

BOARD REPORTS 09-09-2021

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| Actions arising from previous meetings | Action Owner | Started | Exp finish | Progress |
|--|---------------------------------------|---------|------------|--|
| To plan out recruitment for student to join the Board | Governance Manager | 17-Jun | 09-Sept | Postponed. See update below. |
| To review SUMmit in six months' time | Board | 17-Jun | 09-Dec | To be reported on in December. |
| To work with the appropriate senior staff at the University to discuss the creation of a high level relationship agreement. | Chief Executive | 17-Jun | Mar - 2022 | In progress. |
| To work with University HR department to review the approach to staff recruitment and Chief Executive pay review | Chief Executive | 17-Jun | Mar-2022 | In progress. Staff recruitment approvals resolved. CEO pay review not a priority at this point (no pay review eligibility until April 2022). |
| To ensure regular reporting against the reserves to Finance & Audit committee | Head of Finance Governance Manager | 17-Jun | 09-Sept | Completed. See R4. |
| To develop reserves policy for adoption. | Head of Finance Governance Manager | 17-Jun | 09-Sept | Completed. See R3. |
| To monitor budget scenarios and future budget scenario reports to contain line about impact on reserves | Finance & Audit Committee | 17-Jun | 09-Sept | This is being monitored and there are no changes to report at this time. |
| To make amendments to the KPIs report and to look at ways to increase the response rate | Insights & Engagement Manager | 17-Jun | 09-Sept | Completed. An amended report was submitted to Leadership. |
| To relook at the current KPIs and to bring recommendations on how these could be improved to Leadership Committee and then Board | Chief Executive President | 17-Jun | 09-Dec | Not yet started. Will depend on other work to define priorities. |
| Decision to be made on which Officers should be on the Finance & Audit committee | Chief Executive Officers | 17-Jun | 25-Jun | Completed, with a long term approach identified. See appendix 2. |

Student Trustee Recruitment Update

Work to appoint the new finance trustee has identified that there is no documented process for recruitment or induction of new Trustees. Given current staffing pressures, that work to recruit a student trustee would need to be undertaken in September and October, and noting that one student trustee is already in place, it is proposed that the recruitment of a further student trustee is delayed until next year.

Decisions made without a meeting

The following decision is noted as having been agreed without a meeting in accordance with Article 101:

- The Board unanimously agreed to formally appoint Barry Hughes as the new trustee to take over from Rob Clay on 12th October.

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| CONTACT: | Gregory Noakes (<i>Governance & Executive Support Manager</i>) | E-Mail: gdn26@bath.ac.uk |
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APPENDIX 1: Board Minutes

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| Meeting: | Board of Trustees |
| Location: | Microsoft Teams Meeting |
| Date & Time: | Thursday 17 June 2021 at 9.30am |

Present:

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| Francesco Masala | President (<i>Chair</i>) |
| Ka Ho Ho | Postgraduate Officer (<i>left the meeting under item 10.1</i>) |
| Freya Jackson | Community Officer |
| Tom Sawko | Sport Officer |
| Annie Willingham | Education Officer |
| Rob Clay | Independent Trustee |
| Kate Aldridge | Independent Trustee |
| Marian McNeir | Independent Trustee (<i>Joined the meeting under item 4</i>) |
| Valerie Copenhagen | Independent Trustee |
| Jordan Kenny | Independent Trustee |
| Alexander Robinson | Independent Trustee |

In attendance:

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| Gregory Noakes | Governance & Executive Support Manager (<i>Secretary</i>) |
| Nicky Passmore | Chief Executive |
| Charlie Slack | Head of Student Voice (<i>Present for item 5 only</i>) |
| Jacob Withington | Incoming Education Officer |
| Meg Crossman | Incoming Community Officer |
| Siddharth Singh | Incoming Postgraduate Officer |
| Elizabeth Stacey | Incoming Sport Officer |
| Zoë Paumelle | Incoming Activities Officer |

| Item | | | |
|------|--|--------------------|-----------------|
| 1. | Apologies for absence | | |
| | Name | Reason | Accepted |
| | Valerie Copenhagen | Urgent work matter | Yes |
| 2. | Notice of any other business | | |
| | The following items were identified for discussion under any other business: | | |
| | 1) Staff resignations | | |
| | 2) Archives | | |
| 3. | Declaration of conflict of interest | | |
| | No Trustees present had any conflict of interest to raise relating to any items of business. | | |
| 4. | Minutes of the previous meeting and actions arising | | |
| | The Board approved the previous minutes and noted the actions arising from the previous meeting. | | |
| | The Chief Executive reported that the advert for recruiting a new Trustee would be going live in the next few days and The SU would be seeking to promote it widely. | | |
| | QUESTION: A Trustee asked about plans for recruiting another student to join the Board. | | |
| | ANSWER: An Officer explained that this was the wrong time of year to be recruiting a student to join the Board as traditionally student engagement with The SU starts to wane | | |

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| | <p>before the summer holidays. It was agreed that plans should be drawn up ahead of the next meeting in September.</p> <p>ACTION: Governance & Executive Support Manager to plan out recruitment for student to join the Board.</p> <p><i>(Marian McNeir joined the meeting at this point)</i></p> |
| 5. | <p>Citizenship & A Political Policy Making Framework</p> <p>The Board received a report on citizenship and proposing a political policy making framework (<i>See R1 of the Board reports</i>).</p> <p><i>(The Head of Student Voice joined the meeting at this point)</i></p> <p>The Head of Student Voice explained the background and rationale behind this project. Its purpose was to create a means by which students could shape and influence The SU decision making on various issues. To differentiate these from policies these would be referred to as standpoints which would be recorded in a single document. It was noted that the model being proposed would differ to other Student Unions in that it would be about agreeing positions and not actions.</p> <p>QUESTION: A Trustee asked what would prevent SUMmit being hijacked by factions to promote political standpoints. ANSWER: The Head of Student Voice explained that standpoints would not be permitted to be political as they would need to confirm with The SU charitable objects.</p> <p>QUESTION: A Trustee asked how SUMmit would handle discussion around potentially sensitive topics or those that they might be ill-informed on. ANSWER: The Head of Student Voice explained that members would receive appropriate training and that SUMmit would have various options such as requesting further information or recommending a referendum to decide the matter.</p> <p>QUESTION: The Chief Executive asked on the behalf of the absent Trustee what the difference was between SUMmit and the assemblies. ANSWER: The Head of Student Voice explained that the assemblies were forums for discussing things while SUMmit was the body that would approve standpoints. A standpoint might be developed in the assemblies and then taken to SUMmit for approval.</p> <p>The Board discussed and agreed to approve the adoption of SUMmit subject to a review by the Board in six months.</p> <p>ACTION: Board to review SUMmit in six months' time.</p> <p><i>(The Head of Student Voice left the meeting at this point)</i></p> |
| 6. | <p>Chief Executive Report</p> <p>The Board received a report on CEO first eight weeks in post (<i>See R2 of the Board reports</i>).</p> <p>The Chief Executive explained that there was currently a lack of documentation in place between the University and The SU setting out the relationship between the two organisations. While the relationship was a positive one there were places where the University were too involved in making operational decisions for The SU. Some examples of this were staff recruitment, Chief Executive remunerations and the block grant.</p> |

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| | <p>The Board discussed and agreed with recommendation that the Chief Executive should work with work with the appropriate senior staff at the University to discuss the creation of a high level relationship agreement ensuring this covers staff employment.</p> <p>ACTION: Chief Executive to work with the appropriate senior staff at the University to discuss the creation of a high level relationship agreement.</p> <p>The Board discussed and agreed with the recommendation that the Chief Executive should work with University HR department to review the approach to staff recruitment and Chief Executive pay review. However, any proposed changes to the Chief Executive pay review should be subject to Board approval.</p> <p>ACTION: Chief Executive to work with University HR department to review the approach to staff recruitment and Chief Executive pay review.</p> <p>The Board discussed the recommendation that the Chief Executive should approach the University to gauge appetite for a multi-year block grant arrangement and decided that this should be postponed until the financial situation improved.</p> <p>The Chief Executive reported that when the Edge had been taken on it had not been agreed who would be responsible for the equipment. Early assessments of the costs associated with the equipment had shown that the budget given by the University was nowhere near sufficient to cover it. This had communicated to the University along with the message that The SU role within the University's art strategy would be programme delivery only.</p> <p>The Chief Executive asked if the Board were happy with this approach and they confirmed that they were.</p> |
| <p>7.</p> <p>7.1.</p> <p>7.2.</p> | <p>Finance & Audit</p> <p>Reserves</p> <p>The Board received a report on reserves (<i>See R3 of the Board reports</i>).</p> <p>The Chief Executive explained that when COVID hit the Board had agreed to cover a deficit budget up to £150,000 using the reserves. However, The SU had done better than expected this year in terms of finance with the loss currently being forecast for -£49,000. This would leave £260,000 in the reserves. At the last Board meeting a break-even budget had been presented but since then the University had unexpectedly reduced the block grant by - £25,000.</p> <p>The Board discussed and agreed the following recommendations included within the paper:</p> <ul style="list-style-type: none"> • To approves the retention of the minimum free reserves limit at £150k for 2021/22. • The Head of Finance and Governance Manager to work to ensure Finance and Audit committee agendas include regular reporting against reserves. • For a dedicated reserves policy to be created separately from the Annual report and scheduled for regular review through the new Governance calendar. <p>ACTION: Head of Finance and Governance Manager to ensure regular reporting against the reserves to Finance & Audit committee.</p> <p>ACTION: Head of Finance and Governance Manager to develop reserves policy for adoption.</p> <p>Budget Scenarios</p> <p>The Board received a report on budget scenarios (<i>See R4 of the Board reports</i>).</p> |

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| | <p>They discussed the various scenarios contained within the report and agreed that in the event that scenario 4 might need to be implemented the University should be consulted first. It was noted that scenario 3 was currently considered the most likely worst possible case scenario which if required would reduce The SU to minimum reserves.</p> <p>QUESTION: A Trustee asked if this report would be shared with the University. ANSWER: The Chief Executive explained that they were not required to share this with the University but that they would as they felt it was important to be honest with them about such plans.</p> <p>A Trustee suggested and the Board agreed that this should be a standing item on Finance & Audit committee meetings. Future reports on budget scenarios should also include a line about the impact each scenario would have on the reserves.</p> <p>ACTION: Finance & Audit committee to monitor budget scenarios and future budget scenario reports to contain line about impact on reserves.</p> <p>The Board discussed and agreed to approve the recommended contingency plans contained within the report subject to the University being consulted first if scenario 4 was ever necessary.</p> |
| 8. | <p>Strategy and Performance Monitoring</p> <p>The Board received a report on KPIs (<i>see R5 of the Board reports</i>).</p> <p>They discussed and agreed that changes made to the report were a significant improvement. However, concerns were expressed that the sample size might be too small to give a proper representative view and it was suggested that the response rate needed to be increased. It was also suggested that the number of respondents and trends for the previous year should be added to the graphs within the report.</p> <p>ACTION: The Insights & Engagement Manager to make amendments to the report and to look at ways to increase the response rate.</p> <p>The Board discussed and agreed that the current KPIs should be relooked at over the next 6-9 months to ensure that these are the correct ones for The SU.</p> <p>ACTION: The Chief Executive and President to relook at the current KPIs and to bring recommendations on how these could be improved to Leadership Committee and then Board.</p> |
| 9. | <p>Governance</p> <p>9.1. Governance Calendar</p> <p>The Board received a report proposing a governance calendar for adoption (<i>see R6 of the Board reports</i>).</p> <p>They discussed and agreed to approve the adoption of the governance calendar.</p> <p>9.2. SU Policies</p> <p>The Board received a report proposing a plan for adoption of policies and their continuous review going forward (<i>see R7 of the Board reports</i>).</p> <p>QUESTION: A Trustee asked if these policies would be submitted to SUmmit or the Board for adoption</p> |

