul>	<ul style="list-style-type: none"> <li>Provides another layer in the chain of complaints and grievances.</li> <li>May be some time delay in response as not within same organisation.</li> <li>Less specific knowledge of Bath SU election rules.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>No cost</li> <li>Would make SU consider its election rules and complaints process to fit new system – it is good to update these and make process more clear.</li> </ul>	<ul style="list-style-type: none"> <li>May be teething problems as would be a new system to implement.</li> </ul>
<b>Option C – RO is an Independent Trustee with Internal DRO</b>		
	<b>Advantages</b>	<b>Disadvantages</b>
<b>RO</b> (SU independent trustee)	<ul style="list-style-type: none"> <li>Provides an independent option in the situation where grievances are escalated or appealed.</li> <li>High impartiality.</li> <li>Understanding of Bath student issues.</li> <li>Involve trustees more in the operation of the SU.</li> </ul>	<ul style="list-style-type: none"> <li>Less specific knowledge of SU elections and rules.</li> <li>Potentially harder to contact during elections week due to other commitments.</li> </ul>
<b>DRO</b> (Head of Student Voice & Engagement)	<ul style="list-style-type: none"> <li>Experienced in this role.</li> <li>Understands Bath students and issues.</li> <li>Based on campus and is approachable to students.</li> <li>Has experience of being External Appeals Officer for Oxford SU.</li> </ul>	<i>See below</i>
<b>Other</b>	<ul style="list-style-type: none"> <li>No cost</li> <li>Makes trustees more accessible to student body,</li> </ul>	<ul style="list-style-type: none"> <li>Current inefficiencies would still exist as the Student Voice Coordinator carries out most of the operational functions and deals with candidate questions, rule enquiries, complaint emails and has to wait for DRO response to 'double check' decisions on rulings. Will cause time delays and a less smooth running of the election week.</li> </ul>

#### 4. APPROVAL OF ACTING RETURNING OFFICERS (AROS)

3.1 Acting returning officers are needed for specific area elections, for example: academic rep elections, society and sport committee elections, NUS delegates, etc.

3.2 It is standard annual practice for SU Officers to be made Acting Returning Officers (AROs) for elections going ahead in their areas. The SU's articles of Governance (Elections points 31-35.4) stipulates their responsibilities.

3.3 The below is a list of the proposed AROs

Ben Palmer, Student Voice Coordinator	(NUS Delegates, CSSU Reps, EDIC Reps, Elections Committee)
Tom Sawko, Sport Officer	(Sport Committees and Sport Executive Committee)
Annie Willingham, Education Officer	(Academic Reps, Academic Exec, Senate & Faculty reps)
Francesco Masala, SU President	(P&A groups, Media groups)
Ka Ho Ho, Postgraduate Officer	(PG Execs)
Freya Jackson, Community Officer	(D&S groups & exec, ISA Exec)

<b>ACTIONS FOR THE BOARD</b>
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5. The Board is asked to decide if they accept the following recommendations:

**Recommendation 1:** Discuss RO/DRO structure options

**Recommendation 2:** Decide the best option going forward and appoint a RO & and DRO (and potentially External Appeals Officer).

**Recommendation 3:** Confirm the list of Acting Returning Offices.

<b>CONTACT:</b>	Ben Palmer ( <i>Student Voice Coordinator</i> )	Telephone: E-Mail: <a href="mailto:bjp42@bath.ac.uk">bjp42@bath.ac.uk</a>
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**PURPOSE**

To report on the trustee membership and recruitment.

