

BOARD OF TRUSTEES REPORTS – THURSDAY 15TH DECEMBER 2022

Item	Page Numbers	Report Number
Actions Arising and minutes of previous meeting	1	-
Minutes from Board of Trustee Committees	9-20	
Interim Chief Executive Report	21 - 24	R1
Officer Reports	25 - 41	R2
Operational Area Reports	42-55	R3
Financial Position	56-59	R4
SU-University Joint Executive Group	60 - 63	R5
Leadership Terms of Reference	64 - 66	R6
Deputy Returning Officer Appointment	67 - 68	R7

Actions arising from previous meetings	Action Owner	Started	Expected finish	Progress/update
To work with the appropriate senior staff at the University to discuss the creation of a high level relationship agreement.	Chief Exec	21/22	-	
To work with HR department to review the approach to Chief Executive pay review.	Chair and Vice Chair	21/22	-	
To work with University HR department to review the approach to staff recruitment.	Chief Exec	21/22	-	
To investigate the possibility of a multi-year block grant being agreed with the University	Chief Exec	21/22	-	
Revise the Risk Register and Send to the Board for decision without meeting	Governance Administrator	22/04/22	15/12/22	
Ensure previous Actions are included in future Board reports.	Governance Administrator	22/04/22	15/12/22	
Ask the Head of Voice to join the next meeting to go through the purpose and outcomes of the Top Ten	Governance Administrator	22/04/22	15/12/22	

Decisions made without a meeting

- Board of Trustees unanimously approved the revised risk register that was sent to Trustees on 04/11/22
- Trustees were emailed to approve a referendum on 04/11/22. The referendum question was: “Should The SU Bath be affiliated to the National Union of Students UK (NUS UK)?”. This was approved.
- An extraordinary meeting of Board of Trustees was held on 05/12/22. Due to the confidential nature of discussion, the contents of this meeting is restricted in line with Article 99 of The SU’s Articles of Governance.

CONTACT: Beki Self	E-Mail: ras232@bath.ac.uk
---------------------------	---------------------------

Meeting:	Board of Trustees		
Location:	Microsoft Teams Meeting		
Date & Time:	Thursday 22 September 2022 at 9.30am		
Present:			
Alexander Robinson	President (<i>Chair</i>)		
Julia Kildyushova	Education Officer		
Jura Neverauskaite	Postgraduate Officer		
Elizabeth Stacey	Sport Officer		
Viktor Toshev	Activities Officer		
Blake Walker	Community Officer		
Kate Aldridge	Independent Trustee		
Jordan Kenny	Independent Trustee		
Marian McNeir	Independent Trustee		
Barry Hughes	Independent Trustee		
Matthew Houghton	Independent Trustee		
Anand Agarwal	Independent Trustee		
In attendance:			
Beki Self	Governance Administrator (Secretary and for item 12)		
Ben Palmer	Change and Inclusion Manager (for item 8)		
Mandy Wilson Garner	Acting Chief Executive		
Helen McHenry	Head of Finance (for item 13)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Nicky Passmore	Illness	Yes
	The chair informed The Board that Valerie Copenhagen has resigned due to work commitments.		
2.	Notice of any other business		
	Arts Strategy and The Edge - MM		
3.	Declaration of conflict of interest		
	No conflicts of interest were declared.		
4.	Minutes of the previous meeting and actions arising		
4.1	The Board approved the previous minutes.		
4.2	Action Arising: Chief Executive to provide an update on the strategic review.		
	Acting Chief Executive MWG explained that when the new Chief Executive is in post, strategy will be a priority. Linking to this, a joint committee between the University and the Students' Union is beginning to be established. This will be an opportunity for both strategic planning and to demonstrate the value of the work The SU does.		

	<p>A trustee noted that previously Trustees would be provided with a list of previous actions which enables the trustees to see the progress of said actions.</p> <p>ACTION: BS to ensure previous actions included in future Board of Trustee Reports.</p>
5.	<p>Update on Chief Executive Position</p> <p>The Chair AR provided a verbal update on the recruitment of an interim Chief Executive.</p> <p>The plan is to interview up to 4 candidates from the 6 applications received. The Interviews will be on Thursday 6th October.</p> <p>It was noted the CEO of Bath Spa University Students' Union will be a member of the interview panel so there will be some specific expertise additionally, this will further the relationship between The SU Bath and Bath Spa SU.</p>
6.	<p>Acting Chief Executive Report</p> <p>The Board received the Acting Chief Executive Report.</p> <p>MWG wanted to highlight the staffing update. Both the gaps in staffing and the staff turnover have taken its toll on the SU as a whole. There have been meetings with the University HR team, they have acknowledged a capacity concern, and this is something they are looking into.</p> <p>Head of Finance HMH has met with all Heads of Departments to look at possible interim measures to support departments. In most circumstances, casual staff have been an appropriate interim solution.</p> <p>QUESTION - Trustee What is the scale of the staffing and recruitment issues?</p> <p>ANSWER - MWG The SU has around 50 members of career staff and there are currently 9 or 10 vacancies meaning the vacancy rate is approximately 20%. Most of the vacancies are in junior roles responsible for more day-to-day operations.</p> <p>MWG explained they were required to write a report for the Vice Chancellor regarding Dartmouth Avenue which indicates they are looking to extend the lease.</p> <p>The hairdresser space is nearly ready, Head of Commercial has been sourcing hairdressers and barbers to rent the space.</p> <p>Freshers' week preparation is looking excellent, and The SU are looking forward to welcoming new students next week.</p> <p>There is a new bus working group which has a promising new staff member as lead. AR to provide more details in AOB.</p> <p>MWG has had meetings with Helen Web, Marketing & Communications Manager and Mike Dalton Head of Commercial-Venues & Events regarding initial short term initiatives following the consultancy report earlier this year.</p> <p>A key focus has been refreshing the bar's food offering, rebuilding relationships with the sports groups and reviewing the club nights.</p>

Chair:	
Date:	

	<p>MWG and Helen Webb are going to meet with a marketing consultant regarding a possible restructure with a marketing specialist post.</p> <p>MWG asked if the Board had any questions regarding the report.</p> <p>QUESTION - Trustee As there is little that can be done regarding the University’s HR processes and capacity, would the SU be able to use an external recruitment company in the short term? This could help the University’s HR team with capacity and the SU for turnaround of recruiting staff.</p> <p>ANSWER - MWG Agreement that this would be a good conversation to have with the University. Having it noted the Trustees are concerned will also help the case. One barrier will be that positions that have changed scope will need to go through the University HR approval process.</p> <p>QUESTION – Trustee How much funding has been agreed for The Edge and the arts offer?</p> <p>ANSWER - MWG The University have covered all the costs associated with the space and staffing. This is exactly what was asked for which is great. There are still some parameters to work out regarding ownership of space. A recent flood will test out these parameters with the insurance company.</p> <p>A Trustee wanted to thank MWG for the outstanding work they have done as Acting Chief Executive, particularly as the duration has been longer than anyone predicted.</p> <p>QUESTION – Trustee From experience changing job titles from officer or coordinator to specialist has resulted in a significant increase in applications for positions. Is this something that can be looked at within the SU?</p> <p>ANSWER - MWG In agreement, this is something that is being explored.</p>
7.	<p>Finance and Audit</p> <p>The Board received a report on the SU’s Finances for the last year (<i>see R2 of the Board reports</i>).</p> <p>BH presented a summary of the Finance and Audit report and the Finance and Audit Committee meeting.</p> <p>The SU was in a good position at the end of the year.</p> <p>Good position in the end. Overall ended with a strong financial position. Still a lot of concerns about cost of living, commercial income and inflation.</p> <p>Concerns around the VAT issue has been resolved for this year. This year the University has ensured the SU will not be impacted by agreeing to cover the VAT costs but there is no agreements currently in place for future years.</p> <p>It was noted it would be good to see if something more efficient can be done with the cash reserves. For example, could there be an option with better interest rates?</p>

	<p>QUESTION - Trustee It was mentioned alumni applications are low, what does this mean?</p> <p>ANSWER - Officer The SU receive around 20k from the alumni fund every year which can be applied for by current students. Some student groups have been applying. There is a revised applications process which has broadened the reasons for which students can apply. There are hopes that this will increase applications.</p>
8.	<p>Returning Officer and Deputy Returning Officer</p> <p>BP presented a report outlining the proposed appointment of Returning Officer and Deputy Returning Officer for elections (See R3 of the Board Reports).</p> <p>QUESTION - Trustee If an Officer chose to rerun, would this impede on their position as Returning Officer?</p> <p>ANSWER - BP Certain officers are the returning officer for student group or student leader elections. These elections are run at a separate time from officer elections so there will be no conflict of interest.</p> <p>QUESTION – Trustee The paper mentions disadvantages, have any of these come to fruition?</p> <p>ANSWER – BP There are no proven disadvantages, all disadvantages listed are theoretical.</p> <p>The Board unanimously approved the returning officer and deputy returning officer nominations.</p>
9.	<p>SU Officer Top Ten Update</p> <p>The Board received a verbal report and short presentation from Elizabeth Stacey on the officer’s top ten for the academic year.</p> <p>QUESTION A valuable presentation for the University to know this information, where has it been presented?</p> <p>ANSWER UEB (University Education Board) which has many senior members of staff from the University.</p> <p>QUESTION This should be seen and acknowledged at the highest level such as University council, will it be going there?</p> <p>ANSWER This will be going to Senet and Council.</p> <p>Comment from trustee: The Top Ten look great but you could be more direct about cost of living. If little was done on the other 9 items but cost of living had significant impact then the student body would really appreciate it.</p>

	<p>Comment from Trustee: Could the statements be punchier and aim higher? It would also be good to see a KPI associated with each Top Ten item as this will demonstrate the impact being made.</p> <p>KA offered to talk through potential KPIs with officers if they are interested.</p> <p>There was a discussion amongst The Board regarding the purpose of the Top Ten list where it was decided that it would be useful to have the Head of Voice come to the next meeting to explain the Top Ten rationale.</p> <p>ACTION – ask Head of Voice to come to next meeting to explain the purpose, rationale and expected outcome of the Top Ten</p>
	<p>Due to a trustee needing to leave, the board agreed to move Item 13 (R7) forward to ensure their comments would be noted.</p>
13.	<p>SU becoming an American Express Merchant <i>Helen McHenry, Head of Finance joins the meeting.</i></p> <p>Head of Finance presents the report on the SU becoming an American Express Merchant (R7).</p> <p>There is a market for American Express at the SU and being a cashless venue can be a barrier for international students.</p> <p>It was noted that 1.6% is a good deal for American Express.</p> <p>There are no practical risks due to being able to cancel at 1 months' notice.</p> <p>The Board of Trustees unanimously approved the recommendation for the SU to become an American Express Merchant.</p>
	<p>Before leaving, Trustee BH noted a couple of comments for consideration of item 12 the Risk Register. Is the organisation happy to be taking this level of risk on? Are any further controls needed relating to risk of serious harm? Are the Controls working as they should?</p> <p><i>BH left the meeting at 10.56</i></p>
	<p><i>Chair proposed a short break 10.57</i></p> <p><i>Meeting restarted 11.10</i></p>
10.	<p>Officer Reports</p> <p>The Board received the Officer Reports (see R4 of the board reports).</p> <p>Comment from a Trustee: Great impression of teamwork across the reports. Noted it would be great to see officers attending FOBRA (Federation of Bath Residents Association). The new Management Building sounds exciting and it would be great to have a trustee tour of this if possible.</p>

	<p>There was a discussion from the trustees regarding the role of an SU Officer and some advice was provided by the independent trustees regarding time management, utilising University staff and officer visibility.</p>
11.	<p>Operational Matters</p> <p>The Board received a report on area operations (see R5 of The Board reports)</p> <p>It was noted not all the reports had the same level of detail.</p> <p>One Trustee highlighted that the format was clear and very readable.</p>
12.	<p>Risk Register</p> <p>The Board received a report on the Risk Register (See R6 of The Board reports). Report was presented by the Governance Administrator.</p> <p>A number of concerns were raised by the trustees including:</p> <ul style="list-style-type: none"> • Is the risk of injury and death too high? • Is staff turnover likelihood too low as that is currently happening? • Is the Chief Exec item likelihood too low as this is happening? • Should health and safety of high risk activities be separated from day to day office operations? • It would be good to clarify if the risk is against an individual member or the organisation <p>The Risk Register was not approved.</p> <p>ACTION: Revised Risk Register to be sent to Board of Trustees for approval via email.</p>
14	<p>Any Other Business</p> <p>Arts Strategy and The Edge.</p> <p>MWG provided an update.</p> <p>There is a University working group on Arts Strategy which is now more student facing. The SU is tasked with looking after certain areas of The Edge. There are several unknowns in managing the Edge including the closed café formally operated by the University and the middle floor of School of Management.</p> <p>Buses – Alex Proving difficult, main concern has been cancellation of 20 and 22 routes. WECA have independently found a alternative provider for the 22 route.</p>
15	<p>SU News/Highlights</p> <p>University of Bath is Times University of the year.</p>
16.	<p>Note of Future Meeting Dates</p> <p>December 15th 2022.</p>