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| 9.3. | <p>ANSWER: The Chief Executive explained that these are organisational policies and therefore belong to the Board.</p> <p>The Board agreed to approve the plan for adoption of policies and their continuous review going forward.</p> <p>Committee Structure and Membership</p> <p>The Board received a report on committee structure and membership (<i>see R8 of the Board reports</i>).</p> <p>They discussed the Finance & Audit committee membership and the Officers assigned to this committee. One of the Officers expressed a desire not to be on the committee as they felt they did not have the skills and experiences for this role. After discussing the matter it was agreed that this conversation should be continued separately to this meeting.</p> <p>ACTION: Decision to be made on which Officers should be on the Finance & Audit committee.</p> |
| <p>10.</p> <p>10.1.</p> <p>10.2.</p> | <p>Operational Matters</p> <p>Officers</p> <p>The Board received a report on Officers (<i>see R9 of the Board reports</i>).</p> <p>They discussed the concerns expressed within the Postgraduate Officer’s report and agreed that it was important that Officers raise concerns such as these with the Chief Executive in the first instance. The Chief Executive explained that they believed the lack of budget assigned was likely a cost saving response to Covid but would need to look into it further to be sure.</p> <p><i>(The Postgraduate Officer left the meeting at this point)</i></p> <p>Area Operations</p> <p>The Board received a report on area operations (<i>see R10 of the Board reports</i>).</p> <p>The Chief Executive explained that these reports would continue to be improved going forward in order to better show the progress areas were making against their area plans in line with The SU strategy.</p> <p>The Board discussed and agreed that the new report format were a positive step forward in the development of these area reports. They noted that they would like to see the approach taken to completing the reports standardised along with colour coding being added to more clearly highlight the progress being made.</p> <p>A Trustee suggested and the Board agreed that it would be good to see a similar format adopted with the Officer reports.</p> |
| 11. | <p>Any other business</p> <p>The following items had been previously identified for discussion under any other business:</p> <p>1) Staff Resignations</p> <p>The Chief Executive reported that three staff members had resigned recently in the last few months which accounted for about 8% of the workforce. This meant that The SU was currently understaffed.</p> |

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| | <p>2) Archives</p> <p>A Trustee reported on a conversation they had had with the University's archivist where it had been noted that there was very little recorded on The SU for the past few years. The Chief Executive suggested that the archivist should send an email around to let staff know what kind of things they were interested in collecting. A Trustee suggested that the archivist should also email the alumni department as they still had lots of things from their own University days that they could donate.</p> <p>Thank you</p> <p>The Board formally thanked and congratulated the outgoing Officer team for the excellent work they had done over the past year under very difficult circumstances.</p> <p>The outgoing Officer team thanked the Board and staff for all the support that they had given over the past two years. The older Officers noted that they felt that the Board had come a long way in the two years they had been on it and were sure it would only grow stronger going forward.</p> |
| 12. | <p>SU News</p> <p>This item was not discussed.</p> |
| 13. | <p>To confirm the date and time of future meetings</p> <p>The Board noted and confirmed the following meeting dates:</p> <ul style="list-style-type: none"> • Thursday 9th September 2021 9.30am • Thursday 9th December 2021 9.30am • Thursday 31st March 2022 9.30am • Thursday 16th June 2022 9.30am |

The meeting ended at 12.50pm.

| Item | Action | Action Owner | Exp Finish |
|------|--|---------------------------------------|------------|
| 4 | To plan out recruitment for student to join the Board | Governance Manager | 09-Sept |
| 5 | To review SUMmit in six months' time | Board | 09-Dec |
| 6 | To work with the appropriate senior staff at the University to discuss the creation of a high level relationship agreement. | Chief Executive | 09-Dec |
| 6 | To work with University HR department to review the approach to staff recruitment and Chief Executive pay review | Chief Executive | Mar-2022 |
| 7.1 | To ensure regular reporting against the reserves to Finance & Audit committee | Head of Finance Governance Manager | 09-Sept |
| 7.1 | To develop reserves policy for adoption. | Head of Finance Governance Manager | 09-Sept |
| 7.2 | To monitor budget scenarios and future budget scenario reports to contain line about impact on reserves | Finance & Audit Committee | 09-Sept |
| 8 | To make amendments to the KPIs report and to look at ways to increase the response rate | Insights & Engagement Manager | 09-Sept |
| 8 | To relook at the current KPIs and to bring recommendations on how these could be improved to Leadership Committee and then Board | Chief Executive President | 09-Dec |

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| 9.1 | Decision to be made on which Officers should be on the Finance & Audit committee | Chief Executive Officers | 25-Jun |
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APPENDIX 2: Committee membership

The committee membership for 2021/22 has been decided as follows:

Leadership Committee

- Activities Officer (Chair)
- Sports Officer
- President
- Education Officer
- Community Officer
- Postgraduate Officer

Finance & Audit Committee

- Sports Officer (Chair)
- President
- Rob Clay (to be replaced by new incoming trustee)
- Valerie Copenhagen
- Jordan Kenny
- Kate Aldridge

Complaints & Disciplinary Committee

- Activities Officer (Chair)
- Marian McNeir
- Alexander Robinson
- Kate Aldridge (Reserve)
- Meg Crossman (Reserve)

PURPOSE

To appoint the Returning Officer, Deputy Returning Officer, and Acting Returning Officers for 2021-22 AY.

REPORT**1. BACKGROUND**

1.1. By law (Education Act 1994 C.30, Part II) Students' Unions are required to:

- a. "operate in a fair and democratic manner"
- b. ensure "appointment to major union offices should be by election in a secret ballot in which all members are entitled to vote"
- c. "satisfy themselves that the elections are fairly and properly conducted"

1.2. To comply with this legal requirement, The SU Bath's Articles of Governance (Articles 32-35.4) state that the Board is to annually appoint a Returning Officer (RO), and their deputies.

2. PROPOSAL FOR 2021/22

2.1. For the 2020-21, The SU brought the Returning Officer role in-house. Previously, the role had been conducted by a named contact at the National Union of Students (NUS).

2.2. Bringing the role in-house was successful: the relevant individuals were easily accessible to candidates, able to provide fast communications and resolve issues promptly. As a result, candidate numbers were high, new candidate welfare measures were introduced, and there was a low number of grievances.

2.1. For 2021-22 it is proposed that the in-house model is retained. The advantages of this model are:

- RO/DRO are experienced in election processes and SU democracy.
- RO/DRO/External Appeals Officer have high knowledge of The SU's election rules.
- RO/DRO have contextual knowledge and understanding of students and elections at Bath.
- RO is present at election events and meetings, compared to previous NUS RO.
- RO and External Appeals Officer are more easily contactable, compared to NUS RO.

2.2 The disadvantages of this model are:

- RO and DRO linked via line management which might be perceived as conflict of interest.
- Internal RO might be perceived not independent enough.

2.3 To mitigate against the potential for conflict of interest, The SU proposes to use an external appeals officer to ensure independence and fairness.

ACTIONS

3.1 The Board are asked to approve the appointment of individuals as follows:

- Returning Officer: Charlie Slack, Head of Student Voice & Engagement, The SU Bath.
- Deputy Returning Officer: Ben Palmer, Change & Inclusion Manager, The SU Bath.
- External Appeals Officer: Caroline Dangerfield, Deputy Chief Executive, Bath Spa SU.
- Acting Returning Officers: The six SU Officers would serve as AROs for their relevant areas.

CONTACT: Ben Palmer (*Change & Inclusion Manager & current Deputy Returning Officer*)

E-Mail: bjp42@bath.ac.uk

PURPOSE

To report on the review of the risk register and to recommend to the Board of Trustees for approval.

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 Page 4-5: Appendix 2: Risk Register with tracked changes

REPORT**1. BACKGROUND**

- 1.1. Risk is defined as uncertainty surrounding events and their outcomes that may have a significant impact on activity or operations. Risk is an everyday part of charitable activity and managing it effectively is essential for The SU to achieve key objectives and safeguard its funds and assets.
- 1.2. The SU uses a risk register to record the significant risks to the organisation along with the controls & measures that have been put in place to help mitigate these.
- 1.3. Risks are assessed by assigning a value between 1-5 to likelihood and impact. These scores are then multiplied to create the risk score. The 'gross risk' is the overall risk without any controls or measures in place. The 'net risk' is the score after controls & measures are applied.
- 1.4. The aim, where possible, is to reduce the net risk to low or medium. Risks are classified as:

| Risk Key | Score | Impact |
|-------------|-------|---|
| Low risk | 1-9 | Small and easily managed at operational level |
| Medium risk | 10-16 | Overall performance might be significantly affected |
| High risk | 17-25 | Potential to be catastrophic for The SU |

2. AMENDMENTS TO RISK REGISTER

- 2.1. The following amendments have been made to the risk register following consultation with Senior Management:
 - changes to the wording and format of the risk register to make it easier to understand and clearer to see who is responsible for monitoring risk controls;
 - several existing risks have been separated out or merged to ensure greater clarity;
 - Scores used in the risk register key have been changed to make it easier to distinguish between high, medium and low level medium risks.
- 2.2. The full changes made to the risk register can be seen in appendix 2 which includes a risk register with tracked changes.
- 2.3. The following significant risks have been updated following consultation with the senior management team:
 - Change to University block grant and/or poor commercial income impacts on budget;
 - University review of VAT treatment on staff salary recharges results in significant cost to SU.
- 2.4. The net risk for these items had previously been medium, but the controls and measures do not actually mitigate these risks. They have therefore been updated to show they remain high risk.

3. FINANCE & AUDIT COMMITTEE

- 3.1. The Finance & Audit Committee reviewed the risk register at their meeting on the 26th August and recommend it to the Board for final approval.

ACTIONS

Recommendation 1: The Board of Trustees is asked to approve the risk register for 2021/22.