**CONTENTS**

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

**REPORT****1. BOARD BACKGROUND CHECKS**

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

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

1.2. The Charity Commission 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 <sup>nd</sup> term
Rob Clay	12/10/2021	Appointed by the Board	No
Jordan Kenny	19/12/2022	Appointed by the Board	Yes
Alexander Robinson	19/12/2022	Appointed by the Board	Yes
Valerie Copenhagen	19/12/2022	Appointed by the Board	Yes
Kate Aldridge	19/12/2022	Appointed by the Board	Yes
Marian McNeir	28/07/2023	Appointed by the Board	No
Vacancy	-	-	-

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

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

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

- 2.4. Under our Articles of Governance there is a minimum requirement for at least one of the Independent Trustees to also be a student. While there is no restriction on how many students can be on the Board it is advised that this should never exceed more than two. This is to ensure that there are a reasonable number of Trustees on the Board without personal connections to The SU which might otherwise cause conflicts of interests.
- 2.5. There is currently an Independent Trustee vacancy on the Board of Trustees that is being reserved for a student.
- 2.6. An advert for the vacancy was placed on The SU website which was live between 30/10/2020 and 13/11/2020.
- 2.7. The Chief Executive received no applications for the role during this time and therefore recruitment will have to be re-run again next year. Due to the Officer elections in February consideration will need to be given to when this is done so as to ensure they do not clash.
- 2.8. Next time more energy needs to be put into the promotion of the role to students as a general lack of promotion is likely the reason that no students applied for it this time round.
- 2.9. Last time Trustee recruitment was carried out we received 8 applications from students.

### 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.

### ACTIONS

- 3.5. Trustees are asked to note the report.

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

<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	E-Mail: <a href="mailto:gdn26@bath.ac.uk">gdn26@bath.ac.uk</a>
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<b>APPENDIX 1: BOARD SKILLS AUDIT</b>
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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

<b>APPENDIX 2: BOARD DIVERSITY AUDIT</b>
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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%	

**PURPOSE**

To report on the committee meetings.

**CONTENTS**

Page 1: Report

Page 2: Actions

**REPORT****1. COMMITTEE STRUCTURE AND MEMBERSHIP**

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

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

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

**2. COMMITTEE MEETINGS**

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

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

- 14/09/2020 – appendix 2
- 19/10/2020 – appendix 3
- 11/11/2020 – appendix 4
- 09/12/2020 – minutes to be presented at the next meeting.

2.3. The Finance & Audit Committee has met

- 22/10/2020 – appendix 5
- 19/11/2020 - minutes to be presented at the next meeting.
- 10/12/2020 - minutes to be presented at the next meeting.

2.4. The Complaints & Disciplinary committee has had no meetings during this time. Minutes of Complaints & Disciplinary committee are not shared with the Board due to the confidential nature of the meeting.

**ACTIONS**

2.5. Trustees are asked to note the report.

<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	E-Mail: <a href="mailto:gdn26@bath.ac.uk">gdn26@bath.ac.uk</a>
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<b>APPENDIX 1: COMMITTEE MEMBERSHIP AND LINK TRUSTEE APPOINTMENTS</b>
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<b>Finance &amp; Audit committee</b>			
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"> <li>Monday 27<sup>th</sup> July 2020 2-4pm</li> <li>Thursday 27<sup>th</sup> August 2020 9-11am</li> <li>Thursday 22<sup>nd</sup> October 2020 9-11am</li> <li>Thursday 19<sup>th</sup> November 2020 9-11am</li> <li>Monday 15<sup>th</sup> March 2021 9-11am</li> <li>Thursday 20<sup>th</sup> May 2021 9-11am</li> </ul>			
<b>Leadership committee</b>			
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"> <li>Wednesday 8<sup>th</sup> July 2020 3.30pm</li> <li>Wednesday 12<sup>th</sup> August 2020 3.30pm</li> <li>Wednesday 9<sup>th</sup> September 2020 3.30pm</li> <li>Wednesday 14<sup>th</sup> October 2020 3.30pm</li> <li>Wednesday 11<sup>th</sup> November 2020 3.30pm</li> <li>Wednesday 9<sup>th</sup> December 2020 3.30pm</li> <li>Wednesday 13<sup>th</sup> January 2021 3.30pm</li> <li>Wednesday 10<sup>th</sup> February 2021 3.30pm</li> <li>Wednesday 10<sup>th</sup> March 2021 3.30pm</li> <li>Wednesday 14<sup>th</sup> April 2021 3.30pm</li> </ul>			
<b>Complaints &amp; Disciplinary committee</b>			
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.			
<b>Name</b>	<b>Link Trustee</b>	<b>Staff contacts</b>	<b>Officer contact</b>
Rob Clay	Finance & Commercial activities	Head of Finance Head of Commercial activities	Tom Sawko
Valerie Copenhagen Kate Aldridge	Equality, Diversity and Inclusion	Deputy Chief Executive	Freya Jackson
Jordan Kenny	Student Representation	Head of Student Voice	Tom Sawko Francesco Masala
Valarie Copenhagen	Student Activities	Head of Activities	Tom Sawko Francesco Masala
Marian McNeir	Student Advice, Community and Support	Advice & Community Manager Peer Support Manager	Ka Ho Ho
Alexander Robinson	Student Communications and Marketing	Head of Marketing	Annie Willingham
Jordan Kenny	Governance, Strategy and Management	Chief Executive	Francesco Masala