Meeting finished at 12.00

Item	Action	Action Owner	Exp Finish
4.2	Ensure previous actions included in future Board of Trustee Reports.	Governance Administrator	Dec 2022
9.	Ask Head of Voice to come to next meeting to explain the purpose, rationale and expected outcome of the Top Ten	Governance Administrator	Dec 2022
12.	Revised Risk Register to be sent to Board of Trustees for approval via email.	Governance Administrator	November 2022

Meeting:	Finance and Audit Committee
Location:	Online via Microsoft Teams
Date & Time:	Thursday 24 th November 2022 9.00 – 11.00
Present:	
<i>Name</i>	<i>Role</i>
Elizabeth Stacey	Sport Officer (Chair)
Alexander Robinson	SU President
Barry Hughes	Independent Trustee
Kate Aldridge	Independent Trustee
In Attendance:	
<i>Name</i>	<i>Role</i>
Beki Self	Senior Administrator (Governance) (Secretary)
Helen McHenry	Head of Finance
Emily Burstow	Finance Manager
Mandy Wilson-Garner	Chief Executive
Mike Dalton	Head of Commercial – Events and Venues
Janette Joyce	Audit Partner from Crowe

Item										
1.	<p>Apologies for absence</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Reason</th> <th>Accepted</th> </tr> </thead> <tbody> <tr> <td>Jordan Kenny</td> <td>Work Commitments</td> <td>Yes</td> </tr> <tr> <td>Nicky Passmore</td> <td>Sickness Leave</td> <td>Yes</td> </tr> </tbody> </table>	Name	Reason	Accepted	Jordan Kenny	Work Commitments	Yes	Nicky Passmore	Sickness Leave	Yes
Name	Reason	Accepted								
Jordan Kenny	Work Commitments	Yes								
Nicky Passmore	Sickness Leave	Yes								
2.	<p>Notice of any other business No AOB were raised.</p>									
3	<p>Declaration of conflict of interest No conflicts of Interest were declared.</p>									
4.	<p>Minutes of the previous meeting and matters arising</p> <p>Minutes from last meeting were approved.</p> <p>From actions arising the Chair noted that the Impact of inflation/cost of living and revised budget are items in today's meeting.</p> <p>Revised risk register was taken to Board of Trustees and has subsequently been approved therefore this action is complete.</p> <p>Head of Finance provided and update regarding the Finance Policy and Scheme of Delegation. It was noted there is now a timeline in place to review these with both in draft form. The Head of Finance and the Governance Administrator have weekly meetings in place to ensure this stays on track.</p> <p>Action for a draft Finance Policy and Scheme of Delegation to be brought to the next Finance and Audit Committee for feedback.</p>									

	<p>The chair also noted the decisions made without meeting which was to approve to restrict an AOB from the published minutes of the last meeting due to concerns of confidentiality.</p>
5.	<p>Annual Accounts and Audit Findings 9.02 – 9.28</p> <p>Janette Joyce, Audit Partner from Crowe UK LLP provided a verbal overview of the Annual Accounts (R1) and the Audit Findings (R2)</p> <p>The aim of the audit is to provide reasonable assurance the financial statements as a whole are free from material misstatement and produce a report that includes the auditor's opinion.</p> <p>In creating the report, the trustees were responsible for observing the principles in the Charities SORP and ensuring the financial statements comply with the Charities Act 2011 and Charity (Accounts and Reports) Regulations.</p> <p>It was explained that the controllable surplus was predominantly due to staff vacancies and a bumper commission from graduation photos.</p> <p>The SU is in a positive net current asset position with appropriate reserves capable of covering 6 weeks operational costs.</p> <p>Jeanette noted that the Union should be very happy with how the Audit was closed.</p> <p>QUESTION – A Trustee A trustee asked how does the financial position and accounts compare to other SUs?</p> <p>ANSWER – Jeanette The year has been changeable across the sector. There were a lot of factors including location (Campus University or non campus University), footfall and many SUs have benefitted financially from staff vacancies. Some Unions have made the decision to close club venues or not hold events due to lack of engagement. It was noted that the Unions who were struggling was due to pension scheme commitments that are out of that control. This is not an issue The SU has to face.</p> <p>Jeanette provided a verbal overview and summary of the Audit recommendations.</p> <p>The audit is required by charity law. Crowe use 1-2% of income to judge materiality which equates to approximately £99,000. Crowe then check the risk of misstatement and from the sample draw conclusions about the statement as a whole.</p> <p>The findings report is only about the exceptions and therefore does not talk about what the organization has done well or correctly.</p> <p>Jeanette wanted to offer her thanks to Helen and Emily for the skill in preparing the audit and support during the week of the audit.</p> <p>The result of the audit was a clean audit report.</p> <p>Some potential risks were highlighted during the audit. Emphasis was made to assure the committee that these risks are not due to any particular individual but due to the type and size of organisation the SU is.</p> <p>The block grant is not deemed a risk, but other grants could potentially be a risk.</p>

	<p>The only significant grant risk noted was the rent in kind grant. This is due to things such as estimates being out of date however the auditors have stated it is clear this is out of control of the SU and the number is provided by the University.</p> <p>In any small organisation journal overwriting is a significant risk. There is now a process for independent review of journals which helps to mitigate the risk of management overwrite controls.</p> <p>The SU needs to ensure grants are classified accurately in terms of restricted or unrestricted funds by obtaining clear instruction on receipt. To date there has been a lack of definition from the grant provider. The risk is deemed minimal, but it would be good practice to have more clarity in this area.</p> <p>It was highlighted that what constitutes a fraud risk and how fraud will be looked at within audits is changing. Auditors will be required to hold discussions about fraud risks in much more detail than previously. In the future, auditors will need to talk to management about the risk management of fraud.</p> <p>Over the coming year, The SU will need to carry out a fraud risk assessment. This needs to consider the gross risk with a focus on what controls we have in place to prevent a material misstatement.</p> <p>Trustee stated they are very pleased with the audit outcome.</p> <p><i>Jeanette left the meeting at 9.29</i></p>
6.	<p>Financial Position 9.31 9.41 Emily Burstow presented the Financial Position update.</p> <p>The additional VAT on salaries has resulted in a large variance deficit, this is a timing issue The baris down on the predicted budget. This is in part due to higher purchase costs, reading week and issues affecting food sales. New external company is managing the two club nights held in the bar. Attendance has been good but profits are down due to the 50% commission and promotions paid out.</p> <p>Commercial stalls are doing well.</p> <p>Transport exceeding our year to date budget and is being monitored. Transport is a particularly risky area. Our coach supplier agreed to keep costs held the same as last year. However cost of fuel and public transport such as trains has increased.</p> <p>Detailed forecast meetings will be held with all budget holders and forecasts presented going forward.</p> <p>Restricted reserves. High membership with student groups is positive. There has been changes to how the Alumni Fund is allocated which is hoped to encourage more applications.</p> <p>Minimum reserves 12.5 of annual cost which covered about 6 weeks of costs. This is currently exceeded.</p> <p>Two capital purchases so far, portable bar and the industrial air fryer. Monitoring allocated costs.</p> <p>RAG has been quite high, likely due to a lot of events this quarter such as the fireworks show. EB will meet with RAG to ensure the money raised is appropriately allocated.</p> <p>Emily asked the Trustees if they had any questions.</p> <p>QUESTION Variances with the University regarding the block grant and the salary, does that equal out?</p>

	<p>ANSWER</p> <p>There is a lag with direct debit payments which should even off throughout the year. The SU also has lower income than this time last year but more details can be covered in the revised budget. Trustee was happy for this to be covered in the revised budget item.</p>
<p>7.</p>	<p>Commercial Operations 9.43 10.00 <i>Mike Dalton joined at 9.43</i></p> <p>Mike outlined how the operation of the night club had changed. In particular this focused on driving attendance. It was noted that this may be a longer process but investing in the club nights does produce additional costs. There has been a focus on rebuilding the relationship with larger sports clubs and gaining loyalty from them.</p> <p>Due to the cost of living crisis there has been an impact on the club nights. Clubs in town are turning their focus to students every night of the week due to lower public numbers resulting in more competition. There is currently a bit of a dip which has been a historical pattern but the upcoming Christmas events should help to build this back up.</p> <p>Landscape has changed, we are adapting well.</p> <p>QUESTION – Trustee How do numbers of attendance compare to pre-pandemic levels?</p> <p>ANSWER</p> <p>The year before the pandemic saw a 1.4mil income for the bar (including Summer Ball). There were around 800-1000 people throughout the year attending club nights. Historically there has always been a trend of sell outs for the first 4-5 weeks before a dip in attendance. Given the year before the pandemic could be seen as the peak productivity of the bar, 700-800 would be a good benchmark to aim for with attendance.</p> <p>Events such as weekend warm up and karaoke have become much more popular than previous years. Currently the World Cup is providing strong daytime trade. This is having a knock on impact to food sales which are increasing.</p> <p>The food offer was a bit bumpy at the beginning of the year. This was chiefly due to the airfryer not working but since the replacement has been in place there have been no issues.</p> <p>In terms of service there have been no issues with volume. Having a graduate in as a casual worker in the kitchen has helped training and consistency. This highlighted the need for a permanent position and following a successful regrading the University has agreed to raise the kitchen supervisor role to a grade 4 in line with AHS staff.</p> <p>The STV Bar has been running a trial period at Super Rugby games. Generally has been doing really well but it can be hit or miss depending on the weather and away fan numbers. Mike is currently in talks with STv and AHS about licensing and starting to look at expanding the portable bar use to include Hockey. STV bar.</p> <p>A trustee noted the report was really clear and informative and thanked Mike.</p> <p><i>Mike Dalton left the meeting at 10.15</i></p>
<p>8.</p>	<p>Revised Budget 10.16 <i>Helen McHenry presented the revised budget.</i></p>

The original budget was written in April, since then there have been significant changes in VAT on salaries and a difference in the block grant.

Some budget lines have been reallocated in line with actual. The photo commission budget has been revised after being too conservative previously.

There have been a number of staff changes due to restructures in multiple teams, a HERA revision of advisor grade level and revision of the digital role.

The budget for the commercial area has a lack of certainty.

There is no definitive reason for shortfall but multiple potential reasons including the cost of club nights.

It is hoped with 85% of exams going to be in person there will be a boost to income in the January period as more students will be on campus.

It's also noted that ongoing staff vacancies and the potential cost of Chief executive recruitment may cost up to 48k from the SU reserves.

Head of Finance asked the trustees if they would prefer a further revised budget adjusting the commercial area or would they be happy to agree a capped amount from reserves to underwrite any potential shortfall.

QUESTION - Trustee
 What is the gap between reserves and minimum reserves needed?
 ANSWER – Head of Finance
 Free reserves are currently £255k above the minimum hold of £206k.

A trustee noted that we could support Commercial from reserves this year but we need a long term plan to ensure that this does not become an annual occurrence.

Head of Finance agreed and confirmed plans were in place to review this area going forward.

There is success on diversity of events. There will need to be conversations about the club nights. This will be covered in the work on creating the new SU strategy.

Unanimous approval from trustees of accepting the shortfall and covering this with money from the reserves.

QUESTION – Trustee
 Does the annual budget need to be completed so early?
 ANSWER – Head of Finance
 Helen agreed it is prepared early but we have to work to the University timetable which requires us to present our block grant request to them in April. Helen stated that she is concerned about the timeline for annual planning this year as negotiations with the University about the block grant and salary recharge arrangement have not yet happened. The strategy and capacity review work will not be completed in time to be considered at the new planning round.

QUESTION - Trustee
 Do we need to put these concerns on our risk register?
 ANSWER – Another Trustee
 Highlighted there is already an item on the VAT which this will likely be included under.

9. **Cost of Living 10.16**
 Student group membership is the same and there has been a lot of engagement with the new kit supplier.