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| CONTACT: | Gregory Noakes (<i>Governance & Executive Support Manager</i>) | E-Mail: gdn26@bath.ac.uk |
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APPENDIX 1: Risk Register without tracked changes

| Risk Key | Score | Impact |
|-------------|-------|---|
| Low risk | 1-9 | Small and easily managed at an operational level |
| Medium risk | 10-16 | Overall performance might be significantly affected |
| High risk | 17-25 | Potential to be catastrophic for The SU |

| | Risk(s) identified | Impact | Likelihood | Gross Risk | Controls & measures | Impact | Likelihood | Net Risk | Movement | Responsibility |
|----|---|--------|------------|------------|--|--------|------------|----------|----------|---|
| 1 | Change to University block grant and/or poor commercial income impacts on budget | 5 | 4 | 20 | Monthly monitoring of business performance and return. Reserves to cover adverse commercial conditions or small changes to budget. Budget annually approved and management accounts reviewed quarterly. | 5 | 4 | 20 | -0 | Head of Finance/Head of Commercial/Chief Executive Head of Finance/Finance & Audit Committee Finance & Audit Committee/Board of Trustees |
| 2 | University review of VAT treatment on staff salary recharges results in significant cost to SU | 5 | 4 | 20 | Monitoring the situation | 5 | 4 | 20 | -0 | Head of Finance |
| 3 | Poor health & safety leads to accident resulting in serious injury or death. | 5 | 4 | 20 | Health & Safety policy reviewed annually. Health & safety inspections. Insurance cover reviewed annually. Risk assessments for activities. Review of Health & Safety performance and assurance | 5 | 3 | 15 | -5 | Governance & Executive Support Manager/Leadership committee Governance & Executive Support Manager/SU Safety Coordinator Head of Finance/Chief Executive All Staff/Volunteers Leadership (bi-annual)/Board of Trustees (annual) |
| 4 | Poor strategic planning results in poor use of resources | 4 | 4 | 16 | Budgets linked to annual area planning and business cases Key Performance Indicators reviewed | 4 | 3 | 12 | -4 | Relevant Manager/Head of Finance/Chief Executive Leadership (bi-annual)/Board of Trustees (annual) |
| 5 | High staff turnover or loss of key staff impacts on team's ability to deliver service. | 4 | 4 | 16 | HR systems and procedures. 1-3 month notice period for staff to allow handover and succession planning. Staff role profiles setting out duties and responsibilities kept up to date. | 3 | 4 | 12 | -4 | University Staff member/relevant line manager Relevant line manager/University |
| 6 | Poor budgetary control and financial reporting results in poor use of resources and/or financial loss | 4 | 4 | 16 | Budgets linked to annual area planning and business cases Procedures for segregation of duties and authorisation of expenditure. SU bank accounts monitored by Finance team. Budget annually approved and management accounts reviewed quarterly. | 3 | 4 | 12 | -4 | Relevant Manager/Head of Finance/Chief Executive Head of Finance Head of Finance Finance & Audit Committee/Board of Trustees |
| 7 | Poor Covid-19 measures results in local outbreak | 5 | 3 | 15 | All rooms have been risked assessed. Room occupancy and one way systems set-up. Student Groups must COVID-19 risk assess their activities/events. Attendance at all events registered to allow for track and trace if required. | 5 | 2 | 10 | -5 | Relevant Manager/University Relevant Manager/University Student Groups/relevant area Student Groups/relevant area |
| 8 | Poor security of assets results in financial loss | 5 | 3 | 15 | Asset register Insurance cover reviewed annually. Facilities owned and managed by the University. | 4 | 3 | 12 | -3 | Head of Finance Head of Finance/Chief Executive University |
| 9 | Fraud or error results in financial loss | 4 | 3 | 12 | Procedures for segregation of duties and authorisation of expenditure. Insurance cover reviewed annually. Annual external audit. SU bank accounts monitored by Finance team. | 4 | 2 | 8 | -4 | Head of Finance Head of Finance/Chief Executive Head of Finance/Finance & Audit Committee/Board of Trustees Head of Finance |
| 10 | Poor information security results in data breach | 4 | 3 | 12 | IT systems and data back-up. Data sharing agreement with University. GDPR training for staff and student groups. Data protection policy reviewed every two years. Privacy policy reviewed every two years. | 4 | 2 | 8 | -4 | University Chief Executive/University University/Activities Team/Peer Support team Governance & Executive Support Manager/Leadership committee Governance & Executive Support Manager/Leadership committee |
| 11 | Poor relationship with principle funder (University) undermines The SU | 4 | 3 | 12 | Meetings with University Senior Management team. Reporting on major projects/achievements. | 4 | 2 | 8 | -4 | Officers/Chief Executive Officers/Chief Executive |
| 12 | Poor Student Member satisfaction and engagement leads to disengagement with The SU | 4 | 3 | 12 | Complaints process for issues to be raised and addressed. Monitoring of number and nature complaints received. Student surveys on satisfaction and engagement. Performance benchmarked against other SU's using NSS survey | 4 | 2 | 8 | -4 | Governance & Executive Support Manager Leadership Committee. Head of Student Voice/Insights & Engagements Manager Head of Student Voice/Insights & Engagements Manager |

APPENDIX 2: Risk Register with tracked changes

| Risk Key | Score | Impact |
|-------------|---------|---|
| Low risk | 1-98 | Small and easily managed at an operational level |
| Medium risk | 109-162 | Overall performance might be significantly affected |
| High risk | 173-25 | Activities/services might need to be terminated Potential to be catastrophic for The SU |

| | Risk(s) identified | Impact | Likelihood | Gross Risk | Controls & measures | Impact | Likelihood | Net Risk | Movement | Responsibility |
|----|---|--------|------------|------------|--|----------|------------|-----------|----------|---|
| 1 | Change to University block grant and/or poor commercial income impacts on budget Insufficient University block grant leads to loss/restructure of SU | 5 5 | 44 4 | 20 20 | Monthly monitoring of business performance and return. Reserves to cover adverse commercial conditions or small changes to budget. Budget annually approved and management accounts reviewed quarterly. CE/President keep University senior management informed of SU finances Reserves can temporarily cover deficit while restructure. | 54 43 | 43 15 | 20 -80 | | Head of Finance/Head of Commercial/Chief Executive Head of Finance/Finance & Audit Committee Finance & Audit Committee/Board of Trustees |
| 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 | |
| 23 | University review of VAT treatment on staff salary recharges with possible outcome resulting in significant cost to SU leads to significant increase in costs for The SU | 5 | 4 | 20 | Monitoring the situation CE/President keep University senior management informed of SU finances Reserves can temporarily cover deficit while restructure. | 54 | 43 | 20 | -80 | Head of Finance |
| 3 | Poor health & safety leads to accident resulting in serious injury or death. | 5 | 4 | 20 | Health & Safety policy reviewed annually. Health & safety inspections. Insurance cover reviewed annually. Risk assessments for activities. Review of Health & Safety performance and assurance | 5 | 3 | 15 | -5 | Governance & Executive Support Manager/Leadership committee Governance & Executive Support Manager/SU Safety Coordinator Head of Finance/Chief Executive All Staff/Volunteers Leadership (bi-annual)/Board of Trustees (annual) |
| 44 | Poor strategic planning results in poor use of resources Poor strategic and financial planning leads to poor use of resources | 4 4 | 44 4 | 16 46 | Budgets linked to annual area planning and business cases Key Performance Indicators reviewed 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 | Relevant Manager/Head of Finance/Chief Executive Leadership (bi-annual)/Board of Trustees (annual) |
| 5 | High staff turnover or loss of key staff impacts on team's ability to deliver service. | 4 | 4 | 16 | HR systems and procedures. 1-3 month notice period for staff to allow handover and succession planning. Staff role profiles setting out duties and responsibilities kept up to date. | 3 | 4 | 12 | -4 | University Staff member/relevant line manager Relevant line manager/University |
| 6 | Poor budgetary control and financial reporting results in poor use of resources and/or financial loss | 4 | 4 | 16 | Budgets linked to annual area planning and business cases Procedures for segregation of duties and authorisation of expenditure. SU bank accounts monitored by Finance team. Budget annually approved and management accounts reviewed quarterly. | 3 | 4 | 12 | -4 | Relevant Manager/Head of Finance/Chief Executive Head of Finance Head of Finance Finance & Audit Committee/Board of Trustees |
| 5 | 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 | |
| 76 | Poor Covid-19 measures results in local outbreak 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 set-up. 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 | Relevant Manager/University Relevant Manager/University Student Groups/relevant area Student Groups/relevant area |
| 8 | Poor security of assets results in financial loss | 5 | 3 | 15 | Asset register Insurance cover reviewed annually. Facilities owned and managed by the University. | 4 | 3 | 12 | -3 | Head of Finance Head of Finance/Chief Executive University |

| | Risk(s) identified | Impact | Likelihood | Gross Risk | Controls & measures | Impact | Likelihood | Net Risk | Movement | Responsibility |
|-----|--|--------|------------|------------|---|--------|------------|----------|----------|--|
| 97 | Fraud or error results in financial loss Fraud | 4 | 3 | 12 | <p>Procedures for segregation of duties and authorisation of expenditure that include Insurance cover reviewed annually.</p> <p>Annual external audit.</p> <p>External audit carried out by Auditors report directly to Trustees annually.</p> <p>Management accounts reviewed by Trustees on a quarterly basis.</p> <p>Duties within the finance are appropriately segregated to ensure oversight.</p> <p>Financial authorisations in place across The SU.</p> <p>SU bank accounts monitored by Finance team.</p> | 4 | 2 | 8 | -4 | <p>Head of Finance</p> <p>Head of Finance/Chief Executive</p> <p>Head of Finance/Finance & Audit Committee/Board of Trustees</p> <p>Head of Finance</p> |
| 108 | Poor information security results in data breach Poor handling of personal data leads to data breach | 4 | 3 | 12 | <p>IT systems and data back-up.</p> <p>Data sharing agreement with University.</p> <p>GDPR training for staff and student groups. Secure University managed IT system in place for SU.</p> <p>Data Handling policy sets out process for handling personal data.</p> <p>Appropriate training given to staff and student leaders/volunteers.</p> <p>Data protection policy reviewed every two years.</p> <p>Privacy policy reviewed every two years.</p> | 4 | 2 | 8 | -4 | <p>University</p> <p>Chief Executive/University</p> <p>University/Activities Team/Peer Support team</p> <p>Governance & Executive Support Manager/Leadership committee</p> <p>Governance & Executive Support Manager/Leadership committee</p> |
| 119 | Poor relationship with principle funder (University) undermines The SU Poor relationship with the University undermines SU | 4 | 3 | 12 | <p>Meetings with University Senior Management team.</p> <p>Reporting on major projects/achievements. Regular engagement with University senior management via Officers/CE.</p> <p>Officers sit on key University decision making bodies (senate, council etc).</p> <p>Service Level Agreement in place with University setting out relationship.</p> | 4 | 2 | 8 | -4 | <p>Officers/Chief Executive</p> <p>Officers/Chief Executive</p> |
| 120 | Poor Student Member satisfaction and engagement leads to disengagement with The SU Poor student engagement and diversity leads to poor student representation | 4 | 3 | 12 | <p>Complaints process for issues to be raised and addressed.</p> <p>Monitoring of number and nature complaints received.</p> <p>Student surveys on satisfaction and engagement.</p> <p>Performance benchmarked against other SU's using NSS survey</p> | 4 | 2 | 8 | -4 | <p>Governance & Executive Support Manager</p> <p>Leadership Committee.</p> <p>Head of Student Voice/Insights & Engagements Manager</p> <p>Head of Student Voice/Insights & Engagements Manager</p> |

PURPOSE

To recommend a reserves policy to the Board of Trustees for approval and adoption.