## APPENDIX 2: LEADERSHIP COMMITTEE MINUTES (14/09/2020)

Meeting:	<b>Leadership Committee</b>		
Location:	<b>Microsoft Teams Meeting</b>		
Date & Time:	<b>Monday 14<sup>th</sup> September 2020 at 10am</b>		
<b>Present:</b>			
Francesco Masala	President ( <i>Acting Chair</i> )		
Fritz Ho	Postgraduate Officer		
Annie Willingham	Education Officer		
Tom Sawko	Sport Officer		
<b>In attendance:</b>			
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )		
Andrew McLaughlin	Chief Executive		
Amy Young	Insight & Engagement Manager		
Polly Hawker	Head of Activities		
Item			
1.	<b>Apologies for absence</b>		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Freya Jackson	Other work commitments	Yes
	With the Chair absent the Committee elected the President as Chair for this meeting only.		
2.	<b>Notice of any other business</b>		
	No items were identified at this point for discussion under any other business.		
3.	<b>Declaration of conflict of interest</b>		
	No conflicts of interests were declared in any items on the agenda.		
4.	<b>Minutes of the previous meeting and matters arising</b>		
	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:		
	<b>ACTION: A black student to be recruited in the autumn to be appointed on to the Board of Trustees at the December Board meeting.</b>		
	<b>ACTION: Client brief for Sport Officer's campaign to be written and approved by the Committee via a decision without a meeting.</b>		
	The Committee noted that the following decisions had been made without a meeting in accordance with Article 101:		
	<ul style="list-style-type: none"> <li>The Committee agreed the Bath Time budget of £680 for immediate use on the 28/08/2020.</li> </ul>		
5.	<b>ISA Restructure</b>		

	<p>The Committee received a report on International Student Association (<i>ISA</i>) restructure (<i>See R2 of the Committee reports</i>).</p> <p>The Insight &amp; Engagement Manager explained the background and rationale behind the proposed changes for restructure of ISA. Previous feedback from consultation had identified that members felt like ISA was a separate entity to The SU. To address this they were looking to rebrand ISA as the International Executive Committee thereby dropping the reference to association. Other feedback had identified that members felt that operational matters like the running of events had come to dominate meetings at the expense of representational issues. The proposed changes would create an events committees to handle operational matters separately to the International Executive Committee.</p> <p>The Chief Executive questioned whether the proposed changes were bold enough and in line with the new strategy. Strategically the aim of any change in this area should be to increase international student participation and its value to the community. Over the summer The SU had been much more ambitious in how they engaged with students and they felt this should be shaping plans going forward. However, the changes did make sense and they weren't against them provided this was an interim step on the way to something better.</p> <p>The Committee discussed and agreed that the Student Group project should be expanded to look at the role of Executive Committees within The SU to identify their purpose going forward. A project plan for this should be submitted to the Committee by the end of the autumn term.</p> <p><b>ACTION: Student Group and Executive Committee project plan to be submitted to Leadership Committee before the end of December.</b></p> <p>The Committee approved the proposed restructure of ISA and requested that the Insight &amp; Engagement Manager provide a brief update to Leadership Committee in the future on how effective the changes were.</p> <p><b>ACTION: Insight &amp; Engagement Manager to provide brief update to Leadership Committee on how effective the changes were before the end of December.</b></p>
6.	<p><b>Postgraduate Restructure</b></p> <p>The Committee received a report on Postgraduate Association restructure (<i>See R3 of the Committee reports</i>).</p> <p>The Insight &amp; Engagement Manager explained the background and rationale behind the proposed changes for restructure of PGA. Previous feedback from consultation had identified that members felt that postgraduate taught students and doctoral students had distinctively different issues they wanted to discuss. To address this they were looking to create two separate executive committees for each with their own council and events group.</p> <p>The Chief Executive supported the changes as these were in line with what doctoral students had been asking for several years but encouraged this to be further developed. These were communities that were distinctively different to the rest of The SU and its members had very different needs that needed to be recognised. The establishment of PGA had not significantly increased doctoral student participation as originally envisioned.</p> <p>The Committee approved the proposed restructure of PGA.</p>