	<p>There is currently no evidence whether the commercial deficit is related to the Cost of Living crisis.</p> <p>Across the SU there is a lot of work being undertaken to support students. In December there will be a more in depth survey to see particular impacts on students.</p> <p>Some clubs are wanting to offer grants, particularly clubs that are costly to participate in such as cheerleading.</p> <p>QUESTION – Trustee Are these groups higher cost due to equipment needed or is it something else?</p> <p>ANSWER – Elizabeth Stacey Some clubs do have expensive equipment but others the cost of the competitions is the main financial cost.</p> <p>QUESTION – Trustee Do we do any lobbying around competition costs and where competitions are held?</p> <p>ANSWER – Elizabeth Stacey. Elizabeth noted they are meeting with other Sus to talk about the costs involved and plan to approach the organising bodies.</p> <p>Recruitment has been challenging but many vacancies are now filled.</p> <p>There has been no data on the pressures of staff relating to the cost of living. It was noted that the University has provided support pages for staff. The University will be releasing a survey to all staff and it should be possible to extrapolate the data relating to SU staff.</p> <p>There has been some increased supplier costs but most have remained within budget.</p> <p>A Trustee highlighted that this was a good report and it was helpful to keep an eye on the topic. It is also reassuring to know the SU is protected from a lot of areas that impact other organisations.</p>
10.	<p>Direct Tax Review 10.29 <i>Direct Tax Review presented by Helen McHenry</i></p> <p>The direct tax review highlighted 4 areas that may be out of scope for tax exemption; sponsorship, advertising, stall hire and theatre hire.</p> <p>21/22 was well under the 80k small trading exemption.</p> <p>The SU has remained comfortably under this threshold to date.</p> <p>Does not currently feel it is necessary to set up a trading subsidiary however will continue to monitor the situation.</p> <p>A trustee noted it was good to have the assurance and agreed that there is no need to currently look into setting up a trading subsidiary.</p>
	Any other business

	N/A
	Date and time of future meetings 27 th January 9.00
The meeting ended at 10.35	

Item	Action	Action Owner	Exp Finish
	To share with the committee with a draft version of the Finance Policy and Scheme of delegation for comment and feedback.	Helen McHenry/Beki Self	Jan 2023

Meeting:	Leadership Committee
Location:	1 East Meeting room and online via Microsoft Teams
Date & Time:	16 th November 2022 9.30
Present:	
<i>Name</i>	<i>Role</i>
Viktor Toshev	Activities Officer (Chair)
Alexander Robinson	SU President
Blake Walker	Community Officer
Elizabeth Stacey	Sports Officer
Julia Kildyushova	Education Officer
Jura Neverauskaite	Postgraduate Officer
In Attendance:	
<i>Name</i>	<i>Role</i>
Polly Hawker	Head of Activities
Mike Dalton	Head of Commercial: Events and Venues
Helen McHenry	Head of Finance
Ryan Lucas	Education Manager
Charlie Slack	Head of Voice and Engagement
Mandy Wilson-Garner	Deputy Chief Executive

Item										
1.	<p>Apologies for absence</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Reason</th> <th>Accepted</th> </tr> </thead> <tbody> <tr> <td>Nicky Passmore</td> <td>Illness</td> <td>Yes</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Name	Reason	Accepted	Nicky Passmore	Illness	Yes			
Name	Reason	Accepted								
Nicky Passmore	Illness	Yes								
2.	<p>Notice of any other business Head of Activities – Students not using the correct channels for disciplinary concerns.</p>									
3.	<p>Declaration of Conflict of Interest No conflict of interests to note.</p>									
4.	<p>Minutes of Previous Meeting and Matters Arising</p> <ol style="list-style-type: none"> 1. This is an ongoing process and should be removed from the actions. 2. This is in progress and is now responsibility of Facilities Manager. Remove from Leadership actions. 3. Not started 4. Not started 5. Unclear why PAL has come to Leadership. Governance Administrator to look at previous minutes to determine why it is on Leadership action list. 6. Completed 7. Completed 8. Not started 									
5.	<p>Leadership Committee Terms of Reference Review</p> <p>Governance Administrator outlined that a review of the terms of reference was overdue. In consultation with Senior Managers and SU President a number of revisions have been made to the Terms of Reference. The</p>									

	<p>revisions were made largely to reflect current practices within the SU and to ensure there is a clear purpose to the committee.</p> <p><u>Unanimous approval</u> of revised terms of reference from the committee.</p> <p>Governance Administrator to take revised Terms of Reference to Board of Trustees for ratification.</p>
6.	<p>Top Ten Update</p> <p>SU President provided a verbal update regarding the Top Ten.</p> <p>Some chats with university senior leadership have taken place with some also writing their 100 word response to their allocated top ten item.</p> <p>SEAB (Student Experience Advisory Board) strands are taking ownership of some Top Ten items.</p> <p>Due to Keith Zimmerman (Chief Operating Officer) leaving, there will need to a follow up on items he was leading on (climate emergency).</p> <p>Some University leads have not been in contact. Officers to take this to the next Voice Team meeting to ensure the team are on the same page before the next SU/University meeting about Top Ten.</p>
9.	<p>Trustee Recruitment Update</p> <p>Governance Administrator provided a verbal update of the recruitment process.</p> <p>Outlined that one trustee has resigned and another trustee is finishing their term.</p> <p>Gap in legal and compliance, health and safety and EDI.</p> <p>Elizabeth asked if they could be involved in recruitment.</p> <p>Governance Administrator to look at how Elizabeth can be involved in process.</p>
10	<p>Unitu Proposal</p> <p><i>Education Manager presented the report R5.</i></p> <p>The Education Manager provided an overview of the Unitu platform explaining that it was a digital tool to support elected reps.</p> <p>Emphasis that this tool is supplementary to, not in replacement of in person interaction. There is the possibility for all elected representatives to use the platform but will be trialed initially with Course reps. The platform will also allow for officer scrutiny and transparency.</p> <p>QUESTION – Officer How will the platform work operationally, how do reps get feedback?</p> <p>ANSWER – Education Manager Reps and officers will post their priorities and key issues on the platform. Students are then able to up or down vote a priority and write comments. It both makes reps and their purpose more visible. If a priority with a rep does not align with a priority with their cohort, the system allows them to engage and understand what they are representing going forward.</p>

This proposal is asking for funding for one year at which point there will be a review.

An Officer raised a concern that officers being at the first level of approval is potentially too operational.

It was agreed there needs to be a mid-point check in to allow for review and a clear operational plan for staff.

QUESTION – Officer
 What is the timescale for implementation?
 ANSWER – Education Manager
 From January the SU will have access to the platform but it would not be realistic to look at that as the point of launch. This will be an opportunity to look at functionality and potential have a small scale pilot of a few courses.

QUESTION - Officer
 Has support been sought from DDAT?
 ANSWER – Education Manager
 Has had assurance from the Marketing and Communications Manager that existing data sharing policies would cover the platform but there will also be consultation with DDAT directly.

QUESTION - Officer
 Where will the money come from?
 ANSWER – Education Manager and Head of Finance
 For this year there is money in reserves that can be used. Beyond this year it will need to be looked at with the annual budget where the money comes froms. This will be alongside talks regarding the strategic plan.

The proposal was **unanimously approved** by the committee.

Education Manager to consult with DDAT regarding needs for Unitu.

11 **Student Group Elections**

There are concerns around the number of roles a student can hold within the SU (reps, execs, committee roles etc).

A key concern is the wellbeing of the student but also the impact on groups if a person overcommits and then studies increase in intensity.

Should there be a limit to the number of roles a person can do and if so should this be across the SU or limited to one area?

QUESTION
 Is there a recommended number of hours for volunteering for student roles?
 ANSWER
 Previously there was a ‘what you can expect’ on the role. It would be good to have a conversation with Sam regarding role profiles.

It was highlighted would there be a risk for engagement in restricting roles?

It was determined that there are facts of the situation which is unknown. This includes how much are students doing across the SU, what is done when someone is not fulfilling their role and what do other SUs do?

	<p>There is nothing in policy to prevent individuals from signing up to multiple roles, particularly within one student group.</p> <p>It was agreed that the best approach may be to look at guidance rather than strict rules.</p> <p>Head of Activities to set up project group for fact finding and creating a plan of action.</p> <p>This to include: for those engaging in the SU, how many are engaging in multiple areas of the SU (Peer support, activities, academic)</p> <p>Does there need to be a restriction on applying for multiple roles within one student group?</p> <p>Wellbeing guidance</p> <p>Guidance around workload</p> <p>Specific guidance for those on placements or distance learning</p> <p>Procedures regarding to student leaders not fulfilling their duty.</p> <p>Examples from other SU relating to any of the above.</p> <p>Short, medium and long term plans go to DPT and leadership.</p>
12	<p>Staffing updates</p> <p>Verbal update from Acting Chief Exec.</p> <p>A lot of positions have been filled.</p> <p>There are vacancies within marketing but there are ongoing conversations with HR.</p> <p>In Activities the sports coordinator role is in motion as is the facilities administrator position.</p> <p>In Voice the Change and Inclusion manager position is live.</p> <p>In the Bar, Mike is awaiting a grading decision before being able for advertise for a kitchen supervisor role.</p> <p>There is a significant problem with the onboarding of student staff. This is not only an issue in terms of workload but also for cost of living as those students cannot work or get paid.</p> <p>Noted to highlight in meetings regarding TEF.</p> <p>Alex to talk to Richard Brooks about cost of living concerns for students.</p>
	<p>Any other business</p> <p>Head of Activities – Students not using the correct channels for disciplinary concerns</p> <p>This item is for awareness as work is ongoing around this.</p> <p>A number of student groups have taken it upon themselves to administer disciplinary actions and/or investigations.</p> <p>Activities have linked up with the Governance Administrator and with the Advice Team to look into it comprehensively.</p> <p>Head of activities is in communication with Elisabeth Day who has flagged concerns from the University side.</p> <p>Progress around this will be fed back to Elisabeth.</p>
	<p>Date and time of future meetings</p> <p>Decision made to move the next meeting to the 14th of December due to a number of individuals on annual leave.</p>

The meeting ended at 11.00

Item	Action	Action Owner	Exp Finish
5.	Governance Administrator to take revised Terms of Reference to Board of Trustees for ratification.	Beki Self	December 15th
9.	Governance Administrator to look at how Elizabeth can be involved in process.	Beki Self	December 2022
10.	Education Manager to consult with DDAT regarding needs for Unitu	Ryan Lucas	
11.	Head of Activities to set up project group for fact finding and creating a plan of action	Polly Hawker	

ACTING CHIEF EXECUTIVE REPORT

PURPOSE

This paper provides an update from the Acting CE on various issues.

CONTENTS

Report: Pages 1-4

Actions for Board: Page 4

REPORT

1. Staffing Update

After what has been a long and stressful period of recruitment, we have almost recruited all roles. The final few are below:

- Facilities Administrator – interviews taken place in December
- Sports Co-ordinator – interviews taken place in December
- Change & Inclusion Manager – interviews in January
- Student Voice Co-ordinator – interviews taken place in December
- Marketing Co-ordinator – interviews in January
- Digital Marketing and Social Media Co-ordinator – interviews in January
- Food & Beverage Assistant – interviews in January

It has been great to welcome all the new staff across the areas.

There is an ongoing issue with University HR taking a long time to process casual student staff on the system which impacts them being able to work and be paid. After several discussions, HR processed our urgent roles and they have secured temporary staff to work through what was a backlog of 350 to 400 casual staff across campus.

2. Interim CE/DCE

As you will be aware I have accepted the fixed term secondment Interim Chief Executive position (31.10.22 – 30.4.2023) and, by way of back fill, Charlie Slack has accepted a fixed term, four day a week, Interim Deputy Chief Executive position (21.11.2022 – 21.4.2023). Charlie's role is being backfilled by Amy Young and Ryan Lucas, with the need to appoint extra student staff in the Voice area. As we are in the process of recruiting two full time staff to the area, Charlie will continue to work closely with the Voice team.

Charlie and I have started to plan work around the areas of strategic planning and capacity. The plan is to collect feedback from engaged and unengaged students, student officers, trustees and staff during Jan – March. We will be reviewing strategic plans from other SUs, many of which are only just underway or in place post the pandemic. I have contacted Chief Executives in the SW to discuss post pandemic issues/themes. The University is also currently undertaking its own strategic planning process and we will be paying close attention to their main themes and areas. The national picture will be key too.

Alex and I also have an initial meeting with Cassie Wilson, Pro Vice Chancellor for Student Experience, to revitalise discussions Andrew started around an SLA identifying that although we are delivering key areas of the student experience we are becoming increasingly under resourced in some areas. We also want to discuss our offering in the bars and club area, with the risk post pandemic of cost of living, continued aggressive marketing by clubs in town and changing patterns of student behaviour. It'll be important for the University to be aware of our issues when looking at their own strategy.

ACTING CHIEF EXECUTIVE REPORT

3. Staff Wellbeing

The University has just launched a Work and Wellbeing survey. The data will be used to develop departmental wellbeing action plans in line with the University's mental health and wellbeing strategic framework. Data will be collected on a range of wellbeing indicators (defined by the Health and Safety Executive Management Standards [HSE](#)). A good response rate will enable them to work together with us on the results through targeted focus groups to create and implement a Departmental Wellbeing Action Plan (DWAP). The survey will be open for a period of two weeks. The data collected is anonymous and will be analysed using the Health and Safety Executive's analysis tool.

The survey has been highlighted in a recent all SU staff meeting and in my regular meetings with HR I have stressed how important this area of work is for our staff after such difficult period – pandemic/post pandemic, staff recruitment and capacity issues at all levels.