CONTENTS

Page 1-2: Report
Page 2-3: Appendix 1: Reserves Policy

REPORT**1. RESERVES POLICY**

- 1.1. Historically, The SU has not had a standalone Reserves policy, but the approach to calculating has been detailed a statement in the Annual Report. For several years, the approach has been consistent, and The SU aimed to retain 10% of the annual running costs (after deduction of the University block grant) and 25% of the trading margin as its minimum free reserves.
- 1.2. Throughout the Covid pandemic, it was necessary to review the approach to reserves for a temporary period. In 2020/21 the target reserves amount was reduced to a flat £150,000, in response to COVID-19 uncertainty.
- 1.3. In June 2021, the Board approved the extension of this level of free reserves to the end of FY21/22 whilst we recover from the impact of the pandemic. Additional, a proposal to create a standalone Reserves policy for the longer term was also approved.
- 1.4. The attached policy was drafted and presented to the Finance and Audit Committee, along with two options for calculating an appropriate level of free reserves:
- **Option 1:** 12.5 % full annual cost.
 - **Option 2:** 10% full annual cost and 25% trading margin (method used to date).
- Note: full annual cost is defined as total operating cost minus University block grant.*
- 1.5. The Finance & Audit committee agreed to recommending the policy with option 1 to the Board. The policy attached has been updated to reflect this decision.

ACTIONS

Recommendation 1: To Board is asked to approve and adopt the reserves policy.

| | | |
|-----------------|--|--|
| CONTACT: | Helen McHenry (<i>Head of Finance</i>) Gregory Noakes (<i>Governance & Executive Support Manager</i>) | h.m.mchenry@bath.ac.uk gdn26@bath.ac.uk |
|-----------------|--|--|

APPENDIX 1: THE STUDENTS' UNION (THE SU) RESERVES POLICY

| Content | Page |
|------------------|-------------|
| Purpose | 1 |
| SU Reserves | 1 |
| Free Reserves | 1 |
| Funding Reserves | 1 |
| Using Reserves | 2 |
| Review of Policy | 2 |

Purpose

The purpose of the free reserves for The SU is to help ensure the long-term ability of the organisation to meet its mission. The SU will maintain free reserves to achieve the following objectives:

- to designate to specific projects to enable these to be undertaken at short notice;
- to protect The SU against adverse economic conditions within commercial operations; and
- to provide a fund for capital replacement or refurbishment.

The free reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

SU Reserves

The SU's total reserves is calculated by its total assets less liabilities. Included in this is a number of assets which can only be used for a specific charitable purpose, for e.g. Society membership income or alumni funding. These are classed as restricted funds and are accounted for separately.

The Reserves policy focuses on the remaining reserves which are known as unrestricted. Some of these unrestricted reserves are tied up in tangible fixed assets and stock, and some have been designated for a specific purpose of the SU's choosing e.g. Volunteer group income. Removing these commitments leaves us with the unrestricted 'free' reserves which are the funds available for any use in line with our charitable objectives.

Free Reserves

The SU considers that a certain level of free reserves should normally be maintained to safeguard the SU against unexpected expense or shortfall in income. This minimum amount to be designated for the free reserves level will be established as an amount sufficient to maintain ongoing operations and programs for a set period of time. The free reserves serve a dynamic role and will be reviewed and adjusted in response to internal and external changes.

The target minimum free reserves for the Financial Year 2021/22 are set at £150,000 which was lowered in response to COVID-19.

From the start of Financial Year 2022/23 the calculated method of setting the minimum reserves held will be 12.5 % of the full net annual cost (total unrestricted expenditure less block grant).

This will provide the SU with approximately 6 weeks cover, or cover for 12.5% increase in net costs, sustained for a year.

Funding Free Reserves

The target minimum for the free reserves will be calculated each year as part of the annual budgeting process.

The free reserves will be funded annually with surplus unrestricted operating funds.

Using Free Reserves

The Chief Executive and senior staff will identify reasons for accessing the free reserves and confirm that the use is consistent with the purpose of the free reserves as described in this Policy.

As a part of this process, The SU will:

- analyse the reason for the needed funds;
- assess the availability of any other sources of funds before using free reserves; and
- evaluate the time period that the funds will be required, and then replenished.

A request will be submitted to the Finance & Audit Committee which will include the analysis and determination of the use funds and plans for replenishment. They will then approve, reject or modify the request.

The Head of Finance will be responsible for ensuring that:

- free reserves are maintained and used only as described in this Policy;
- records of the use of reserves and plan for replenishment are maintained.

The SU will provide regular reports to the Finance & Audit Committee of progress to restore the fund to the target minimum amount.

Review of Policy

This policy will be reviewed every year by the Finance & Audit Committee, or sooner if warranted by internal or external events or changes.

PURPOSE

To report to the Board of Trustees on The SU financial position and progress made on audit recommendations.

CONTENTS

Page 1: Report
Page 2: Appendix 1: Management Accounts

REPORT**1. MANAGEMENT ACCOUNTS**

- 1.1. Appendix 1 shows draft management accounts for July for our core areas. These are subject to change as we complete our year end accounting process however no significant movement is expected.
- 1.2. The forecast deficit is £62k against the operating budget of £213k, well under the £150k the Committee targeted. This has also included ~£16k of expenditure pulled forward from area budgets for the new year which we proceeded with after year end forecasts
- 1.3. Graduation ceremonies, Score and events planned in June/July were all cancelled following guidance from the University. General activity slowed after student's left Bath for the Summer.
- 1.4. Of the £71k funding provided by the University, £51k has been expensed. £20k was specifically to unfreeze a vacant Volunteer staff post. The new postholder begins on 6th September.

2. RESERVES AND RESTRICTED FUNDS

- 2.1. Overall, we will be finishing the year with less of a deficit than originally forecast which is good news. The figure for unrestricted free reserves will be confirmed after the annual accounts are prepared and the adjustment for stock, tangible fixed assets and designated funds is applied. This is not expected to be a significant movement this year.
- 2.2. Restricted funds have increased during the year as sport and society memberships remain largely unspent due to the restrictions, and other expenditure is on hold as activity delayed. These will be monitored carefully next year as we recover from Covid.
- 2.3. The total movement in funds on the SOFA (Statement of Financial Activities) is therefore likely be less than the last financial year.

3. AUDIT FINDINGS REPORT – UPDATE ON OUTSTANDING ITEMS

- 3.1. **Segregation of Duties:** Our new Finance Manager began on 9th June. Her role will help with delegation of tasks, better segregation and provide cover for the Head of Finance avoiding single point of failure risk. Work on new Finance Policy is planned and will begin after audit.
- 3.2. **Cash Controls:** University is in process of going cashless and have removed all cash from the SU safes and cash office. This fully resolves this issue.

ACTIONS

The Board of Trustees are asked to note the report.

| | | |
|-----------------|------------------------------------|--|
| Contact: | Helen McHenry (SU Head of Finance) | E-Mail: h.m.mchenry@bath.ac.uk |
|-----------------|------------------------------------|--|