7.	<b>Any other business</b> No items had been previously identified for discussion.
<b>The meeting ended at 11am.</b>	
<b>Item number</b>	<b>Action</b>
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	Student Group and Executive Committee project plan to be submitted to Leadership Committee before the end of December.
5	Insight & Engagement Manager to provide brief update to Leadership Committee on how effective the changes were before the end of December.

## APPENDIX 3: LEADERSHIP COMMITTEE MINUTES (19/10/2020)

Meeting:	<b>Leadership Committee</b>		
Location:	<b>Microsoft Teams Meeting</b>		
Date & Time:	<b>Monday 19<sup>th</sup> October 2020 at 2.30pm</b>		
<b>Present:</b>			
Freya Jackson	Community Officer ( <i>Chair</i> )		
Francesco Masala	President ( <i>Joined under item 9</i> )		
Fritz Ho	Postgraduate Officer		
Annie Willingham	Education Officer		
<b>In attendance:</b>			
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )		
Andrew McLaughlin	Chief Executive		
Mandy Wilson-Garner	Deputy Chief Executive		
Michael Dalton	Head of Commercial-Venues & Events ( <i>Joined under item 9</i> )		
Item			
1.	<b>Apologies for absence</b>		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Tom Sawko	Annual Leave	Yes
	Francesco Masala	Interviews	Yes
2.	<b>Notice of any other business</b>		
	The following item was identified for discussion under any other business: 1) Bars weekend opening times.		
3.	<b>Declaration of conflict of interest</b>		
	No conflicts of interests were declared in any items on the agenda.		
4.	<b>Minutes of the previous meeting and matters arising</b>		
	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:		
	<b>ACTION: The Insight &amp; Engagement Manager to provide a brief update to Leadership Committee in December on how effective the changes to ISA and PGA have been.</b>		
5.	<b>Strategy and Performance Monitoring</b>		
	The Committee received a report on strategy and performance monitoring ( <i>See R2 of the Committee reports</i> ).		