4. South-West Students' Unions' Meet Up

The Officers, Charlie and I recently attended the SW SU Meet Up, a useful day to hear about issues in the sector and to network with colleagues we haven't seen in quite a while. Jim Dickinson, WONKHE, gave an insightful, challenging presentation on strategic planning for the future, a time he referred to as volatile, uncertain, complex, and ambiguous. Some areas Jim covered were austerity, the reduction in revenue to universities from student loans, changes in Government perceptions about which, and how many, students should go to university, the rise in mental health, changes in staffing turnover, a reduction in time students are able to volunteer their time and the shortage of student housing. Challenging questions he posed included:

- What if the block grant was halved or reduced in some way?
- What's our minimal viable product (basic SU)?
- Are there other ways of imagining an SU and how representation is delivered?
- What if Officers no longer sit on university committees and instead students are paid to go?
- Now it's harder for commercial areas to make money (some SU's have decided not to run club nights etc) can SUs run bars in a different way (ethical purchasing/student employment/employability focus)?
- Can SU's look for alternative funding?
- Are SU's staffing models fit for purpose now staff turnover is, and may continue to be, volatile?
- What if we mainly worked with student staff?

All food for thought and mainly longer-term initiatives but this is reflective of the challenges and issues SU's are currently facing and the context in which they are working.

NUS also gave a session on the Cost of Living campaign and outlined how they are listening to SUs and want to build closer working relationships. In a previous online meeting with NUS recently about our referendum I flagged that their tone, when writing to Student Officers around the referendum, was unhelpful when trying to build relationships.

5. Strikes, supply chains and blackouts

I have been attending the University's emergency meetings on strikes, supply chains and blackouts. The impact of strike action is being closely monitored. At present students are broadly supportive but this may change if action continues. At present in The SU we do not have an issue with supply chains. We will continue to monitor this. The University has made contingency plans around generators and support for students if black outs do happen at any stage.

6. Corporate Business Intelligence Review

ACTING CHIEF EXECUTIVE REPORT

I have attended a meeting with consultants working with the university on corporate business intelligence. There has already been changes in how university committee paperwork is distributed and viewed. This review goes much further, looking at how the myriad of different platforms within the university link up. Ian Blenkharn, Director of Education & Student Services, who we work closely with in areas such as Transport, has said the university is keen to make huge strides in this area.

7. The SU in Dartmouth Avenue

There is still no news on whether the lease will be extended a further year. There have been several meetings with B&NES council, which I have attended to talk about the facility and to give tours, and we should know more soon. One area worth noting is a joint Warm Spaces initiative between the University and The SU where Dartmouth Avenue plays host to older people in the community on Wednesday afternoons. Food, warm beverages, and activities are provided. Recently the Salsa society gave performances and dance tuition.

8. Student Submissions/Working Groups

One area to highlight is the excellent work undertaken by Blake Walker (Community Officer) and Helen Constance (Advice and Support Manager) on the student submission to the Mental Health Charter. Challenging, research underpinned by student opinion, this has been well received by the University. I've received complimentary emails about them both on how hard they worked on the submission and in the working group. Other large areas of student feedback will include the APP (Access and Participation Plans) – we are already working with the widening participation team on diverse student feedback – and TEF (Teaching Excellence Framework). All are large areas of work which are taking a great deal of staff and officer time.

We are also monitoring the number of working groups being set up, on top of the huge number of university committees. Under Student Experience Activity Board, we now have three working groups: THRIVE, RESPECT, BELONG, with one on employability to follow. All have representation from The SU as we provide key areas of work under each area. There are also several different meetings on sustainability areas. It'll be important to look at this area when we are looking at capacity/strategy.

9. Black Hairdressers

This will now be opening in February. The delay from October has meant Mike (Head of Commercial) had to re-source hairdressers/barbers. We are excited that at last this facility will be available.

10. Project to Review Marketing and Bars

As outlined at the Finance & Audit Committee, Mike (Head of Commercial), Helen (Marketing & Communications Manager), and their teams, have been working hard on the actions identified in the consultancy report from Greenhouse Consultancy. (<https://greenhouseconsultancy.co.uk/>). Impact is being closely monitored.

11. Officer Support

Officers received continuous support throughout their year so far. I meet with each officer every other week to provide wellbeing coaching and support. Other HODs provide work skill coaching in areas like time management, delegating etc. More recently Helen Constance, Advice & Support Manager, provided individual feedback to officers on their Strengthscope reviews. A 360-degree review is underway, where officers undertake a self-review and peer reviews, and managers provide feedback to officers. Further training and support will then follow.

12. Trustee, Heads of Department/Line Managers, SU Staff & Officers

ACTING CHIEF EXECUTIVE REPORT

Once again, please may I thank Trustees, SU staff, SU officers and university staff for all the support I have received. It's been a tough, extremely busy period for everyone running up to December and I know we are all looking forward to the Christmas break.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:	Mandy Wilson-Garner – Interim Chief Executive	E-Mail: susajw@bath.ac.uk
-----------------	---	--

OFFICER REPORT – SU PRESIDENT

PURPOSE

The purpose of the following report is to illustrate progress made by the SU President under key headings.

REPORT

1. Update

As the end of the first semester draws near, there is a great deal to reflect on. We're approaching halfway through the sabbatical year and with it there has been lots of opportunities for learning and development. I am very proud of the Officer Team for the work we have achieved so far and look forward to the progress we can make in these remaining 6 months.

Several key issues have so far characterised the semester:

Buses

At the start of the semester there were serious concerns over the bus provision to and from Campus. In response, I responded to dozens of emails, sharing most with the University who took complaints seriously and responded individually to many. We went down to bus stops in the city to collect student feedback. Whilst issues with provision are not yet fully resolved, there appears to be good progress and now a few months in, complaints directed towards the SU are fewer and less frequent. Further services (20) are being reintroduced next year under a new operator.

The Top Ten

This top ten has started well and on some items, progress is already being made. The University Executive board has assigned a key contact to each item and written 100 words as an action plan to make progress for each. We have met as a group once so far to confirm the plan and await the next session to start charting the development of progress made.

NUS Referendum

With the assistance of the Voice team, we ran a referendum to determine whether we remain affiliated to the national union of students. Unfortunately, this did not reach quoracy (~1050 votes) and therefore the result was invalid. The next opportunity for us to run a similar referendum will be in 12 months' time.

Response to staff strikes

Following consultation with engaged students, we took the decision to support the UCU staff strikes as an officer team. Whilst largely supported by the student body, we did run into some resistance and one group felt that we had not been democratic enough in deciding this action and wrote to us in an open letter. It felt it would have been difficult to find a situation in which we would not have faced any criticism.

Cost of Living

I have been working on items with the Head of Commercial, a new food offer in the bar of 40p Porridge in the morning, as well as looking at the Bar's relationship with students as both a student living room to exist in and a commercial bar which aims to drive profit. We are investigating installing a boiling water tap and water fountain. I am continuing to push the Director of Campus Services to ensure that campus food provision is acceptably priced and good value for money.

Manifesto

A small update on selected manifesto items – many of which are issues being led by other officers.

"Publish KPIs ...for services provided by Student Services..." – Added into our top ten with the Community Officer as lead. A dashboard is being created for Student Services to organise and present data.

"Recommend a full review of transport options with BANES council up to campus..." – Within the University, a

OFFICER REPORT – SU PRESIDENT

working group has been established to create a transport 2030 strategy. Whilst not yet including involvement with the council, this is an important step in the right direction.

“Work with the University to ensure the new management building benefits all on campus” – Since our last update, the University has confirmed that the building is now open to all staff and students, although the turnstiles remain in place.

“Work with the University to keep the benefits of blended learning and online exams without permitting a reduction in quality of provision compared to pre-pandemic levels” – Unfortunately there have been significant disparities between departments in this area, especially with regards to lecture capture. The Education Officer is working on this area but serious support is required from the university if change is going to be made.

2. Goals

- Goal: To take better control and ownership of my workload – I am still juggling the demands of the role and finding time to get work done outside of meetings. Over the next couple of months I intend to better manage my time and the expectations of others.
Objective: Avoid working on desk-based items outside of contracted hours where possible.
- Goal: To establish a dialogue between us as officers and the city of Bath. Whilst some links do exist, these tend to be on single-issue, small scale, or not on our terms. This town-gown relationship could provide great benefits to us.
Objective: Establish regular meetings with the leader of the council/ the mayor/ local people of influence.
- Goal: Work on a larger number of national issues and join up with other Students’ Unions to maximise bargaining power.
Objective: Set up calls with other officers to join up on key issues.
- Goal: Work more effectively with the other officers – and collaborate wherever possible. Aim for minimal redundant work across our roles and greater understanding of the conversations others are having.
Objective: Form a shared set of goals and work out where I can assist others and where they can aid me.

3. Upcoming work, projects and events

The UCU held 3 days of strikes in November and it is likely that members will be balloted to strike again, which could include further action such as missed teaching and marking boycotts. We will need to consider calling a referendum soon and there will be lessons learned from the NUS referendum that we can bring to the management of this one, to avoid an embarrassment of not meeting quoracy.

With 3 of our Independent Trustees due to leave us in the coming months, I am working with the Chief Exec and Senior Administrator (Governance) on our plans to recruit. We have been reviewing recruitment packs and established a timeline for the advert to go live. This is due to take place in the new year.

A new committee between the SU and the University has been established to replace negotiations on an organisational level, regarding our block grant, sources of funding and adherence to charity and education law. This will allow us to talk about the legal and financial specifics of our relationship and not student-facing issues.

Student Media – Continuing to assist media in their development as groups and pushing for strategic plans to be put into place to secure their future. I will be assisting University Radio Bath’s move of server equipment to a DDaT

OFFICER REPORT – SU PRESIDENT

machine room in 4ES. This represents a significant new relationship between the radio station and computing services – one that is welcomed and will provide significant benefit in years to come.

Upcoming Manifesto projects:

“Create an SU Archive, capturing real student life and preserving the work of student societies and groups for years to come” – A key item that I want to achieve over the next quarter is the establishment of an archival operational plan and policy. This would affect both student groups and the SU as an organisation. At the moment, further than legal requirements there is minimal effort to collect and preserve work/ data in a way that will be relevant in an archival format. Having seen a great deal of historic content within Media, I want to ensure that student work where possible is preserved as a living record of the SU.

“Communication between staff and groups needs to change. We must support, not undermine our student leaders by including them in development planning and requiring student approval (e.g. through SUMmit).”

I plan to work with the voice team to look at where our approach to student leaders and volunteers need to change. In some cases, we have seen a low engagement amongst our students (especially with Academic Reps) and it is important to identify and address the root cause as soon as possible.

4. Personal Achievements

Bus Forum – My work with the Voice team led to a successful Bus Q&A session in which we helped to provide an opportunity for students to ask bus company operators and university leaders for answers. I was very proud of how the event ran and grateful to the Change and Inclusion Manager for his support from start to finish.

The atmosphere in the workplace is already feeling different following the secondments of CE and DCE and work is taking place to reignite conversations around strategy.

The contribution that the Education Officer, Postgraduate Officer and I have at University Council and Senate feels tangible and concrete. I deeply enjoy the detail that we are privy to and influence that we are able to have. At University Council I took a question from a lay-member to create an action for myself – to provide Council with a record of the Top 10 from the past 5 years and the progress that UEB has made on them since. I think this was a great win, as it will encourage further scrutiny of areas in which progress had stalled in prior top-10 cycles.

I was invited to speak at the University of the Year Celebration on behalf of the SU and delivered a short speech – The Director of Communications sent over a wonderful email in thanks.

5. Concerns and Issues

Issues with HR are persisting. Many student staff have still not yet been paid and we need to consider how this might be affecting our organisational reputation.

With reference to HR, the Marketing department is still awaiting two new positions to go to interview. It is vital that this team is supported wherever possible and that we place a high importance on hiring a quality candidate for the new Digital marketing role.

OFFICER REPORT – SU PRESIDENT

6. Self Reflection

I have learnt more in these past few months than I had thought possible. The job continues to be fast-paced and surprising at every opportunity. From managing my emails and calendar, to conflict resolution and thinking big.

I've enjoyed opportunities to get involved with the University and found the various 'hats' of student governor, SU trustee and student representative to complement each other well despite various warnings of conflict.

Finding time to read papers ahead of meetings and to draft statements or reports is an area in which I aim to focus over the coming months. For example, for some time, the Community officer and I have been planning a second episode of the podcast we started before freshers' week and since then have not allocated enough time to recording it.

A significant learning point for me has been interacting with and supporting Student Media. Having been in the role of Media Officer (Chair) last year, I now understand a great deal more about decisions made by the SU in the interests of protecting its public image. I do still fervently push for the independence of our media groups, but I now have much greater respect for the work of staff in our marketing department.