REPORT ON FINANCE & AUDIT

R4

| Core Summary | Original budget 2020-21 £ | Revised budget Nov 20 £ | August | September | October | November | December | January | February | March | April | May | June | July | YTD | | | PRIORYTD | |
|--------------------------------|------------------------------|----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-------------------|----------------|----------------------------|-----------------------------|
| | | | 2020 Actual | 2021 Actual | Actual 2020-21 | Budget 2020-21 | Variance to revised budget | Actual Year-to-date 2019-20 |
| | | | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Income | | | | | | | | | | | | | | | | | | | |
| Block Grant | 1,888,021 | 1,888,021 | 141,917 | 141,917 | 141,917 | 141,917 | 141,917 | 141,917 | 141,917 | 141,917 | 280,667 | 157,333 | 157,333 | 157,333 | 1,888,000 | 1,888,021 | -21 | 1,703,000 | |
| Commercial Income | 218,679 | 123,062 | 0 | 20,404 | 38,201 | 4,223 | 2,073 | 0 | 0 | 0 | 8,604 | 24,220 | 21,988 | 4,322 | 124,035 | 123,062 | 973 | 857,697 | |
| Student Groups | 0 | 0 | 0 | 135 | 248 | 38 | 19 | 36 | 414 | 163 | 0 | 0 | 0 | 5 | 1,058 | 0 | 1,058 | 19,410 | |
| Sports | 123,950 | 44,800 | 0 | 180 | 1,978 | -542 | 24 | 10,012 | 18 | 612 | -3,878 | 153 | 260 | 120 | 8,936 | 44,800 | -35,864 | 119,414 | |
| Advertising & Sponsorship | 29,000 | 21,825 | 3,023 | 3,960 | 25 | 1,452 | 6,450 | 279 | 1,249 | 181 | 4,259 | 1,370 | 165 | 132 | 22,544 | 21,825 | 719 | 22,672 | |
| Events Income | 55,307 | 54,917 | 0 | 39,690 | 265 | 1,458 | 0 | 0 | 0 | 0 | 0 | 2,088 | -2,062 | -23 | 41,415 | 54,917 | -13,502 | 203,988 | |
| Union Income | 124,090 | 100,250 | 81,005 | 5,307 | 1,534 | 24 | 22,386 | 25,877 | 6,697 | 8 | 9 | 1,020 | 810 | 47,970 | 192,648 | 100,250 | 92,398 | 69,997 | |
| Motor | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 275 | 275 | 0 | 0 | 550 | 0 | 550 | 1,730 | |
| Internal Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,928 | |
| Total Income | 2,439,047 | 2,232,876 | 225,944 | 211,593 | 184,167 | 148,568 | 172,869 | 178,121 | 150,295 | 142,881 | 289,935 | 186,459 | 178,494 | 209,860 | 2,279,186 | 2,232,876 | 46,311 | 3,033,837 | |
| Staff Costs | | | | | | | | | | | | | | | | | | | |
| Staff: Salaries & Wages | -1,741,604 | -1,696,322 | -126,041 | -130,994 | -135,625 | -135,261 | -132,134 | -135,852 | -124,341 | -131,197 | -133,624 | -130,655 | -135,483 | -144,165 | -1,595,371 | -1,696,322 | 100,951 | -1,411,411 | |
| Staff: Agency | -15,600 | -15,600 | 0 | -2,828 | 0 | -2,514 | -5,000 | 4,032 | -1,200 | -1,709 | -1,919 | -1,840 | -3,143 | -1,563 | -17,684 | -15,600 | -2,084 | -13,723 | |
| Staff: Casual | -141,907 | -112,296 | -1,479 | -16,603 | -30,968 | -10,147 | -8,181 | -688 | -3,537 | -7,520 | -6,379 | -8,428 | -6,669 | -5,579 | -106,179 | -112,296 | 6,117 | -293,842 | |
| Total Staff Costs | -1,899,111 | -1,824,218 | -127,520 | -150,425 | -166,593 | -147,923 | -145,315 | -132,508 | -129,078 | -140,427 | -141,921 | -140,923 | -145,296 | -151,307 | -1,719,234 | -1,824,218 | 104,984 | -1,718,976 | |
| Other Expenditure | | | | | | | | | | | | | | | | | | | |
| Commercial | -71,306 | -49,299 | -1,789 | -17,762 | -16,589 | -1,925 | -555 | -15 | 0 | 0 | -4,925 | -11,160 | -11,310 | -2,370 | -68,400 | -49,299 | -19,101 | -305,788 | |
| Staff: Other | 42,438 | 49,121 | -3,868 | -1,512 | -1,479 | -6,281 | -605 | -1,095 | -5,253 | 0 | -100 | -2,120 | -1,799 | -4,337 | -28,449 | 49,121 | -77,570 | -22,149 | |
| Student groups | -1,290 | -600 | 0 | -585 | -390 | -1,244 | -2,561 | -442 | -325 | -144 | -367 | -44 | -75 | -1,319 | -7,495 | -600 | -6,895 | -22,845 | |
| Sports | -215,660 | -119,110 | -18,632 | -364 | -799 | -6,583 | -135 | 124 | -31 | -15,544 | 1,463 | 2,220 | -1,550 | -1,261 | -41,092 | -119,110 | 78,018 | -213,869 | |
| Advertising & marketing | -26,500 | -10,930 | -3,525 | -2,642 | -2,855 | -40 | -60 | -430 | -250 | -183 | -240 | -200 | -3,170 | -3,278 | -16,873 | -10,930 | -5,943 | -7,473 | |
| Event costs (direct) | -51,759 | -98,600 | -21,100 | -33,662 | -25,722 | -3,854 | 0 | 0 | 0 | 0 | 0 | -363 | -533 | -31 | -85,264 | -98,600 | 13,336 | -202,766 | |
| Union expenses | -90,754 | -87,614 | 142 | -38,284 | -2,503 | -221 | 0 | -206 | -27,281 | -3,976 | -2,328 | -4,837 | -3,230 | -5,349 | -88,073 | -87,614 | -459 | -7,729 | |
| Administration | -34,514 | -25,064 | -1,454 | -2,893 | -1,514 | -1,506 | -1,163 | -897 | -791 | -771 | -1,049 | -842 | -4,915 | -6,872 | -24,667 | -25,064 | 397 | -37,746 | |
| Motor expense | 0 | -5,000 | 2,851 | -1,234 | -429 | -372 | -372 | 0 | -744 | -372 | -372 | 0 | -744 | -386 | -2,177 | -5,000 | 2,823 | -87,077 | |
| Internal Recharges | -16,548 | -11,548 | 0 | 0 | -16,548 | 0 | 5,000 | 0 | 0 | 3,500 | 0 | 1,200 | 0 | 0 | -6,848 | -11,548 | 4,700 | -10,767 | |
| Volunteer and student costs | -13,739 | -8,480 | -84 | 0 | -631 | 0 | -350 | 0 | -48 | 0 | -91 | -139 | -584 | -4,884 | -6,811 | -8,480 | 1,669 | -8,734 | |
| Establishment | -117,846 | -116,676 | -44,789 | -11,082 | -2,375 | -13,464 | -1,071 | -1,065 | -7,244 | -463 | -2,418 | -1,350 | -44 | -2,532 | -87,888 | -116,676 | 28,788 | -110,537 | |
| Asset and finance expenses | -180,362 | -122,959 | -3,644 | -11,278 | -19,618 | -4,959 | -5,784 | -2,621 | -2,766 | -2,529 | -4,923 | -1,923 | -7,045 | -60,347 | -127,438 | -122,959 | -4,479 | -114,165 | |
| Depreciation | -15,600 | -15,600 | -1,217 | -1,217 | -1,217 | -1,217 | -1,019 | -1,019 | -11,677 | -2,333 | -2,281 | -2,281 | -2,562 | -2,507 | -30,548 | -15,600 | -14,948 | -14,607 | |
| | -1,586,880 | -1,244,720 | -194,221 | -245,032 | -185,338 | -83,331 | -17,350 | -15,313 | -112,820 | -45,631 | -35,264 | -43,675 | -75,122 | -190,950 | -1,244,047 | -1,244,720 | 673 | -2,332,508 | |
| Total Other Expenditure | -793,440 | -622,360 | -97,111 | -122,516 | -92,669 | -41,666 | -8,675 | -7,656 | -56,410 | -22,816 | -17,632 | -21,837 | -37,561 | -95,475 | -622,024 | -622,360 | 336 | -1,166,254 | |
| Total Expenditure | -2,692,550 | -2,446,578 | -224,630 | -272,941 | -259,262 | -189,588 | -153,990 | -140,164 | -185,488 | -163,242 | -159,553 | -162,760 | -182,857 | -246,782 | -2,341,258 | -2,446,578 | 105,320 | -2,885,231 | |
| Net Surplus/(Deficit) | -253,503 | -213,702 | 1,314 | -61,348 | -75,095 | -41,020 | 18,879 | 37,957 | -35,194 | -20,361 | 130,382 | 23,698 | -4,363 | -36,922 | -62,072 | -213,702 | 151,631 | 148,606 | |

PURPOSE

This paper provides updates from the CEO on various operational matters.

CONTENTS

Page 1: Covid safe return to campus; Staffing matters
Page 2: Freshers Week Plans; The Edge and The Arts offer
Page 3: Results from the National Students' Survey; Strategy, and link to operations

REPORT**1. COVID SAFE RETURN TO CAMPUS**

- 1.1. The Board of Trustees has ultimate responsibility for Health and Safety of SU activities, and shared accountability with the University of Bath for the safety of staff. This update provides information on actions being taken to ensure the safety of staff and students in the return to campus.
- 1.2. All spaces have been assessed against statutory health and safety guidance in terms of occupancy numbers and ventilation. Longstanding issues with broken ventilation have been rectified following negotiation with the University (at their cost), ensuring all spaces are now safe for use.
- 1.3. Specific risk assessments are also being undertaken to consider use of spaces and risk minimisation against three key areas of transmission: surfaces; close contact; and restricted ventilation/air flow.
- 1.4. The SU is responsible for the Freshers Week activity, and the ongoing operation of the nightclub. High numbers of students attending, and the indoor nature of events, make these two of the highest risk activities that will take place on campus throughout the year.
- 1.5. The following additional precautions have therefore been taken:
 - Highest risk events, generally indoor events involving alcohol, will require a Covid passport on entry to prove double vaccination or negative test;
 - Low to medium risk events will be managed through booking to ensure capacity limits, use of external venues, or requests to wear masks depending on scale;
 - Ventilation for large scale venues will be significantly improved through the use of open external doors and Air Scrubbers (devices that kill the virus using UV light);
 - Hand gel will continue to be provided at entrances;
 - Staff working in commercial venues will wear masks, be provided with disposable gloves for specific jobs, and be asked to test regularly. Removeable screens are being considered for evening use at the Bar.

2. STAFFING MATTERS

- 2.1. Post-Covid, the University is trialling a form of flexible working. All roles will be categorised as high, medium, or low in terms of the amount of time they need to spend on campus according to business need. The framework is dictated by the University, and as they are the employer of our staff means this will also apply to roles in The SU.
- 2.2. We propose to classify the majority of SU roles as 'medium' (with some exceptions based on specific roles), allowing staff to spend 1 to 2 days a week working from home. Changes will be non-contractual while the new approach is trialled, and operations will be regularly reviewed.

- 2.3. Since March 2021 staff turnover has been unusually high at 15%. Exit interviews demonstrate no reason for concern, but there is impact on other staff who are already tired after 18 months of Covid. Networks suggest this is a sector wide issue, and SUs nationwide are struggling with recruitment.
- 2.4. The SU Bath has so far been successful in replacing roles. One key man dependency has been identified (Web/digital support), and recruitment for this role has not been successful. A second round of recruitment is underway, but an alternative backup option involving a placement student with external specialist support has been identified.

3. FRESHERS WEEK PLANS

- 3.1. Freshers Week is one of the most significant events in The SU calendar. For September 2021, given the continuing potential risk of Covid, and the desire to give students' a genuine Freshers experience, a range of plans have been considered and discussed with the University.
- 3.2. Final plans, and support agreed with the University, are outlined below:

| Offer | University support |
|---|--|
| <p>'Normal' freshers week but with expanded range of activities:</p> <ul style="list-style-type: none"> - More events for Postgraduate & International students - NEW Farmers Market (will continue weekly throughout the year) - Refreshed Street Food Market (will continue monthly during Semesters). | <p>Additional space agreed to allow expansion of offer.</p> <p><i>(Note: we have also initiated a relationship with The American Museum who will be offering free tours and discounted membership for our students).</i></p> |
| <p>'Plan B' for a socially distanced Freshers Week in the event of a further Covid outbreak. (Similar to last year's provision, but with an additional 2 day socially distanced fun-fair).</p> | <p>Space commitment for necessary space</p> <p>University will fully fund the cost upto £190k if needed.</p> |
| <p>A low-key virtual offer for students arriving from overseas and quarantining, or international students unable to travel due to Covid.</p> | <p>University will fully fund, cost to be confirmed.</p> |
| <p>Re-introduction for returning year 2 students who had a poor Freshers experience during Covid. 3 nights of dedicated evening events via wristband entry, additional daytime social mixers and events.</p> | <p>University will underwrite any loss for wristband events (difference between costs and wristband sales)</p> <p>University will provide a £1.5k refreshments to encourage attendance at mixers.</p> |
| <p>Based on University over-recruitment, 600 Freshers will be housed in the city rather than on campus. We will run dedicated 'City Freshers' events to ensure this cohort is fully integrated to the Uni/Union experience</p> | <p>University will provide funding up to £5,000 (event costs will not exceed this).</p> |

4. THE EDGE, AND THE ARTS OFFER

- 4.1. Having shared areas of concern at the last Board meeting, a paper was presented to the university Finance Strategy Group (FSG), in partnership with the PVC Student Experience, outlining the gap between funding and costs for operation of The Edge compared to that previously predicted by the University. The paper also highlighted the issues caused by unclear ownership of the equipment, and the lack of clarity with regards to maintenance issues.
- 4.2. The scale of the gap is significant at £245k a year – chiefly attributable to the original business case not including a depreciation charge of £336k, and because forecast income (on the University side) has not been achieved.