	<p>The Committee discussed the Student Life Pulse survey and how this data could be used effectively within The SU. It was noted that term time data appeared to capture the impact of University strike action on student satisfaction.</p> <p><b>QUESTION:</b> The Chair asked if there was room on the survey for students to include more detail with their responses.  <b>ANSWER:</b> The Chief Executive explained that now the survey had been brought in-house the Insight &amp; Engagement Manager would be able to include it in future surveys.</p> <p><b>QUESTION:</b> An Officer asked about the 56% positive response to the question on ‘Overall, how satisfied or dissatisfied are you with your SU?’  <b>ANDWER:</b> The Chief Executive explained that this was a very good result compared to the other Student Unions that had participated in the external survey.</p>
6.	<p><b>Project/Campaign Management</b></p> <p>The Committee received a report on project/campaign management (<i>See R3 of the Committee reports</i>).</p> <p><b>1) Active Travel Client Brief</b></p> <p>The Committee approved the project to proceed and agreed to appoint the Club Development Officer as the project manager.</p> <p><b>2) Student Group Restructure Project</b></p> <p><b>QUESTION:</b> The Chair asked for clarification on what would happen to By-Elections.  <b>ANSWER:</b> The Secretary explained that By-Elections would be replaced by co-option. The minimum requirement would be for the Student Group to elect three committee members. They would then elect their own Chair and, where necessary, treasurer. If they then wanted more committee members they would be able to appoint these via co-option.</p> <p><b>QUESTION:</b> An Officer asked what would happen if members of Student Groups ‘rigged’ their committees.  <b>ANSWER:</b> The Chief Executive explained that if The SU received a report suggesting this had happened there would be an investigation which could lead to disciplinary outcomes.</p> <p>The Committee approved the project to proceed and confirmed the following:</p> <ul style="list-style-type: none"> <li>• Client: Sport Officer;</li> <li>• Sponsor: Chief Executive;</li> <li>• Project manager: Governance &amp; Executive Support Manager.</li> </ul> <p><b>3) Student Union Standpoints Project</b></p> <p>The Secretary advised that since the papers had been released there had been a slight change to the project timeline but that it should still be completed on time.</p> <p>The Committee approved the project to proceed and confirmed the following:</p> <ul style="list-style-type: none"> <li>• Client: Community Officer;</li> <li>• Sponsor: Chief Executive/Head of Student Voice and Engagement;</li> <li>• Project manager: Governance &amp; Executive Support Manager.</li> </ul>

	<p><b>4) Trustee Recruitment Project</b></p> <p>The Chief Executive reported that there had been a change to the scope of this project since it was last discussed. Following conversations with Ruqia Osman (<i>Former Education Officer</i>) it had been agreed to expand recruitment to include BAME students as opposed to narrowing it down to just black students.</p> <p>There is a lot of work that needs to be done to increase the diversity of the Board and this will need to happen over the next several appointments. As part of this it will be essential to recruit a black Trustee. The Board will have to be accountable for achieving this piece of work. Having a diverse Board will ensure that The SU is able to better respond to the needs of the student population as a whole.</p> <p>The Committee discussed the Trustee application pack and agreed that more work was required to communicate to students what they would get out of the role. It was agreed that a short video with past Officers explaining what they got from the role might be a better way of communicating this.</p> <p>The Secretary advised that if they wished to pursue this it would require changes to the project timeline, a shift of about two weeks, to allow for development time to create the video. This would be possible to do and still complete the project in line with the original deadline of 10/12/2020.</p> <p>The Committee approved the project to proceed, subject to their amendments, and confirmed the following:</p> <ul style="list-style-type: none"> <li>• Client: President;</li> <li>• Sponsor: Chief Executive;</li> <li>• Project manager: Governance &amp; Executive Support Manager.</li> </ul> <p><b>ACTION: Amendments to be made to Trustee Recruitment Project plan and re-circulated to Leadership Committee via email for information.</b></p>
7.	<p><b>Governance</b></p> <p>The Committee received a report on Governance (<i>See R4 of the Committee reports</i>).</p>
8.	<p><b>Chief Executive Recruitment</b></p> <p>The Committee received a report on Chief Executive recruitment (<i>See R5 of the Committee reports</i>).</p>
9.	<p><b>Any other business</b></p> <p>The following item had been previously identified for discussion under any other business. (<i>The President and Head of Commercial-Venues &amp; Events joined the meeting at this point</i>)</p> <p>1) Bars weekend opening times</p> <p>The Committee discussed changing the opening times for Bars at the weekend and agreed that at this time they felt reluctant to do so for the following reasons:</p> <ul style="list-style-type: none"> <li>• Winter might drive students indoors and they would need space to occupy;</li> <li>• It might not be clear to students that the bars were open at this time because the lower part of the student centre would present a closed appearance;</li> </ul>