I am coming to really enjoy my role here at the SU and slowly seeing real change taking place. I hope to continue making a difference and delivering on action that represents what students want to see.

On a personal level, I am grateful for the support of the Interim CE and DCE in asking tough questions, challenging my views and their genuine care throughout the past 6 months. I thank them for the support in the role and for their guidance on how to manage the year ahead.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:	Alexander Robinson, SU President	E-Mail: supresident@bath.ac.uk
-----------------	----------------------------------	--

OFFICER REPORTS DOCUMENT

PURPOSE

The purpose of the following report is to illustrate progress made by the Activities Officer under key headings.

REPORT

1. Update

Main things I have been working on since the past Board of Trustees are:

- *SU Bath World Cup*
- *Volunteer Recognition*
- *NUS Referendum Campaigning*
- *Supporting Activities groups*
- *Working with Elizabeth and the CAF team on the Sustainability Top 10*
- *Black History Month*
- *Societies Forums*

2. Goals

- I want this year to be the funniest one yet.
- Accurately represent Students views on numerous topics
- Sustainability:
 - Work together with the CAF team and lobby the university to treat the climate change as emergency
 - Provide sustainability opportunities to Societies to get involved in

3. Upcoming work, projects and events

- ***Student Community Partnership Green Group*** – *Work with the 7 local stakeholders on collaboratively approach sustainability and offer support on issues such as recycling and Active travel*
- ***Green Week*** – *Coordinate all ‘green’ societies to raise awareness for sustainability through campaigns, talks and protests during a week (likely end of February)*
- ***NUS Green Impact Report*** – *I will be coordinating the joint SU effort in constructing the report we submit to NUS for the Green Impact Award*
- ***Artsity*** – *2-day festival to showcase the Arts in Bath (likely end of March)*
- ***Top 10*** – *Lobbying the university on the Sustainability and Cost of Living Top 10s I co-lead*

4. Personal Achievements

SU Bath World Cup:

I spent 50+ hours coordinating the event but I dare say it was a huge success. We had 15 society participate, 150 players in total and 350 spectators over the 2 days. Thanks to the sponsorship with Official we managed to hire qualified referees for the finals, and used University Radio Bath and CampusTV to livestream and commentate the games. Arab Soc ended up winning the Gold Medals and the Amazon Vouchers while Bulgarian, French and Spanish Society finished 2nd 3rd and 4th respectively. You can read more about the event here <https://www.thesubath.com/news/article/thesu/SU-Bath-World-Cup/>

Volunteer Recognition

OFFICER REPORTS DRAFT DOCUMENT

The primary objective is to recognise our volunteers' and groups' contributions and to encourage them to keep doing so.

- **VC Breakfasts:** Arranged 4 formal breakfast between the Officers, outstanding volunteers from their areas and the Vice-Chancellor professor Ian White, which were incredibly well received by our students
- **LinkedIn Appraisals:** Developed a model on how to appraise the work of outstanding committee members of Activities and do a spotlight on their work on LinkedIn so that employers can see.
- **Volunteer of the Month:** Together with the Volunteering Team we released this scheme where students can nominate and elect a Volunteer of the month out of the 6 SU Bath Volunteering Groups
- **Society of the Month:** Soon releasing a Society of the Month, where every group can put themselves forward and the Activities Exec will decide on which society wins

5. Concerns and Issues

- **NUS referendum:** Was very disappointed that the NUS referendum did not reach quoracy despite the Officers campaigning effort. I just wished we had cancelled our meeting and gone campaigning on Tuesday afternoon instead of Wednesday as we fell only 50 votes short.
- **SoM Recordings:** I sit on the School of Management Board of Studies which refuse to record lectures and take important decisions such as exams, recordings and courseworks on their own and ignore me and the Faculty Rep present on the meetings
- **Elections** – we have found out that some students take on a big amount of committee roles, 8 or 9 in certain cases, without knowing how much effort is actually needed for those. Once they realise in October/November either their mental health suffers as they try to cope with everything they have signed up for, or don't do their responsibilities as committee members and the society suffers.

6. Self Reflection

I think it was a very successful semester in which I managed to see actual results of the work I have been doing which I find very rewarding.

However, I need to learn to delegate tasks within the teams. I generally tend to take too many responsibilities and have to work either extra time or miss the deadlines. For instance, for the world cup, I coordinated the whole event myself and whereas I could have delegated tasks to the Activities Exec or the societies team.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:		E-Mail:
-----------------	--	----------------

COMMUNITY OFFICER REPORT

PURPOSE

The purpose of the following report is to illustrate progress made by the Community Officer under key headings.

REPORT

1. Update

Activities and work undertaken since the last meeting

Exec Committees

We have successfully recruited for and trained this year's International Exec and D&S (Diversity and Support) Exec Committees.

Accessible Campus

Campus Infrastructure (formerly Estates) have officially taken responsibility for the accessibility of the University campus. A new Accessibility Committee has been formed with representatives from a range of professional services including the C&I (Culture and Inclusion) Team and the Students' Union.

Relevant Top Ten: Create a three-year costed action plan to address all findings of the Buildings Accessibility Audit (2019) with a ringfenced budget.

Relevant Standpoint: The University must be physically accessible to all students.

Relevant Manifesto Point: Lobby for an accessible campus

University Mental Health Charter

The University's application for the Mental Health Charter accreditation has now been submitted, including the Student-Led Report. I have also been working with the University on their mental health action plan which is part of their newly launched Be Well Initiative.

Liberation Networks

As introduced in my previous board report, this semester has seen the introduction of Liberation Networks. There has been mixed success with these networks with engagement reducing over the semester. However, the feedback received during these spaces has been very valuable.

Relevant Manifesto Point: Introduce different ways of engaging in SU decision making that don't require committing to a yearlong position.

Cost of Living

I sit on both the SU and University Cost of Living working groups. We have worked with the University to implement a range of interventions, including £1.50 hot meals, warm spaces off campus, price locks/matches in Fresh, the campus shop, and budget increases for the Hardship Fund.

Drug Harm Reduction

DHI (Developing Health & Independence) have been on campus every week, offering reagent drug testing kits. We have seen an increase in engagement with students and are working on increasing the visibility and awareness of this service.

Relevant Standpoint: The University should provide accessible education and provision to reduce harm from recreational drug use and have policies and procedures in line with a harm reduction approach.

Esther Parkins

The Esther Parkins Residence is now available for student groups. This is a lovely, private space with a kitchen that is available for international societies and D&S groups. This was a result from last year's Top Ten around inclusive

COMMUNITY OFFICER REPORT

spaces.

Freshers' Week

During Freshers' Week, I attended all the mixer events put on from students from underrepresented groups. I also gave several induction talks and was present at every arena night.

Recruitment

I have sat on interview panels for a Peer Support Administrator and Student Voice Coordinator.

Officer Team

I organised a planning half-day for the Officer Team; this importantly included freshly baked gluten free cheese scones.

2. Goals

Aspirations and aims

Sexual Health

I am hoping to bring back SHAG Week. I have been having positive conversations with students who are interested in co-facilitating this.

Inclusivity Training

I aim to closely review current provision and seek feedback from D&S Exec.

Relevant Manifesto Point: Collaborating to create clear guidelines, template access statements, and specialist inclusivity training so student leaders know how to make their events accessible and inclusive.

Hardship Fund

I want to get a better understanding of what the current barriers are to accessing the hardship fund and continue work with relevant staff in Student Support and Safeguarding to improve communication and accessibility of this fund.

Relevant Manifesto Point: Consult students on the hardship fund and push for more support to be offered to those applying right from the start.

Local Elections

Local elections are coming up on May 4th 2023. This is a great opportunity to encourage students to get involved with local politics and to make sure students are considered by the local council.

Relevant Manifesto Point: Increase our engagement with local agencies, partnerships, and advisory groups so that students are considered and advocated for in district decision making

3. Upcoming work, projects and events

Planned key work for the near future

Inclusivity Award

I have delayed the relaunch of the inclusivity award to allow for input from the D&S Exec.

Onsite Visit for the University Mental Health Charter

As Student Lead for the University's application, I will be very involved in the two day visit from Student Minds at the beginning of Semester 2. The assessors will be speaking to students during their visit and we have started planning how we will be selecting a representative panel of students.

Counselling, Mental Health and Wellbeing Service Review

I will be attending this two-day service review that is being organised by Student Support and Safeguarding.

COMMUNITY OFFICER REPORT

Relevant Top Ten: Develop robust mechanisms for measuring and reporting the effectiveness of mental health services to ensure students are satisfied with the provision.

Relevant Standpoint: All students should have timely access to effective and appropriate support for any difficulties or personal issues they may be facing.

Relevant Manifesto Point: Review the offer from Student Services.

Housing

I will be working with the Welfare and Community Sabb from Bath Spa SU and other partners in the SCP (Student Community Partnership) to launch a housing campaign at the beginning of Semester 2. We are also reviewing the white paper on housing reforms to assess what impact this might have on students renting HMOs (Houses in Multiple Occupation).

4. Personal Achievements

Accessibility

I am really excited by the progress being made in this area – after a long time being stuck it seems that things will finally start to be addressed and it looks very likely that the University will be committing a considerable amount of money to this. While this isn't just a personal achievement and has been a combination of the work of many, I believe that the inclusion of this on our Top Ten this year helped push this over the line.

See relevant Standpoints/Top Ten/Manifesto Points under 1.2

UCU Strikes

I wrote the statement announcing our stance on the strike action – I'm not massively confident at this kind of writing so was pleased to be able to pull something like this together in a short amount of time.

Mental Health Charter

Quite a lot of work has gone into getting everything ready for the submission last month and there has been a lot to catch-up on with taking over as Student Lead. I am really grateful for all the help I've got from staff members, particularly the Advice & Support Manager. We have received some really positive feedback from University staff members on our contribution to this work.

5. Concerns and Issues

I continue to be concerned about staffing and workload.

6. Self-Reflection

I feel quite a bit more settled and confident in my role, particularly in university meetings. My networking and public speaking skills have improved in particular. I am struggling with time management and prioritisation but have noticed some improvement in recent weeks, and this has required recalibrating my expectations of what I can realistically achieve this year. Mostly, I am really enjoying my time as Community Officer, and particularly love working with passionate students.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:	Blake Walker	E-Mail: sucommunity@bath.ac.uk
-----------------	--------------	--

EDUCATION OFFICER REPORT

PURPOSE

The purpose of the following report is to illustrate progress made by the Education Officer under key headings.

REPORT

1. Update

Activities and work undertaken since the last meeting

Freshers' Week: Delivered multiple welcome presentations to first years, attended student events and spoke with them about opportunities in the SU and held Academic Rep training for returning reps elected in the previous semester.

The Education manager and I held interviews for student voice project assistants (student staff who help the PG officer and I with projects, for example by researching a topic). Five assistants were hired and have just started their roles.

In October, I attended a development day and dinner for council members. This was a good opportunity to get to know council members and to be a part of strategic discussions. (This opportunity was also really good for my personal development, please see section 4).

On the 22nd of November we held our first Summit meeting. I was really pleased with how this went as we had lots of students attend and the discussions held which were very good. It was great to see so many passionate students getting involved in the discussion.

We also held a referendum on whether the SU should stay affiliated with the NUS or not at the end of November. Though the vote count did not reach quorum, the officers came together as a team and encouraged students to vote. We had a stall downstairs in the SU and also walked around campus, asking students to vote.

The first academic council of the year was held on the 30th of November. About 50 reps turned up and contributed to discussions around key topics (e.g assessment and feedback and Lecture recordings).

2. Goals

Aspirations and aims

The Academic Rep Training this year was not particularly engaging as it was an hour-long presentation without much interaction from reps. This is most likely because we did not have an Academic Rep Coordinator for a couple of months, so it was harder to organise the training. Now that we have an Academic Rep Coordinator, I would like to improve Academic Rep Training for semester 2. Making it more engaging should hopefully be more useful and interesting to the reps and help them understand their roles better.

My next goal is to push for all lectures to be recorded. This is an ongoing issue and may take longer than the rest of this year, but I hope to make progress by tackling areas where lectures aren't being recorded and getting as many to start as possible.

Another goal is to communicate with students about what has been done with their feedback. At the recent academic council, a student asked me how they can find out what will happen with the feedback given by academic reps. They raised a good point as I am aware these things have not been communicated that well in the past, therefore I am setting myself a goal to share with the reps and wider student body the actions that arise from the feedback gathered, the progress made, or challenges faced with tackling their issues.

3. Upcoming work, projects and events

Planned key work for the near future

EDUCATION OFFICER REPORT

Continuing to attend meetings such as Education board to discuss current issues. One of these is Assessment and feedback. The recent academic council has been really useful for getting input from students and I will be bringing in what the students have raised in relevant discussions to ensure the student voice is not overlooked. Other issues include Exams, study spaces and

The Teaching Excellence Framework submission deadline is in January and the Education manager and I are currently working on the first draft of the student submission, which we aim to finish by the 16th of December.