- 4.3. FSG have approved continuation of funding for The SU in 2021-22 to cover the costs of staffing and £50k towards operational costs (including a small budget to cover annual health and safety servicing (e.g. PAT testing) and other minor maintenance only). The university will retain ownership of, and responsibility for, the maintenance of all equipment and significant assets such as the stage.
- 4.4. While a positive outcome for the current financial year, there is no clear commitment to funding in future years. The University has stated that it requires further work to understand how the operating model may work in future to deliver it's desired cost savings, before making further decisions.
- 4.5. This work sits with the PVC Student Experience. The CEO will work with the PVC Student Experience to ensure The SU are involved in further discussions in this area.

Action taken: The increase in block grant attributable to Edge/Arts operations will continue to be held separately.

5. RESULTS FROM THE NATIONAL STUDENTS' SURVEY

- 5.1. Each year, the Office for Students (OfS) commission the National Students Survey (NSS). Results from the survey are important – influencing the position of Universities in various league table, and providing national benchmarking data.
- 5.2. Included in the survey is a single question relating to Students' Unions. Students are asked to indicate their level of agreement with the statement "The Students' Union effectively represents students' academic interests".
- 5.3. In the latest survey, The SU Bath has performed extremely well, achieving an increase of over 5 percentage points in a year when the average score has declined. Our agreement score rose 58.48% to 63.82%, and is now more than 10 percentage points above the national average.
- 5.4. This positive performance is most likely to be a result of large amounts of work undertaken by Communications and Student Voice teams and the Student Officers to support and communicate with students during the Covid pandemic. An excellent result, and one which provides useful learning for future communication planning.

6. STRATEGY, AND LINK TO OPERATIONS

- 6.1. In my previous (and first) report, I noted the disconnect between the 'cause' and departmental plans, and the lack of clear priorities. In this report, I had hoped to propose a timeframe and approach for the establishment of core priorities to deliver improvements.
- 6.2. That ambition has been derailed by greater levels of work than expected on various operational matters, but remains on track to be completed within my first 6 months.

ACTIONS

This report is for information only. No action is required, but discussion and questions are welcomed.

CONTACT: Nicky Passmore (*Chief Executive*)

E-Mail: nmp43@bath.ac.uk

EDUCATION OFFICER REPORT**1. GOALS:**

- Have a plan to execute a pilot of a online, anonymous feedback platform.
- Onboard and train the Academic Exec, getting them engaged and involved in campaigns/projects.
- Brief academic reps on issues we want to tackle eg. Reading weeks, recorded lectures, NSS.
- Have a plan for Dartmouth Avenue and start initiating it.
- Establish our Top 10.
- Have a strategic plan for implementing more reading weeks.
- Initiate a plan on improving the Unit Evaluation system.

2. PLANNED KEY ACTIVITIES:

- Discuss with Web Developer staff member/MSL options and costing then with support staff on implementing a pilot.
- Run an engagement activity with UG faculty reps informing them of current issues. Then re-meet to establish priorities and plans to approach these.
- With the support of the Academic Rep Coordinator brief reps on issues we want to tackle.
- Put together and implement an in-depth plan on Dartmouth Avenue with consultation from students with the Deputy CEO & CEO and Officer team.
- Complete research on Top 10 then discuss this with the Officer team and Voice to finalise.
- Discuss with SU staff how to implement my project on more reading weeks.
- Work with CLT and RCPT on the future of Unit Evaluations.

3. PERSONAL ACHIEVEMENTS

- Speaking and challenging the consensus in University Council meeting.
- Engaging in University Ethics committee on contentious issues, providing my, SU and student views.
- Networked with Associate Deans and other key figures I will be working with this year.
- Networked with counterpart sat other SUs in the area/GW4.
- Constructively engaged in Graduation Alternatives meetings with senior figures.
- Negotiated exam parameters with interim PVC Education.
- Persuaded my support staff/department to pursue my online feedback project.
- Actively engaged in NUS Lead & Change.
- Initiated Academic Integrity work in Registry & CLT by enquiring about it for a Top 10.

4. CONCERNS/ISSUES:

- Dartmouth Avenue, the funding and plan for it, or lack of.
- Pursuing some of my manifesto projects such as Reading Week.
- The recording of lectures as the manual method or lecturers having to click report is staying, instead of reverting the pre-covid automatic scheduling.
- Coping with working for a prolonged period of time without holiday during term-time.

5. IMPROVEMENT AREAS:

- Holding University staff to actions.
- Keeping relevant SU Staff in the loop of what I'm doing.
- Initiating constructive conversations with University staff by building relationships then trying to get what we want.

COMMUNITY OFFICER REPORT**1. GOALS:**

- Finalise Safe Taxi Scheme plans and set timeline of implementing scheme
- Confirm plans for Drug Harm Reduction project and submit paper for UEB
- Reviewing Be The Change and Active Consent training with Student Services, in line with KPIs
- Liaise with Student Services and SCP around community implementation of Be The Change campaign
- Coordinate development of SU Liberation Network as part of broader EDI strategy
- Push for ideas to improve accessibility of campus for non-physical disabilities
- Ensure feedback on Student Directory is acted on and tool implemented in Semester 1
- Starting initial research work on a campaign for male mental health

2. PLANNED KEY ACTIVITIES:

- Liaise with relevant SU staff around Safe Taxi Scheme and draft paper to be approved at relevant committee
- Redraft paper for UEB using information gathered from Bristol and DHI
- Regular meetings with Student Services to review uptake of Be The Change and Active Consent training and develop timeline for community implementation
- Develop membership for Liberation Network and outline clear purpose of the network in the SU
- Develop Disability Survey for students to gather data on accessibility ideas and barriers to current engagement
- Work with Rob Heyes to implement the tool and ensure tool is regularly reviewed and updated
- Meeting with relevant SU staff and gathering student input on issues affecting male students and what a male mental health campaign could look like

3. PERSONAL ACHIEVEMENTS

- Identified areas of Student Services websites which were not inclusive and asked for these to be changed (they have now been changed)
- Sat on various interview panels which is something I've never done before e.g. Head of Student Policy and Safeguarding
- Used student voice to ensure the Active Consent training was appropriate for students under tight time-restraints
- Developing presentations for various pre-induction talks for incoming students
- Starting on work on disability/accessibility with the Disability Team who are very keen to work collaboratively and support on my projects

4. CONCERNS/ISSUES:

- I have a very broad remit which sometimes means it is unclear who my staff support is for various parts of it
- Due to the broad remit, it is easy to lose focus on some areas as it is impossible to work on all the aspects at one time
- I have some concerns about the university being resistant to the Drug Harm Reduction project due to reputational risk, but I hope the report and plans we have will mitigate this

5. IMPROVEMENT AREAS:

- Blocking time out of calendar to do reading etc. so my calendar isn't full of meetings and I have time to prepare for each meeting
- Having confidence in what I say and sharing my opinion in meetings, even when I feel others are more qualified
- Understanding the funding and financial side of things and where to go for funding for each project etc.

POSTGRADUATE OFFICER REPORT**1. GOALS:**

- Establishing a PGT forum for the upcoming students during the next academic year
- Developing a webpage outlining opportunities for PGT students to develop their employability
- Using the PGT steering group to plan activities and events for all the PGT students throughout the year
- Improving research culture among doctoral students by collaborating with the Doctoral College
- Continuing the work on doctoral supervision training
- Developing a How To Student guide for international students

2. PLANNED KEY ACTIVITIES:

- Organising day trips out of Bath to improve the PG experience and forming a wider sense of community
- Continue to collect feedback from doctoral execs on their issues and experiences
- Organising doctoral forum to interact with doctoral students and collect their feedback on several issues and taking these issues to doctoral college to establish action plans
- Working with the SU staff for creating action plans for various faith & cultural celebrations

3. PERSONAL ACHIEVEMENTS

- Creation of a supervision working group to address multiple issues in supervision training and the SU will be a part of that group
- Conducted the PGT event at the plug with a high response rate
- Spaces to be made available for doctoral students (10W 4th floor doctoral, 5th floor PGT and Doctoral)
- University to carry the work on supervisor training
- University to pick up the issue of PGWT who have to come to teach and providing clear communication for the requirements from PGWTs

4. CONCERNS/ISSUES:

- Monitoring the progress of supervisor training and some other long-term issues of doctoral students

5. IMPROVEMENT AREAS:

- There is lack of feedback from the PGTs during the pandemic
- Lack of engagement in the PG community
- Addressing the concerns of all the PGs including mature students
- Promoting the role of PG officer among upcoming PG students so that their concerns can be addressed directly

SPORT OFFICER REPORT

1. GOALS:

- **Return to sport:**
 - Make sure students have an enjoyable and safe experience when returning to sport after covid.
- **Sulis Club:**
 - Gaining more information on the Sulis Club facility, its uses and the Universities priority with the building.
- **Inclusivity in sport:**
 - Club culture work with all clubs, encouraging all members to complete the Be the Change training.
 - Create inclusivity champions within clubs, creating a network of students to discuss and share ideas of inclusivity issues and activities for under-represented groups.
- **Women and non-binary gym sessions:**
 - Work with DSDR to make sure times are allocated for women and non-binary sessions go ahead in time for students returning in September. Also ensuring that times are varied for use by all students who require these sessions.
- **Second-hand kit sales:**
 - Work on a way students can sell second hand university kit and fancy dress costumes to other students, to make sport more affordable and sustainable.

2. PLANNED KEY ACTIVITIES:

- **Speed dating for sport:**
 - Disability and international student speed dating for sport sessions. Expanding on the current offer and encouraging clubs to widen their offers to different communities.
- **Committee training:**
 - Completing online modules and in person Q&A sessions to make sure committee members are well trained up for the year ahead.
 - Committee evenings. Making sure any additional sessions and networking sessions have had input from students and are relevant for their growth.
- **3G Pitch**
 - Have interactions with local residents regarding the 3G pitch when goes to planning, showing the SU's ongoing support for the project.

3. UPDATE:

- Have met with the team responsible for the Prescription for Exercise programme, and we are looking at how this can be altered to make it available to more people and to make sure the scheme is doing what it is supposed to do.
- Started looking and developing ways in which the Inclusivity Champions would work in clubs and looking towards a pilot study with a small group of clubs for semester 1.
- Have met with gym and sales staff from the Sports Department around the offer to students. Looking to introduce beginner gym times, Societies Fitness Day and introduce student gym ambassadors to make the gym a more inclusive, less intimidating environment.
- Have met with the Director of Sport and Chief Operating Officer, regarding the 3G pitch and is hoping to be in construction next summer.
- Looking to implement a coaching scheme within exec so club chairs will have a specific exec member to report to and monitor progress.