	<ul style="list-style-type: none"> <li>It wasn't clear where students were at this time and what they were doing.</li> </ul> <p>The Head of Commercial-Venues &amp; Events explained that traditionally weekends had not been a large source of income but with the income from Club Nights they could afford to take a slight hit. Now without Club Nights they needed to be prioritising savings where they could and this was one potential area where it could be achieved. They noted the amount that they would need to make to break even during these hours.</p> <p>The Committee agreed that further work needed to be done to try and draw students into the venue during this time before they were prepared to consider changing opening times. If this space was to be closed the University would also need to be consulted to check what impact this would have on the available spaces open to students at this time.</p> <p><b>ACTION: The Chief Executive, Head of Commercial-Venues &amp; Events, Community Coordinator and Marketing &amp; Communications Manager to explore activities that might draw more students into the venue during these times.</b></p>
<p>The meeting ended at 4pm.</p>	
Item number	Action
4	The Insight & Engagement Manager is to provide a brief update to Leadership Committee in December on how effective the changes ISA and PGA have been.
6	Amendments to be made to Trustee Recruitment Project plan and re-circulated to Leadership Committee via email for information.
9	The Chief Executive, Head of Commercial-Venues & Events, Community Coordinator and Marketing & Communications Manager to explore activities that might draw more students into the venue during these times.

## APPENDIX 4: LEADERSHIP COMMITTEE MINUTES (11/11/2020)

Meeting:	<b>Leadership Committee</b>		
Location:	<b>Microsoft Teams Meeting</b>		
Date & Time:	<b>Wednesday 11<sup>th</sup> November 2020 at 3.30pm</b>		
<b>Present:</b>			
Freya Jackson	Community Officer ( <i>Chair</i> )		
Francesco Masala	President		
Fritz Ho	Postgraduate Officer		
Tom Sawko	Sport Officer		
<b>In attendance:</b>			
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )		
Andrew McLaughlin	Chief Executive		
Mandy Wilson-Garner	Deputy Chief Executive		
Item			
1.	<b>Apologies for absence</b>		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Annie Willingham	Another meeting	Yes
2.	<b>Notice of any other business</b>		
	The following item was identified for discussion under any other business:		
	2) Staff attendance at Leadership Committee meetings		
	3) V Team Chair		
	4) Chief Executive Recruitment Update		
3.	<b>Declaration of conflict of interest</b>		
	No conflicts of interests were declared in any items on the agenda.		
4.	<b>Minutes of the previous meeting and matters arising</b>		
	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.		
5.	<b>Strategy and Performance Monitoring</b>		
	The Committee received a report on strategy and performance monitoring ( <i>See R2 of the Committee reports</i> ).		
	The Chief Executive noted that the performance report was the key report that the Committee needed to be challenging and holding senior staff to account on.		
	The Committee discussed the low percentages received for ' <i>I feel that my contribution to The SU matters</i> ' (31%) and ' <i>I can influence the decisions and actions of The SU</i> ' (24%).		