On the 7th of December I will be speaking at graduation ceremonies again, which I am really looking forward to.

On the 15th of December, 13 academic reps and I will be having breakfast with the Vice-Chancellor and his wife. This will be a really good opportunity for academic reps who have been doing a really good job to get some recognition and I hoping it will be a very nice event.

4. Personal Achievements

At the Council development day, I developed my relationship building skills. I was very nervous going into it, but I ended up having some really interesting conversations with other council members and I now feel more confident about attending council.

During Summit, I contributed to discussions and answered questions. I spoke confidently and clearly, even though I had been nervous about attending. I now feel much more capable talking to students about what I am working on and answering their questions. It was also a good opportunity to build relationships with students and hear about their experiences.

Since the start of the academic year, I have attended multiple gold scholarship events. As a previous gold scholar, I really want to be able to give back to the scholarship programme. I recently held a training session on how to write an officer manifesto to encourage gold scholars to run in the officer elections, I also attended a session where I spoke about how gold scholars could become peer mentors or academic reps and I attended a networking event where I spoke with many students about their time here at Bath. Through my role as Education Officer I have been able to help students who are in a similar position to mine not so long ago and this has been a huge personal achievement for me.

5. Concerns and Issues

There are increasing concerns around staff shortages and staff/officer workload and how this might be affecting staff/officer wellbeing.

6. Self Reflection

Looking back, I feel I would benefit from training on how to delegate work to student staff. Though I knew the student staff were hired to help the PG officer and I with our projects, I was not prepared on how to manage staff or delegate tasks to them. I now realise that I would have benefitted from some kind of training on this. I have set aside time to bring this up with staff and should get more guidance on this soon.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:	Julia Kildyushova	E-Mail: sueducation@bath.ac.uk
-----------------	-------------------	--

POSTGRADUATE OFFICER REPORT

PURPOSE

The purpose of the following report is to illustrate progress made by the Postgraduate Officer under key headings.

REPORT FOR JURA NEVERAUSKAITE (POSTGRADUATE OFFICER)

1. Update

Activities and work undertaken since the last meeting

My two points in top 10 are Doctoral experience and cost of living – I had initial meetings with university leads for both, where we produced a 100-word summary and an action plan.

The Autumn election was in October, we have elected PGT academic reps, PGT Execs, PGT faculty reps and Doctoral reps, organized training and had our first exec meetings and councils.

I have continued to work on eating disorders peer support group together with the student support in university.

I had helped organizing and had successful PG events, such as PG Quiz and Doctoral breakfast.

We are in research stage of PGT experience and dissertation survey. Unfortunately, the PVC Education will only start to develop the action plan next term.

Following the open letter from PGR students, together with a doctoral rep and an UCU (University and College Union) rep, we had a meeting with the VC and the PVC Research to talk about the cost of living.

The Education officer and I both now have student voice project assistants, who will help us on researching for our projects.

Together with Ben Palmer, we organized a demonstration for people in Iran; Event went smoothly, and we had over 100 students congregated at one point. We had representation/attendance from the Feminism Society, Amnesty, Arab Society, and Islamic Society.

We held our first SUMmit of the year; I think it was especially useful to discuss issues with student leaders and update them of the work we have been doing as well as receive some feedback and network.

2. Goals

Aspirations and aims

Improve PGT student experience, by making sure everyone has a sufficient dissertation supervision; while working on improving PGT education and developing an action plan, advocating for working students and student parents.

Addressing doctoral students cost of living issues, and keep advocating for rising stipends, a separate hardship fund, and mental health support.

3. Upcoming work, projects and events

Planning more doctoral lunches, that would have a certain theme and inviting university senior staff. The one in December will be on cost of Living, with Cassie Wilson and Simon Gane in attendance.

I plan on keep working on “Emotional Support Animals on Campus” which would hopefully result in students with a history of mental health issues to be able to keep their pets in university accommodation for the 2023-2024 school year.

When it comes to Top 10 doctoral point, I will keep working with the Deputy Vice Chancellor (Doctoral) on the

POSTGRADUATE OFFICER REPORT

following actions:

- Research Integrity - we already had one meeting with the working group, where we worked on updating the training, and some of the changes have already been made on *moodle*.
- Student/Supervisors relations – already have a meeting set up with Student Policy and Safeguarding to address PGR Sexual Misconduct. I have researched intensively how this issue is addressed in other universities and have actions in mind that should be implemented in Bath.
- Mental Health Difficulties – we have been discussing the issue with PGR support structures internally within the SU. With the university, I have been working on proactive activities for Doctoral students.
- Tailored support for Doctoral “subgroups” - working on providing better information (blogs) for upcoming doctoral students who are parents
- Doctoral Student engagement – working with current doctoral representatives to find ways how to promote elections to doctoral students and looking for better incentives to make them stay.

Furthermore, I will extensively work on the Cost-of-Living point in Top 10. I am looking forward to analysing the results of the Cost-of-Living survey and integrate any changes that would help the students. As of now we are lobbying for the Cost-of-Living Task and Finish Group to have regular meetings throughout the year.

4. Personal Achievements

We had first councils of the year (PGT Council, Doctoral Council, Academic Council), as well as PGT Exec and Academic Exec. I think most of them went very well, and I already have some improvements in mind to make them even better. It was very useful to hear student concerns and develop action plan from them.

I was leading on organizing the University of Bath University Challenge team this year, the try-outs went really well. We had 60+ people trying to make it into the team, and I selected 5 people. Bath Time has published an article about try-outs and the overall feedback was very good.

Even though, we have not quoracy for the NUS referendum, the officer team have managed to collect more than 500 votes in just two days. We have worked great as a team, promoting the referendum on the SU stand, social media, participating in a debate and just walking with students on the parade. We have discussed the changes that could have been made by us to reach the quoracy and we use that in any upcoming referendums.

I have raised a couple good points in the latest Senate, which resulted in the university setting up a meeting with me to discuss the PGR Student sexual assault cases. As it is one of goals, to work in this issue, I am really happy it is finally being addressed.

I think the Doctoral College away that went very well and I was able to address some issues with the Doctoral College as well as catch up Doctoral Representatives on the student parent issues.

I gave talks and answered questions on Doctoral Students Welcome event as well as PG Open day, I got great feedback, and many students wanting to follow up with me via email.

5. Concerns and Issues

I am still concerned about understaffing issues within the SU as it results in the remaining staff having additional workload. However, I understand that the Chief Executive and other managers are doing everything they can to solve these issues.

I am having trouble working with the PVC Research, as there is a bit of unwillingness from her part to work with me and the SU. As her role seemed to be crucial to better the PGR student experience, some of my aims remained in standstill. I am very thankful for the Deputy Vice-Chancellor (Doctoral) for working with me on the doctoral top 10 instead.

I am worried about not having any Doctoral Faculty reps and Doctoral Execs, as it means we do not have any students attending University Doctoral Studies Committee.

POSTGRADUATE OFFICER REPORT

6. Self Reflection

I think I have a lot of confidence in the last couple of months, and therefore improved in my communication with student leaders, university and SU staff. I am also now completely sure what my responsibilities are and educated about the structure of the university and the SU.

Some areas of improvement would be more confidence talking in the meetings with university (Senate, Education Board, UDSC). I also have a goal to write and present a paper during those meetings. In addition, I can get very nervous in meetings with the VC and PVCs, which affect my persuasiveness; I think I have already improved in the last couple of months, but I want to become even better at stating my case and negotiating with senior university staff.

I think definite changes need to be made about training our Academic reps, Doctoral reps, Faculty reps and PGT Execs; I was not happy of how the training went this semester and I think the training sessions could be a bit more interactive.

The autumn elections had a very low number of doctoral students. In result, we do not have any Doctoral Faculty reps or Doctoral Execs, and a lower number of Doctoral Reps than in previous years. The SU has done promotion for elections (Doctoral breakfast, speaking in Doctoral induction events, and social media), however I feel like we need to find a new way of how to make being a representative more appealing for Doctoral students. I am looking forward to improving the election process.

Therefore, another thing that I am looking to improve is the way Doctoral Council is being run. I think the first Doctoral Council could have been made more interesting for students by choosing more interactive activities and better incentives. I would like to make it more appealing for Doctoral reps and find a way to make sure more students participate in it.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:	Jura Neverauskaite	E-Mail: supostgrad@bath.ac.uk
-----------------	--------------------	--

SPORTS OFFICER REPORT

PURPOSE

The purpose of the following report is to illustrate progress made by the Sport Officer under key headings.

REPORT

1. Update

Activities and work undertaken since the last meeting

3G pitch – Involvement in the planning application in terms of the community use agreement and justification for students. This has been a long process, ensuring we are aligned with the Sports Department on usage for students, with 100% priority agreed for students during term time.

Sulis Club – After third party setbacks, we have received plans to upgrade the facility, including the standard and number of changing rooms, which is where students will be most benefitted. We have also negotiated the accessibility and ensuring gender neutral facilities are available when needed.

Inclusivity – Working with SU Sport Exec, SU Community Officer, and the Sports Department on the inclusivity of facilities, and how to make it more appealing to a wider body of students. I have also been working closely on developing the offer for LGBTQ+ students. This will be an ongoing project.

Top Ten – Over the last few months, I have been meeting with the UEB leads for Top Ten items I am included in and developing action plans for what we/students would like to see going forward. There have been initial meetings but minimal progress to report on yet.

Bath Active – Leading on and managing the program during a staffing gap, ensuring all activators are happy and sessions are running smoothly.

Sustainability – Collaboration on a climate training for sport committees and members with the Universities Climate Action Framework. This unfortunately did not have many sign ups but turned into a very valuable session which highlighted a few climate related issues within sports clubs and SU Sport more generally. From this we will be looking where we can suggest guidance and provide support with sustainable initiatives for sports clubs.

Voi Scooters – Voi scooters are now able to come up the hill and onto campus, there are some teething issues with them stopping half way up, but have been used by students as an alternative to the bus.

Rugby at the Rec – This October we returned to the Rec for the Anniversary showcase match of our Super Rugby Team. This was an outstanding display of sport, with around 5,000 spectators at the match. Many clubs came to support, finding this a community building event following the beginning of term.

Kit – The kit identity has certainly returned to campus, with lots of students being pleasantly surprised by the new range of kit Surrige can offer. The lower prices, and ability of clubs to input into the design process, fabric choices and general range, has pleased the membership. We are constantly extending the range and trialling new products with students all the time, including items such as a hijab and scrunchies as new editions.

2. Goals

Aspirations and aims

- To develop a recreational and social offer which engages all sport members, and beyond.
- To enhance employability opportunities for committee members and general members, and help them understand how their skills can be enhanced through being a student leader.
- Develop the SU Sport brand through social media and kit to bring a sense of unity to Sport at Bath.
- Increase inclusivity within sports club, encouraging a culture shift in some areas.
- Keep sport affordable to all students and mitigate where possible.

SPORTS OFFICER REPORT

3 Upcoming work, projects and events

Planned key work for the near future

Committee General Meeting – aiming to get better engagement with committee members and more feedback on how they are finding their roles and activity within their clubs. This is also a great opportunity to get some messages out to committee members about up-and-coming things.

BRIT Challenge – The Sports Exec are looking at supporting and organising an event to launch the 2023 BRIT Challenge. We are keen to get lots of people involved and make it accessible to everyone. I will look to update on what is planned/delivered at a future BoT.

Varsity – We are looking ahead to Varsity over at Cardiff Met. We are looking forward to this and are assessing the possibility of including several new sports to grow the event going forward.

Blues – This year we will be using a new venue to host our Blues Awards, The Roman Baths and Pump Rooms. This means that there will be adaptations to the event, but we are excited to be able to secure a fantastic venue which will provide the level of prestige that our students enjoy.

Facilities – Continue working closely with the Sports Department on the development of new facilities, and the facilities team on the review of student used facilities.

4 Personal Achievements

Sulis Club – After 18 months of hard work on this issue, getting it on the Top Ten, bringing it to the attention of the University, it is a massive achievement to have plans in place for the future of the Sulis Club. The priority of the Students Union is the development and expansion of the changing facilities, making these inclusive for all who need to use them. However, the opportunities to develop the other sections of the Sulis Club are currently in discussions for a bouldering centre which will be useful for our climbers within mountaineering as well as another social activity for other clubs.

3G Pitch – Following years of lobbying and development from many Sports Officers, the 3G Pitch is now into planning. There has been lots of testing and research in order to meet sustainability goals, as well as meeting council and Natural England objectives for lighting, to ensure wildlife is unaffected. This has been a bit of a project, negotiating the community use and ensuring it is demonstrated that students get full usage during term time.

BUCS Advisory – representing students at a national level, raising concerns around the student experience and structure of BUCS, but also being able to ask questions on areas BUCS are interested in developing. This was really good experience to present student views and network with senior representatives from BUCS and people from other organisations.