4. PERSONAL ACHIEVEMENTS

- Chairing my first Finance and Audit Committee meeting.
- Starting to see good progress through my manifesto points.
- Standing up for student views in regards to facilities and costs of sport.

5. CONCERNS/ISSUES:

- Returning to sport and full activity after two interrupted years of covid, particularly engaging the second years.
- Loss of Sports Coordinator – this will be replaced but may be difficult managing the tournaments in the meantime.
- Not having a full Sports Exec and having to have roles elected at the beginning of the academic year.

6. IMPROVEMENT AREAS:

- Engage more with club members, not just committees and Exec members.
- Involve Exec more where appropriate.

ACTIVITIES OFFICER REPORT**1. GOALS:****Societies and Volunteering**

- Effectively new committees and make sure they have the tools to run their society
- Revamp the existing tier system
- Create an inclusive volunteer recognition award for volunteering groups and societies.
- Work on creating a positive student atmosphere in the Edge for all student & groups

Sustainability

- Work on top 10 climate issues
- Establish a student representation for sustainability

2. PLANNED KEY ACTIVITIES:**Societies and Volunteering**

- Work on building an inter-committee community through committee evenings and more interactive general meetings
- Work on manifesto point Varsity for the Arts to hopefully launch in February 2022
- Work with Society and Volunteering manager on creating the volunteer recognition award
- Work with the Activities Exec on developing a tier system for societies to inspire them to achieve more
- Support committees with vacancies through process of by-elections or through the Adopt a society process

Sustainability

- Work with the Community Coordinator to create a representative group from existing committee members of sustainable societies to support the work on sustainability done by the SU

3. UPDATE:

- Have settled into the new role and have gotten to grips with different responsibilities and meetings.
- Worked with the Societies and Volunteering Team on how we can work with the Activities executive which has a brand-new structure and now includes volunteering.
- Attended Lead and Change training where we got to network with other officers across the country.
- I've been working on cultural awareness training as well as chair training for committees!
- I've been working with the community coordinator on what issues to present students for the next year and looking at areas of improvement

4. PERSONAL ACHIEVEMENTS

- Effectively receiving handover from Francesco and settling in to the new role!
- Chairing the Leadership Committee
- Becoming more confident and knowledgeable on internal processes in my remit
- Having a successful meeting about sustainable investment and being able to understand the barriers to completely divesting.

5. CONCERNS/ISSUES:

- New committees with a lot of vacancies and with students who haven't been able to experience a normal year.

6. IMPROVEMENT AREAS:

- Time management – Learning how to prioritize tasks and plan ahead.
- Think proactively about what I can do before meetings and to prepare for potential issues that might occur during meetings.

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| ACTIVITIES AREA REPORT |
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| Strategy Focus | Area Plan Priorities 2021-22 | Start | Exp finish | Progress | Budget |
|---------------------|--|---------|------------|-------------|------------------|
| Participation | Increase the rate of male participation within volunteering | 09/2021 | 05/2022 | Not Started | None |
| | Adjust our engagement style/marketing depending on the audience we're aiming to attract | TBC | | Not Started | None |
| | Increase participation of overseas students for the Departmental and Recreational Societies | TBC | 05/2022 | Not Started | None |
| Inspiring change | Trial new Student Group model allowing committees greater responsibility/ownership over their groups | 03/2021 | 01/2022 | On track | None |
| | Ensure student leaders training meets the needs of the roles and identify real life experience opportunities | 05/2021 | 05/2022 | Started | None |
| | Introduce the updated Be the Change training from the University to student leaders and captains. Set up an annual training programme using Beyond Equality who specifically target sports groups | 07/2021 | 05/2022 | Started | Yes (membership) |
| Growing communities | Ensure that new spaces (Edge/Dartmouth) are capitalised on | 05/2021 | 11/2021 | Started | None |
| | Review student group bookings to ensure fairer access across all participation levels | TBC | | Not Started | None |
| | Reaffirm the Edge as a student environment in which communities can grow | 05/2021 | 05/2022 | Started | None |
| | Review how the area supports Top Ten/Uni strategies/Officer manifestos/National initiatives | 07/2021 | 10/2021 | Not Started | None |
| Income generation | Identify new ways to generate more income without increasing membership fees for students | 08/2021 | 05/2022 | Not Started | None |
| Health & Wellness | Review Students Sports Offer to ensure it meets the needs of the students and the offer is sustainable | 11/2021 | 07/2022 | Not Started | None |
| | Improve the wellbeing aspect of the arts offer | 05/2021 | 10/2022 | Started | None |
| | Develop ways that activities can help tackle loneliness on campus | 07/2021 | 05/2022 | Not Started | None |

UPDATE *(related to those highlighted in bold above)*

- Draft Arts action plan produced linking actions directly to participation, health & wellbeing and employability. Plan used to demonstrate the positive impact arts area will have to students and the SU contribution to the wider aims of the University.
- The **Edge** will be used to deliver activities during FW. This also provides support to AHS through generating income via the café from individual sales.
- **Beyond Equality** is an external supplier who delivers sessions around masculinities, team culture, equality and equity, allyship & inclusion Mental wellbeing, support structures, bullying & discrimination, Sex, consent culture and healthy relationships, sexual harassment and violence and active bystanders. We're working with Student Services to link this training up with Be the Change in which the University is requesting all 1st year students to complete. Our aim is to ensure student leaders and sports captains complete both sessions.

- There were some concerns linked to groups not electing a committee going forward into 21/22 due to the impact of the pandemic- there were 11 societies who did not elect a 'core' committee after the last by-election. However, this number has since been reduced as at least half were able to elect their committee via the new **Groups Policy**. Two societies applied to the Adopt a Soc scheme. Therefore, the above has helped to reduce the number of groups having to go through another election process
- A calendar of **national initiatives** had been created and staff have been allocated to supporting with certain events.
- The area is working with the Activities Officer to support with their **manifesto points**- in particular with 'Artsity' and researching a volunteer recognition scheme
- Activities staff -two staff members have submitted their resignation, Hannah Tyre – Sports Coordinator, last working day 9th September and Lucy Farrington – Societies Coordinator, last working day 24th September.

Good news stories:

One of our Lloyd Scholars was runner up in the national Lloyd's Scholar Volunteering award. Another Lloyd Scholar was runner up in the national Lloyd Scholar Champion Award.

The SU has been shortlisted as part of the Bath Life Awards- event is on the 9th Sept

CONTACT:Polly Hawker (*Head of Activities*)Anna Boneham (*Volunteering and Societies Manager*)E-Mail: adsph@bath.ac.ukE-Mail: susao@bath.ac.uk

MARKETING AREA REPORT

| Strategy Focus | Area Plan Priorities 2021-22 | Start | Exp finish | Progress | Budget |
|------------------------|---|---------|------------|-----------------|-----------------|
| Communications | Adapt how we use MS Teams and sign up to Hootsuite to allow us to plan ahead and schedule as well as providing us with valuable insights. | Oct 21 | Dec 21 | Not Started | TBC |
| | Work with student designers or more freelancers to diversify the type of marketing materials we produce so it's not the same per campaign. | July 21 | Ongoing | On track | Within existing |
| | Enhance our e-newsletters using an external tool. Allowing us to segment and also produce newsletters much faster and in a more visually appealing way with far greater insights that we have now. | Oct 21 | Ongoing | Not started. | Within existing |
| | Create a template for monthly reporting on website use and social media stats. | Sept 21 | Ongoing | On Track | None |
| Branding | Revisit the brand guidelines and make changes in line with cause and work out what isn't work. | Dec 21 | Feb 22 | Not started | Within existing |
| | Plan training for both staff and students which is easier to use and understand. | July 21 | Dec 21 | Slightly behind | None |
| | Go through the Website to ensure consistency in tone of voice, style of imagery as well as any artwork used is in line with brand guidelines | July 21 | Ongoing | On track | None |
| | Run focus groups to gain an understanding of students are finding our brand work and tone of voice to see if what we are doing is working and to get opinions on new brand work for our new spaces. | Dec 21 | Feb 22 | Not started | TBC |
| | Link up with the spaces project team to explore all avenues of branding across all our physical spaces. | July 21 | Feb 22 | Ongoing | TBC |
| Income generation | To get students back into the Plug and The Tub. | July 21 | Dec 21 | On track | None |
| | To introduce students to our other new physical spaces. | | | | |
| | Sales Co-ordinator to work with whole Marketing team to look at opportunities for expanding our digital advertising potential. | Oct 21 | Ongoing | Not started | None |
| | Plan for both a physical and virtual Freshers' Fair. | July 21 | Oct 21 | ongoing | None |
| | Look at other routes of funding. | July 21 | Ongoing | On track | None |
| | Expand the Jobs media pack. Host a jobs fair whenever possible. | Oct 21 | April 22 | On track | None |
| Training & Development | Create an induction pack for all new staff | Dec 21 | April 22 | Not started | None |
| | Re-evaluate our current student training packages | July 21 | Oct 21 | On track | None |
| | Introduce one off training sessions / lunchtime learning on marketing skills. | Nov 21 | Ongoing | Not started | None |
| | Develop SU Officer Training and continuous plan of support. | June 21 | Ongoing | On track | None |

UPDATE (related to those highlighted in bold above)

- Have started using different freelancers to provide more digital media for use on social media.
- We have reached a bit of a halt on the emarketing tool due to the University not supporting the external tools in the way we need. There is work to be done here but it's on hold while we try and get through this busy period.