	<p>These were key performance areas that needed to be addressed. Marketing had a clear role to play in this in terms of communicating how students are already doing these.</p> <p>The Committee discussed and agreed that it would be useful to have the Marketing team work on a project to see if their comms could be tailored to positively improve on these results. With both an NUS referendum and Officer elections coming up this would be a good time to run such a project.</p> <p>The Chair suggested that staff across The SU had a role to play in this by ensuring that they were always closing the loop with students they worked with to make sure they knew how their actions were influencing and contributing to The SU.</p> <p>The Committee discussed the high percentage received for <i>'How concerned have you been about your mental health and wellbeing in the last two weeks'</i> (58%). They agreed that it would be useful to see figures for SU Advice &amp; Support Team usage during this time.</p> <p>The Deputy Chief Executive reported that the Advice &amp; Support Manager was working on this. The data they wanted to see was around diversity participation data because this would be useful for identifying particular groups of students who might not be engaging with the service.</p> <p>The Chief Executive reported that participation data still needed to be added to the report but once done there should be no need for the current election data as this would already be covered. Along with this Equality, Diversity and Inclusion data (EDI) would also be added once the EDI project had identified Key Performance Indicators (KPIs) to use.</p>
6.	<p><b>Project/Campaign Management</b></p> <p>The Committee received a report on project/campaign management (<i>See R3 of the Committee reports</i>).</p> <p><b>SU Standpoints Project</b></p> <p>The Governance &amp; Executive Support Manager reported on the outcome of the Student Policy review. It was being recommended that all student policies should be removed because they either:</p> <ul style="list-style-type: none"> <li>• had achieved their purpose and were no longer needed; or</li> <li>• were recommending actions/practices that were unachievable or outdated.</li> </ul> <p>The Governance &amp; Executive Support Manager noted that the exercise had identified a number of student positions that would be included within the Standpoints document going forward. An updated document would be presented to the Committee which would identify where positions had come from including student policies.</p> <p>The Committee discussed and agreed to accept the recommendation for the student policies to be removed and the relevant student positions to be transferred to the Standpoints document.</p> <p><b>Student Group Restructure Project</b></p> <p>The Chief Executive reported that this project had unfortunately fallen behind schedule. A meeting would be held with the project team next week to discuss this and update the project plan including the timeline for completion.</p>

	<p><b>Trustee Recruitment Project</b></p> <p>The Governance &amp; Executive Support Manager reported that due to time constraints it had not been possible to get the requested trustee promotional video completed in time for recruitment. This would still be actioned so that a video could be prepared for future Trustee recruitment.</p> <p><b>Other Projects</b></p> <p><b>QUESTION:</b> The Chair asked if there were any other projects ongoing other than the ones reported above.</p> <p><b>ANSWER:</b> The Governance &amp; Executive Support Manager reported that there were three other projects ongoing that had not been reported. They were the Sustainability project, EDI projects and Active Travel project. Reports on the Sustainability project and EDI project would be presented at the next meeting.</p>
7.	<p><b>Governance</b></p> <p>The Committee received a report on Governance (<i>See R4 of the Committee reports</i>).</p>
8.	<p><b>Any other business</b></p> <p>The following item had been previously identified for discussion under any other business.</p> <p><b>2) Staff attendance at Leadership Committee meetings</b></p> <p>The Chief Executive proposed that the Leadership Committee might benefit from having the following key staff members in attendance at meetings as advisors:</p> <ul style="list-style-type: none"> <li>• Helen McHenry (<i>Head of Finance</i>);</li> <li>• Polly Hawker (<i>Head of Activities</i>);</li> <li>• Charlie Slack (<i>Head of Student Voice &amp; Engagement</i>);</li> <li>• Mike Dalton (<i>Head of Commercial – Venues &amp; Events</i>).</li> </ul> <p><b>QUESTION:</b> An Officer asked the Governance &amp; Executive Support Manager if they had any concerns about more staff attending the Leadership Committee.</p> <p><b>ANSWER:</b> The Governance &amp; Executive Support Manager explained that they had no concerns as long as staff understood they were there to advise Officers and answer questions.</p> <p><b>3) V Team Chair</b></p> <p>The Governance &amp; Executive Support Manager reported that the current Chair of the V Team committee had suspended their studies for personal reasons but was asking if they could still continue in their role.</p> <p>The Volunteer Co-ordinator had reported that the Chair was doing a great job of supporting the V Team and that without them the committee might really struggle.</p> <p>The Governance &amp; Executive Support Manager advised that students who suspended their studies remained registered students at the University. Therefore if the Committee authorised it there should be no issue with them continuing as Chair.</p> <p>The Committee discussed and agreed that the Chair should be allowed to continue in their role while their studies were suspended.</p>

**4) Chief Executive Recruitment Update**

The President reported that it had been agreed that the services of the recruitment agency Peridot would be used to help recruit the new Chief Executive. This was the same agency which had been used to recruit the current Chief Executive last time. In terms of timelines it now looked like an appointment would be made within the new year.