5 Concerns and Issues

Student Engagement – I have really struggled to get students engaged and involved with things this year. The social media pages have helped but there is limited feedback on issues and engagement with opportunities put on.

6 Self Reflection

One thing I know I can do better is the in-person engagement opportunities with committees. In the past having a calendar time when people could drop in was useful to get regular updates from clubs but didn't always

SPORTS OFFICER REPORT

capture all clubs. For semester 2 I plan to do two check-in days in the January period and again around the easter break to ensure the continuity, but also making my availability more clear.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:	Elizabeth Stacey.	E-Mail: susport@bath.ac.uk
-----------------	-------------------	--

AREA REPORTS

ACTIVITIES AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Start	Exp finish	Progress	Budget
Participation	Adjust our engagement style/marketing depending on the audience we're aiming to attract	Sept 2022	Mar 2023	Not started	TBC
	Inform leaders about what The SU is wanting to achieve regards participation and why. Empower student leaders to increase inclusivity.	Oct 2022	Ongoing		None
	Clarification around the SU's offer to University departments and the benefits of student groups being affiliated to the SU.	Sept 2022	Nov 2023	Started	NA
Growing communities: Engagement/Marketing	Continue to reaffirm the Edge as a student environment in which communities can grow	Sept 2022	Ongoing		TBC
	Increase face to face engagement with students and student led groups, build relationships back up	Sept 2022	Ongoing	Started	NA
	Showcase student group activity so as to recognise the extent and impact of the student group offer	Sept 2022	Ongoing		TBC
	Re-launch Bath Active through greater development of student activators. Link timetable of activities to objectives within engagement, loneliness and inclusion.	Oct 2022	May 2023	Being delivered	Budget
	Introduce a new inter-halls sports offer. Create a league structure that can be delivered by the clubs themesleves.	Oct 2022	May 2023	Being delivered	Budget
Inspiring Change: Training Evaluation Student leader development	Review how the area supports Top Ten/Uni strategies/Officer manifestos/National initiatives	Aug 2022	Dec 2022		NA
	Develop the training offer (including handovers) so that student leaders are supported and committees are strengthened	Oct 2022	April 2023	Started	Budget
	Gather feedback to research the impact of the Activity area on the University and students??	Feb 2023	April 2023		
	Research recognition of our student leaders- work with Peer Support Manager	Oct 2023	TBC		TBC
Hot topics: Health and Wellness Cost of Living Climate Change framework	Build up a wellbeing programme across the area	Sept 2022	Mar 2023	Started	TBC
	Develop Social Prescribing offer within the arts area	Oct 2022	On going		Budget
	Continue developing student led green initiatives to support the Climate Action Framework	Sept 2022	Ongoing		TBC
	Research possible events/projects/actions to support with the Cost of Living crisis	Sept 2022	April 2023	Started	TBC

UPDATE:

- Cost of living, It has been agreed with the Alumni department that the 2021-22 understand of the alumni fund (£5000) will be made available as a one off hardship fund that will support students to participate in activities. Criteria will be drafted and agreed within the alumni committee .
- Bath Active is back to a pre-covid offer with 20 sessions taking place per-week, including, Wheelchair Basketball, Spike ball and weekend walks.
- An increase in online training sessions completed, with numbers being monitored to encourage remaining student leaders to complete the necessary topics. Student Leaders working group are reviewing the current training for student leaders, concerns linked to lack of depth towards specific operational responsibilities.
- We now have 123 active societies

AREA REPORTS

- Linked to the cost of living, the volunteer team are supporting the University's 'warm living space' project (Cozy Wednesday Club) at Dartmouth Avenue. The SU are sourcing student activities to deliver to local residents as part of the initiative.
- The University's 'Be Well' week was in October- volunteer groups staffed a stand to talk about volunteering for wellbeing.
- Workshops supporting our Wellbeing offer are being developed and delivered weekly, with Feel Good Fridays and Take a Break workshops including, Unwind and Paint Yourself Calm to Mind into Line, which encourage meditation and calming the mind before finding your starting point on the paper.

Good news stories:

- Staff resource, a number of staff roles have now been filled with others in the process.
 - Competition's manager has moved into the updated role of Sports Development Manager.
 - Interviews are taking place on the 2nd December for the updated sports coordinator role and facility administrator.
 - The new facilities and technical manager (Chris Lyon) has joined the team
 - Sarah Williams is the new community coordinator, covering Suzanne Snook secondment to the Arts Development Manager.
 - Ruth Blackah is the new societies coordinator.
- Anna submitted 3 nominations as part of Bath's Community Awards, with Nightline successfully winning the Young Volunteer Team of the Year award.
- Volunteer team supporting the School of Management 'Rotork' initiative. The team successfully sourced an increase of challenges with charity partners, with 18 challenges being delivered by over 120 Msc students.
- Arts programme is full with the offer of wellness and dance workshops, Feel Good Friday sessions, and weekly shows in the Weston and Theater.
- Successful Rugby at the Rec event with a 5000 + spectators and a Bath win.

Challenges:

- The delivery of a social and recreational offer which is sustainable and has the quality expected can only be done through a full time staff member as we had previously. A business case will be produced detailing the aims of the area and the positive impact this will have across the student body.
- There are currently 9 non-affiliated student led groups operating within University depts, with a number of these emerging in the past 6 months alone. We are compiling information that highlights the benefits to students when affiliating to the SU, so that the University recognises the value of the SU when looking to develop its student leaders.
- As well as above, we are looking at the implications of not having a cap on numbers linked to how many Societies are in operation. So looking at how this affects Finance, Marketing, lack of space.
- The area is looking at how to develop the Activities and the Sport's Exec in time for the next round of elections. A training programme, specifically for the Exec members needs to be established so that they are fully aware of what their role entails, what their responsibilities are.
- RAG saw a substantial decrease in the amount they raised for charities last academic year. This year, they have a minimum committee and need a lot of support in building their activity back up again. Therefore, the Volunteer Coordinator is stepping up the amount of support with event management so as to deliver at least 3 RAG events in Sem 2.
- Student leaders and clarity around their level of responsibility. Student leaders working group has been actions to review this and what is needed to improve the underspending, possibly via training and role profiles.
- The Edge, the future offer from the Edge is still and unknown. As an SU we need to determine and identify possibilities that support various aspects including students and the sense of belonging to commercial opportunities.

AREA REPORTS

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

ADVICE AND SUPPORT AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Started	Exp finish	Progress	Budget
Systems and Processes	Regularly consider our stakeholder needs and set targets for engaging with under-represented students.	Jan 22		On track	None
	(5) Identify, understand and meet the changing needs of our stakeholders by using research, student experience and engaging in discussions about best practice with other Student Unions/Universities.	Feb 22		On track	None
	(4) Increase the resilience, efficiency and effectiveness of the Advice Team, ensuring we remain able to meet increasing demands.	Feb 22	Sep 23	Started	~£11k allocated for additional staff role.
	Develop processes to ensure we apply a standardised approach to all casework, reducing risks.	Sep 20	Sep 23	Behind	None
	(6) Deliver SU and Advice projects more effectively and efficiently by developing staff and Officers using the Strengthscope profiling tool.	Jan 22		On track	None
Empower Students	(2) Measure the impact our advice has on students' confidence, ability to cope and ability to make positive changes for themselves.	Jan 22		On track	None
	Work with students to identify and implement improvements to the students' experience (e.g. going through disciplinarys).	Jan 22		On track	None
	Develop and deliver an annual communication plan using varied methods, measuring the effectiveness of this particularly for under-represented groups.	May 22	Sep 23	Behind	None
	Re-write all SU Advice webpages, using step-by-step guides which enable students to follow processes independently if they prefer not to speak to an Advisor.	July 22	Sep 23	On track	None
	Co-design and deliver new opportunities with student leaders to provide advice and support.	Feb 22	May 23	Started	None
	Support the Nightline and Student Minds Committees to overcome their challenges and achieve their objectives.	Sep 21		On track	None
Represent and Develop	(1) Use data, research and best practice from the sector to inform our Area Plan and resourcing decisions.	Jan 22		Started	None
	Increase the visibility of Nightline and Student Minds, creating opportunities for collaboration with University working groups and projects.	Jan 22	May 23	On track	None
	(3) Collaborate more effectively with Voice and the Officers, giving evidence which supports the delivery of Top 10 issues and actions in the Student Experience sub-groups.	Jan 22	June 23	On track	None
	Publish quantitative and qualitative feedback from students on our webpages to encourage other students Share evidence of the change we help students to make, encouraging other students to access our service.	Jan 22	Sep 23	On track	None
	Recommend and achieve evidence-based improvements to University policies and processes (e.g. Registry and Student Support/ Safeguarding).	Mar 22		Complete/ on track	None

UPDATES

- **(1) The number of cases opened so far this Semester has been in-line with expectations** (n=172 cf. an average of 161 for the past 5 years). Given 67% of our case work is academic advice, we are expecting the annual 13% increase in cases to come later in the academic year, between May-Aug 2023.

GOOD NEWS STORIES

- **(2) After reviewing all feedback from 2021/22, we know 87% of students feel confident to resolve their issue after speaking to an Advisor** (cf. 7% before) and 90% feel more able to cope with their issue (cf. 19% before).
- **(3) Fourteen actions proposed by the SU to improve student mental health have been accepted by the University and included in their Be Well action plan.** The Advice Manager wrote the student-led report, required by the University to submit it's application for the Mental Health Charter Award. Working with Amy Young (Voice), the Advice Manager used 9,666 student responses to OfS and SU surveys (including NSS and Be Well) to constructively critique the University's existing mental health provision and suggest 14 actions

AREA REPORTS

for improvement. Actions were chosen to support the Officer's Top 10 priorities and the recommendations Ryan Lucas (Voice) is writing into the TEF report. The SU Community Officer reviewed the report. A copy of the report is available from Helen Constance (hec55@bath.ac.uk).

- **(4) The job profile for SU Advisors has been successfully re-graded** to be in-line with the University Wellbeing Advisors. This decision enables recruitment of a fourth Advisor to begin.
- **(5) SU Advice Bath have taken on the lead role for the South-West Advice Network.** Twenty Managers and Advisors from ten Universities are coming to campus in December for a networking data, hosted by Advice, to explore best practice and problem-solving for issues; discussion topics include writing a business case to the University for additional SU Advisors and how to develop effective communication strategies to reach under-represented groups (both are objectives in our own Area Plan).
- **(6) Officers have met with the Advice Manager to explore their Strengthscope profiles.** Discussions focused on how to use their strengths more effectively and minimise the performance risks affecting project goals over the next 2-3months.

CHALLENGES

- **(1) Successfully recruiting a fourth Advisor to increase the resilience of the service.** The challenges of designing the fourth role include: increasing the diversity of the current team, recruiting someone with expertise in triaging complex mental health work and ensuring we have financial support to create a role which covers our busiest periods (typically the summer).
- **(2) Finding timely, effective and safe resolutions to alleged cases of assault, harassment and discrimination in student groups.** Working with SU Activities and the University Student Safeguarding and Policy Teams, Advice are using evidence to consider the risks (to staff and students) of new informal processes.

Contact: Helen Constance (Advice and Support Manager)

Email: hec55@bath.ac.uk

AREA REPORTS

COMMERCIAL AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Start	Exp finish	Progress	Budget
Increasing potential revenue	Investigate new ways to generate revenue	June 2022	ongoing	Ongoing	TCB
	Ensure sustained appeal of existing revenue generation	Sept 2022	Ongoing	Budget being hit	Bars yearly
	Review external commercial reports and implement short, medium and long term goals.	June 2022	Sept 2022	ongoing	On target
	Review of kitchen and menu changes. Increase visual marketing for daily deals	June 2022	Sept 22	ongoing	Bars yearly
	Decorate in bar area and freshen up. Work with estates on the toilets.	June 2022	Sept 22	Done	Yes agreed.
	Introduce new bolt on events to weekly programme.	Sept 2022	Ongoing	Have 10 student staff	
Club nights increase	Work with STV on match day bar	Sept 2021	Sept 2021	Done	9.5k
	Work with AHS on feeder bar for club nights	Sept 2022	Sept 2021	Ongoing	N/A
	New deal with external promoters to re-engage with members	Sept 2022	Sept 22	Ongoing	
Sustainability	Reduce amount of single use plastic to include events	Sept 2021	Sept 2021	Ongoing	
	Work with AHS on Exchange scheme.	Sept 2022	Sept 2021	Ongoing	
	Take beef of the menus	Sept 2022	Sept 22	Done	
Development of the core security team	NeverOK, Diversity, and SU Policy training delivered to be delivered security	Sept 2022	Ongoing	Started with ones we have in place	
	Core and new security staff to have an easy to follow framework for decision making	Sept 2022	Ongoing	Under review	
	Focus staff on customer wellbeing, welcome, and safety. Reconsider staff uniform	Sept 2022	Continued staff training	Continued staff training	
	Represent the highest standard of security in terms of diversity, welfare, and safety in Bath.	Sept 2022	Ongoing	Continued staff training	

UPDATE

A good start to the year. Very good feedback from Freshers week and budget came in on target. In general, the bar is popular again. A few changes to our regular events programme have been well received. The introduction of Karaoke on a Friday being one of them.