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| <ul style="list-style-type: none">• We are not running a virtual freshers' fair but are looking at virtual events for Freshers' week. The Freshers' Fair is happening, but sales are slow, we are seeing a decrease in the big brands attending.• The team is slightly under-resourced due to staff vacancy and holidays so some of the things we hoped to do in the summer have now been put back. We currently do not have anyone replacing the Web role which is a concern but we are working on a back up plan. |
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| CONTACT: | Helen Webb (<i>Marketing & Communications Manager</i>) | E-Mail: hf219@bath.ac.uk |
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PEER SUPPORT AREA REPORT

| Strategy Focus | Area Plan Priorities 2021-22 | Started | Exp finish | Progress | Budget |
|--|---|---------|------------|-------------|--------|
| Growing Community – Community | Help University departments create a sense of community through Peer Mentoring and Peer Assisted Learning (PAL) activities | 03/21 | 05/22 | On track | TBC |
| | Develop new and existing PG schemes to build postgraduate communities | 04/21 | 05/22 | Started | None |
| | Develop relationships with University staff leading peer support schemes | 06/21 | 05/22 | Not Started | None |
| | Create skills-based communities through Skills Training sessions | 06/21 | 05/22 | Not Started | TBC |
| | Build community across the Peer Support department | 10/21 | 05/22 | Not Started | TBC |
| Inspiring Change – Student Leader Training | To create and develop online modules (<i>Health & Safety, Finance, Wellbeing, etc</i>) | 09/19 | | On track | £10k |
| | To develop core training for student leaders | 03/21 | 12/21 | Started | TBC |
| | To create a monitoring process to quickly identify students/groups who need to complete core training. | 08/21 | 12/21 | Not Started | None |
| | To implement Student Leader Development Programme to create additional training opportunities. | 02/21 | 05/22 | On track | None |
| | To provide opportunities for student leaders to reflect on skills developed | 08/21 | 05/22 | Not Started | None |
| Growing Community - Peer led training programme | Encourage student trainers to be creative in the sessions they create, both topics and activities within sessions. | 06/21 | 05/22 | Not Started | TBC |
| | Develop trainers' facilitation skills to be able to facilitate activities within session. | 06/21 | 05/22 | Not Started | TBC |
| | Create skills-based communities through Skills Training sessions | 06/21 | 05/22 | Not Started | TBC |
| | Develop programme of cookery classes held online with ISA to help students showcase cuisines and culture. | 10/21 | 05/22 | Not Started | TBC |
| | Develop the SU presence on MySkills, including use for student leader training. | 09/20 | 12/21 | On track | None |
| Growing Community - Volunteers Development | Maintain regular communication with all volunteers during the year, utilising different platforms | 06/21 | 05/22 | Not Started | None |
| | Build community within and across schemes through regular drop-in opportunities. | 06/21 | 05/22 | Not Started | TBC |
| | Effectively measure volunteer experience, including volunteer community | 06/21 | 05/22 | Not Started | TBC |
| | Roll out new rewards and recognition opportunities across all schemes. | 06/21 | 05/22 | Not Started | TBC |
| | Journey of progression for volunteers | 06/21 | 05/22 | Not Started | None |
| Participation - Widening Participation (WP) Students | Assess how many WP students volunteer and receive support in each scheme | 06/21 | 05/22 | Not Started | None |
| | Understand impact of peer support on WP students | 04/21 | 05/22 | Started | TBC |
| | Restart Foreign Language PAL for Sept 2021, as this scheme supports a significant number of WP students. | 10/21 | 05/22 | On Track | None |
| | Develop Gold and Lloyds Scholars mentoring schemes to better support new Scholars. | 07/21 | 05/22 | Not Started | None |

UPDATE (related to those highlighted in bold above)

- Taster PAL sessions have been booked in during induction period for the first time, to raise greater awareness of PAL and what happens in sessions. This should lead to increased engagement in sessions and more opportunities to develop community in departments.
- A Peer Mentor check-in process has been developed and mentors have been informed about this during training. This should lead to increased engagement in the role from mentors and therefore more engagement from mentees, creating communities in departments.
- New postgraduate mentoring schemes will be starting in Computer Science and the School of Management from September 2021. The volunteering opportunity has already proved very popular with SoM students, with 22 doctoral students signed up, doubling the numbers of mentors we need.
- We have rebranded the training session templates on MySkills to include SU logos and colours to identify our activities more clearly as SU-led.
- Plans for FL PAL have been put in place to return in October 2021. A new webpage has been developed to raise the profile of this scheme.

CONTACT:Sam Cook (*Peer Support Manager*)E-Mail: sjc216@bath.ac.uk

ADVICE & SUPPORT AREA REPORT

| Strategy Focus | Area Plan Priorities 2021-22 | Started | Exp finish | Progress | Budget |
|-----------------------------------|---|---------|------------|--------------------|--------|
| Participation & Impact Monitoring | Increase appointments and phone calls with students as discussion can better help identify support needs Revision requested: (1) Increase the effectiveness & efficiency of the service to deliver quality advice & reach further students. | Sept 20 | | On track (revised) | None |
| | Finalise quantitative data capture processes and reporting needs | Jan 21 | Dec 21 | On track | None |
| | Increase knowledge sharing processes and information that enhance Advice & representation outputs. | Aug 21 | | Started | None |
| | Improve standardisation of approach to casework, from initial advice through to recording systems. | Sept 20 | | On track | None |
| | Clarity on service provisions and the Advisor role for students and staff. | Sept 20 | Dec 21 | Started | None |
| | (2) Increase engagement with harder to reach students e.g. PGs and improve data capture of this. | Sept 20 | | On track | None |
| Communications & Marketing | (3) Deliver an annual communications plan to incorporate different cohort and advice issues. | Aug 21 | Oct 21 | Started | None |
| | (3) To have student friendly up-to-date webpage to help students understand processes and issues further. | Sept 20 | Sept 22 | Behind | None |
| Training Student Leaders | Students/student leaders to feel they have an enhanced ability to support their own and each other's wellbeing. | Sept 20 | | On track | None |
| | To make student support groups more visible and increase engagement from students/staff | Sept 20 | | On track | None |
| | Help Voice develop D&S Exec to have a clarified and effective purpose that benefits the students they represent | Jan 21 | | On track | None |
| Student Voice | (4) To utilise Advice and SU data further to inform our feedback and interventions, including representation. | Jun 21 | | Started | None |
| | To enhance links with Officers and SU departments to ensure students priority needs are championed by them. | Sept 20 | | On track | None |
| | To enhance contributions to, presence at and actions completed within working groups. | Sept 20 | | On track | None |
| | (5) To work with the University to develop knowledge and signposting awareness for students and staff to all types of student wellbeing services at UOB and in the community. | Sept 20 | | On track | None |

UPDATE (related to those highlighted in bold above)

1. We will offer ≥20 appointments a week as a trial from Sep 21, managed according to student need. We will ensure enough time to support complex cases (e.g. disciplinaries) & proactively reach under-represented students (e.g. postgrads). Our approach will be informed by best practice in the sector.
2. We aim to increase the proportion of our cases from postgraduates (9% for May-July 2021) to an average of 29% throughout the year, in line with University student numbers. We are collaborating with the Postgraduate Officer, Postgraduate Voice Coordinator & Doctoral College to overcome barriers to postgraduate engagement.
3. Our annual communications & web content will be planned around annual milestones (academic, housing & personal) for undergraduates & postgraduates. Text will be tailored to different students & we will create 'just-in-time' resources to increase the efficiency of our advice (e.g. decision trees, e-booklets) inspired by best practice in the sector.
4. We are analysing & reporting data every 8 weeks to show who is engaging with us, how they are engaging, what advice they request & the outcome of our support. We are sharing insights with the Student Officers to support their priorities & will publish data showing how students can make a change.

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| <p>5. We are strengthening relationships with the University Directors of Study who are promoting our Service in the University. We have supported the Education & Community Officers by reviewing the University Personal Tutor programme & Student Directory.</p> |
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| CONTACT: |
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| Helen Cunnold (<i>Advice & Support Manager</i>) |
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| E-Mail: hec55@bath.ac.uk |
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STUDENT VOICE AREA REPORT

| Strategy Focus | Area Plan Priorities 2021-22 | Started | Exp finish | Progress | Budget |
|--|--|---------|------------|-------------|--------|
| Inspiring change - Academic Representative Review/ Student Voice Framework | Undertake a University-wide review of the Academic Representative review with involvement from students, academic and professional service stakeholders and present findings and recommendations to Senate | 01/21 | 06/21 | Completed | None |
| | Redevelopment and delivery of Student Advisory Panels to facilitate student engagement on issues emerging within university departments, particularly professional services. | 07/21 | | In progress | TBC |
| | Realign elections timetable to undertake elections for returning students at the end of the academic year 21/22 | | 06/22 | Not started | TBC |
| | Working with departments to expedite meeting minute approval to create a quarterly Student Voice report on emerging issues to be circulated to student and key staff stakeholders | 07/21 | | In progress | TBC |
| | Redesign training and induction for academic representatives to provide effective skills development and knowledge sharing. | 07/21 | 10/21 | In progress | TBC |
| | Redevelop the role of Faculty Forums to enable participation by other relevant student leaders | 08/21 | | In progress | TBC |
| | Development of KPIs and benchmarking tool for departmental staff/students to use to self-assess student engagement performance | | | Not Started | TBC |
| | Scoping of additional responsibilities within role of Academic Reps through development of additional competencies | | | Not started | None |
| | Roles of students within student engagement activities articulated and agreed | 12/20 | 04/21 | Completed | None |
| | Data and research repository to be created across University with SU input | 07/21 | | In progress | None |
| Growing Communities- Departmental Communities | Creation of Departmental Communities of SU student leaders; Academic Representatives, Peer Mentors, PAL leaders, Departmental Societies through Teams | 06/21 | | In progress | None |
| | Redesigned Faculty Forums to ensure effective overview of student experience issues raised with Associate Dean and Faculty Reps | 08/21 | | In progress | TBC |
| Inspiring change - Standpoints | Research and develop a mechanism to enable the SU to have a formal stance on political and topical issues and submit to Board of Trustees for approval | 01/21 | 06/21 | Completed | None |
| | Develop online guidance on submitting a standpoint and how the process is formal agreed or rejected, plus information on current standpoints and how standpoints are used | 06/21 | 09/21 | In progress | None |
| Inspiring change - Ideas to Action | Develop online interface to allow students to submit Ideas to Action proposals through SU website | 06/21 | | In progress | None |
| | Agree process of triaging issues submitted to ensure timely action and response is provided to proposer | 06/21 | | In progress | None |
| | Identify opportunities to promote the Ideas to Action and standpoints mechanisms so students are aware of how they can make a change | | | Not started | TBC |
| Inspiring change - SUmmit | Agree the SUmmit Terms of Reference through Board of Trustees | 01/21 | 06/21 | Completed | None |
| | Identify processes for the election and selection of attendee and associated training and support from staff roles, coordination and delivery of effective meetings | 06/21 | 09/21 | In progress | TBC |
| | Working with Officers to create routine reports on activity in response to standpoints and other emerging issues | 08/21 | 09/21 | In progress | None |
| Growing communities- Citizens Assembly | Undertake 2 events during the year to gather collective intelligence from the student community on core issues and SU activity | 08/21 | | In progress | TBC |

UPDATE

- We have used the opportunity of staff vacancies to redesign roles to fit growing needs, particularly around development of our research and insight activities and resourcing EDI enhancements. Recruitment and induction of several roles are currently underway.
- Voice area webpages are being revised and refreshed to account for changes post-covid, new Standpoints/Summit/Ideas to Action/Citizens Assembly/Academic Representation Review.
- Investigating methods to enhance student representation on liberation and sustainability issues.
- Working with officers to plan Top Ten issues for 21/22 and planning action around manifesto delivery
- Redevelopment of the training given to student representatives and leaders undertaking voice related activities

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