**Officer Wellbeing**

**QUESTION:** The Chief Executive asked how Officers were feeling and whether there was any further additional support they felt they needed.

**ANSWER:** The Officer team reported back that they generally felt they were doing okay.

The Chief Executive noted that both themselves and the Deputy Chief Executive were available if any Officers needed to talk about anything.

**The meeting ended at 4.35pm.**

## APPENDIX 5: FINANCE &amp; AUDIT COMMITTEE (19/10/2020)

Meeting:	<b>Finance &amp; Audit Committee</b>		
Location:	<b>Microsoft Teams Meeting</b>		
Date & Time:	<b>Thursday 22nd October 2020 at 9am</b>		
<b>Present:</b>			
Francesco Masala	President		
Jordan Kenny	Independent Trustee		
Kate Aldridge	Independent Trustee		
Rob Clay	Independent Trustee		
Valerie Copenhagen	Independent Trustee ( <i>Acting Chair</i> )		
<b>In attendance:</b>			
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )		
Helen McHenry	Head of Finance		
Andrew McLaughlin	Chief Executive		
Item			
1.	<b>Apologies for absence</b>		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Tom Sawko	Annual Leave	Yes
	The Committee elected Valerie Copenhagen as Acting Chair for this meeting only.		
2.	<b>Notice of any other business</b>		
	The following items were identified for discussion under any other business:		
	1) Finance Team Restructure		
	2) Chief Executive Recruitment		
3.	<b>Declaration of conflict of interest</b>		
	No conflicts of interests were declared in any items on the agenda.		
4.	<b>Minutes of the previous meeting and matters arising</b>		
	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:		
	<b>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.</b>		
	<b>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.</b>		
	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><b>Finance &amp; Audit</b></p> <p>The Committee received a report on finance and audit matters (see R2 of the Committee reports).</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><b>QUESTION:</b> A Trustee asked for clarification on what the strike fund was.  <b>ANSWER:</b> 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><b>QUESTION:</b> A Trustee asked whether the savings outlined in plan B would be made this year or next year.  <b>ANSWER:</b> 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><b>QUESTION:</b> A Trustee asked whether the savings outlined in plan B would be made this year or next year.  <b>ANSWER:</b> 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</p>
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Chief Executive would submit the request to the University for additional funding by the end of the week.

**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.

	<p><b>QUESTION:</b> The Chair asked if the Head of Finance had the necessary time to carry out this project work.</p> <p><b>ANSWER:</b> The Head of Finance confirmed that this shouldn't impact too much on their workload.</p> <p><b>QUESTION:</b> The Chair asked what were the risks if this work was not completed.</p> <p><b>ANSWER:</b> 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>
6.	<p><b>Risk Management</b></p> <p>The Committee received a report on risk management (<i>see R3 of the Committee reports</i>).</p> <p><b>QUESTION:</b> The Chair asked about measures taken to ensure activities were Covid-19 secure.</p> <p><b>ANSWER:</b> 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><b>ACTION: Covid-19 to be added to the risk register.</b></p>
7.	<p><b>Any other business</b></p> <p>The following items had been previously identified for discussion under any other business.</p> <p><b>1) Finance Team Restructure</b></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><b>2) Chief Executive Recruitment</b></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><b>Thank you to staff</b></p> <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.</p>
8.	<p><b>To confirm the date and time of future meetings</b></p> <p>The Committee agreed the following dates and times for future committee meetings:</p> <ul style="list-style-type: none"> <li>• Thursday 19<sup>th</sup> November 2020 9-11am</li> <li>• Thursday 21<sup>st</sup> January 2021 9-11am</li> <li>• Monday 15<sup>th</sup> March 2021 9-11am</li> <li>• Thursday 20<sup>th</sup> May 2021 9-11am</li> </ul>
<p><b>The meeting ended at 10.50am.</b></p>	
<b>Item number</b>	<b>Action</b>
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.