GOOD NEWS STORIES

Reengagement with our sports community from a commercial point of view is going well. The new bar at the STV is performing well on match days. Average take on this has been £1000 per event. The STV are pleased with how this is being managed and we are opening up to other sports starting from next week. Working with the Lime tree for a bar before club nights has also been working well. This is leading to good attendance so far.

AREA REPORTS

CHALLENGES

Club night income remains the biggest challenge. Competing with city centre competition who are offering significant discounts, whilst the SU is ensuring the wellbeing of our members is increasingly difficult. We have introduced kick back to clubs who sell tickets. We have also spent money on content for the nights to keep ahead of the game. This is costing money in promotional spend but is part of a longer term plan.

CONTACT:

Mike Dalton (*Head of Commercials*)

E-Mail: susmjd@bath.ac.uk

AREA REPORTS

MARKETING AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	Start	Exp finish	Progress	Budget
Communication and content.	More proactive approach for comms planning. Decide on appropriate planning software that is accessible to all.	June 2022	Dec 2022	Started	TBC
	Enhance our Video output but engaging new freelancers and potentially recruiting student video editors.	June 2022	Ongoing	Started	Within budget
	Create templates for reporting on our social media channels and do monthly reports. Also look at how we can report on particular campaigns.	July 2022	Ongoing	Not started	Within Budget
	Work with area managers and SU Officers to look at their priorities to see if they are in line with ours.	June 2022	Ongoing	Started	NA
Branding and Artwork	Top level decision making on where we are going with cause.	?	?	Not Started	NA
	Engaging designers to help support more generic templates that all areas can use with effective training.	June 2022	Ongoing	Started	Within Budget
	Create effective training resources for students and staff.	June 2022	Ongoing	Started	Within Budget
	Working on a prioritisation list for spaces and what needs to be done when and establishing a clear budget.	December 2022	June 2023	Not Started	Budget needed
Website	Map out a plan for how to standardise the website functions, such as how to title things etc.	June 2022	Ongoing	Not started	NA
	Create a road map for priorities of work.	June 2022	Ongoing	Started	NA
	Use google analytics as well as student focus groups to get accurate feedback on the site.	June 2022	Ongoing	Started	NA
	We need to put together a more effective package of training for all students and for new staff.	November 2022	April 2023	Not started	NA
	Research into other website channels and make a decision on signing with MSL.	June 2022	April 2023	Started	NA
	Look at what projects may need to be outsourced and explore MSL as well as freelancers for specific pieces of work.	June 2022	Ongoing	Started	Dependent on work
Income Generation	Start Freshers' Sales really early to get a feel for how things might look.	March 2022	Sept 2023	Started	NA
	Expand the opportunities for space on campus during freshers' for clients.	June 2022	Ongoing	Started	NA
	Get clear guidance on where we can go with markets on campus. Work with areas to discuss new ideas for generating income in spaces or attached to events / activities.	June 2022	Ongoing	Started	NA
	Hold job fairs on campus when appropriate and raise the price of advertising jobs via our website.	October 2022	November 2022	Not Started	NA

AREA REPORTS

UPDATE

- Really successful Freshers' Week, sell out events, best engagement ever had on social, stall holders loved the Freshers' Fair and made good sales. Still not quite pre covid levels but hit target.
- Employed student content creators, some are working out well but some just don't have anywhere near the availability they promised at interview. Having to readvertise and get new ones in.
- Have completed a new marketing training module with Leah and have enhanced the templates that students can access for templates.
- Working with consultant on setting up our analytics so we have a way of reporting how things are going.
- Engaged a new designer to enhance the SU Officer Election branding ready for the start of nominations opening.

GOOD NEWS STORIES

- Ran a successful part time jobs fair. Good way of getting a bit of extra income in and stall holders looking to return. Street Food Market is doing well and trying to add in a few more for next year.

CHALLENGES

- Staffing is still an issue. Been waiting nearly 6 weeks for HR to confirm roles. Hoping to advertise 2 roles by the beginning of December
- More careers based companies are booking stalls directly with careers and not us so losing sales here. Not much we can argue with as is their clients.
- More students trying to sign agreements and collaborate with venues in Bath or online companies for commission based deals or back handers, working on how we can control this and how we can support the groups better.

CONTACT:	Helen Webb (<i>Marketing & Communications Manager</i>)	E-Mail: hf219@bath.ac.uk
-----------------	--	--

AREA REPORTS

AREA REPORTS

PEER SUPPORT AREA REPORT

Strategy Focus	Area Plan Priorities 2022-23	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. [1]	03/21	05/22	Reporting	
	Develop new and existing PG schemes to build postgraduate communities. [2]	04/21	01/23	Ongoing	£750
	Develop relationships with University staff leading peer support schemes	06/21	05/22	Ongoing	None
	Create skills-based communities through Skills Training sessions	06/21	05/22	-	
	Build community across the Peer Support department [3]	10/21	12/22	Started	
Inspiring Change – Student Leader Training	To create and develop online modules (Health & Safety, Finance, Wellbeing, etc) [7]	09/19	04/23	On track	£10k
	To develop core training for student leaders [7]	03/21	04/23	On track	TBC
	To create a monitoring process to quickly identify students/groups who need to complete core training [7]	08/21	10/22	Complete	None
	To implement Student Leader Development Programme to create additional training opportunities.	02/21	05/22	Complete	None
	To provide opportunities for student leaders to reflect on skills developed [4]	08/21	05/22	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	Complete	£100
	Develop trainers' facilitation skills to be able to facilitate activities within session.	06/21	05/22	Complete	
	Create skills-based communities through Skills Training sessions.	06/21	05/22	-	
	Develop programme of cookery classes held online with ISA to help students showcase cuisines and culture.	10/21	05/22	Complete	
	Develop the SU presence on MySkills, including use for student leader training.	09/20	12/21	Complete	None
Growing Community - Volunteers Development	Maintain regular communication with all volunteers during the year, utilising different platforms. [5]	06/21	05/23	Started	None
	Build community within and across schemes through regular drop-in opportunities.	06/21	05/22	Started	
	Effectively measure volunteer experience, including volunteer community.	06/21	05/22	Started	
	Roll out new rewards and recognition opportunities across all schemes.	06/21	05/22	Started	
	Journey of progression for volunteers	06/21	05/22	Started	None
Participation - Widening Participation (WP) Students	Assess how many WP students volunteer and receive support in each scheme.	06/21	05/22	Complete	None
	Understand impact of peer support on WP students	04/21	05/22	Started	
	Restart Language PAL for Sept 2021, as this scheme supports a significant number of WP students [6]	10/21	05/22	Complete	None
	Develop Gold and Lloyds Scholars mentoring schemes to better support new Scholars.	07/21	05/22	Not started	None

AREA REPORTS

UPDATE

1. After the first 6 weeks of PAL sessions, 488 students have attended a session. Evaluation of impact will commence shortly, looking at community building as well as confidence on course and academic performance.
2. We launched a pilot PGT buddying scheme to great success. 57% of the pilot cohort signed up and took part in the scheme, with a welcome event taking place in Freshers. 71% of students found having a buddy useful and helped them feel less lonely, with one respondent saying "It helped with the initial stress of getting settled in, because I had contact with someone going through the same as me... I really felt that it made me more comfortable just having that first impression of what other students might be like." We have met with two other Faculties with a bid to expand the scheme for future years and are looking at funding for how we can create capacity with student staff to run the scheme in the future.
3. We are trialling student leader breakfasts for students in our team to build community. We will be running the first one on 6 December for Language PAL Leaders.
4. We have developed a section of the website dedicated to reflection, including how to write about student leader experiences and how to develop a LinkedIn profile using student leader experiences. These will be promoted next semester as part of employability.
5. We have written a communications plan so that we know when we need to communicate with peer mentors and PAL Leaders throughout the year and when unexpected messages can go out. We've already seen massive engagement with some of our communications this year – over 400 mentors completed a survey sent out in October, for instance.

GOOD NEWS STORIES

6. We have moved Language PAL into our Skills area of work and have had lots of success, with over twice as many students and attendances recorded compared with the same period last year. We also launched the scheme this year with a Language Café, which had 65 students attending and was a great way to promote the Language PAL scheme, as well as giving lots of PGT, visiting and international students a leadership opportunity.
7. We introduced a monitoring system this semester to identify committee members who have not completed core training, utilizing the website functionality. We trialled the system with the online Chair Training module, reminding chairs that the session is compulsory and chasing after the deadline those who had not completed. At the end of the trial, only 84% of chairs completed the training, up from 63% who had completed it without chasing. Next year, we will add in finance training and have clear consequences for not completing training, with an aim to get 90% of committee members completing the training they need to. We are also embedding information about core policies in the different training as they are developed and reviewed to ensure groups have clarity on the policies and procedures they need to follow in their role.

CHALLENGES

8. We have had two staff members leave over the past few months, with recruitment delayed for one of the roles. This has meant that progress on different areas of the plan has been limited this semester. However, we have managed to keep the department going and put some of the easier, ongoing projects into action.

CONTACT:

Sam Cook (*Peer Support Manager*)

E-Mail: sjc216@bath.ac.uk

AREA REPORTS

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 system 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	10/21	Completed	Yes
	Realign elections timetable to undertake elections for returning students at the end of the academic year 21/22		06/22	In progress	Yes
	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	ongoing	Completed	Yes
	Redesign training and induction for academic representatives to provide effective skills development and knowledge sharing.	07/21	10/21	Completed	Yes
	Redevelop the role of Faculty Forums to enable participation by other relevant student leaders	08/21		Completed	Yes
	Development of KPIs and benchmarking tool for departmental staff/students to use to self-assess student engagement performance			Not Started	None
	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	06/22	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		Completed	Yes
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	Completed	None
Inspiring change - Ideas to Action	Develop online interface to allow students to submit Ideas to Action proposals through SU website	06/21	09/21	Completed	None
	Agree process of triaging issues submitted to ensure timely action and response is provided to proposer	06/21	09/21	Completed	None
	Identify opportunities to promote the Ideas to Action and standpoints mechanisms so students are aware of how they can make a change		12/21	Completed	None
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	11/21	Completed	Yes
	Working with Officers to create routine reports on activity in response to standpoints and other emerging issues	08/21	11/21	Completed	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	06/22	Completed	Yes

UPDATE

Associate Pro Vice-Chancellor (Student Voice & Engagement): Recruitment has been recently underway to recruit a new APVC to support the PVC's Student Experience/ Education in covering this portfolio. They will be supported by a Project Manager who will be based in the VCs Office to support the delivery of this work. The Head of Student Voice was involved in the interviews for the PVC and will be working with them in developing next steps for this work.

AREA REPORTS

TEF (Teaching Excellence Framework): This area of work has dominated the agenda for both the Education team and many of the Education related committees in recent months. The OfS have asked all Universities to submit their report in January, with a student submission expected alongside. The Education Officer and Education Manager have been leading this work. Should OfS be looking to continue with the review every 4 years, we will be looking at how the SU is resourced to support this work in the future.

Research: Objective in creating a shared repository with the University has not been completed by the University stakeholder leading on this work. The Insight & Engagement Manager has been working with colleagues in the Business Intelligence unit to look at how key surveys such as the Be Well survey can be more widely shared across the university community as a route to achieving this aim.

Good news stories:

Unitu: The SU has agreed to be one of three partners working with Unitu to develop a bespoke portal for Student Representatives to engage with their constituent communities more effectively. Extensive market research and engagement with a range of stakeholders had previously only yielded high cost results so the opportunity to engage with this platform at a significantly reduced ongoing cost is a positive opportunity. This work comes at a key time where the SU can retain ownership of this work when the University is looking at expanding its own activities.

Summit: 27 members attended the first Summit meeting of the year with 3 standpoints submitted. One proposal was referred for statements from the student community and one for a report from the Head of Student Voice. Most attendees actively contributed to a lively debate and reports from officers were well received. This area is continuing to evolve to fit the needs of our members and organisation in a positive way.

Challenges:

Staffing: Staffing has continued to be a problem for the area with a number of vacancies within the staff team. The Student Voice Coordinator (Academic Reps) has recently been filled after a vacancy since before the start of this semester. The Student Voice Coordinator (Change & Inclusion) is a current vacancy where recruitment has taken place and the role holder will start in January. The Change & Inclusion Manager, Ben Palmer, is leaving us before Christmas and recruitment is underway although proving challenging to fill.

Across the SU, we have struggled to get students registered as casual staff through HR this semester, and as much of the backfill and additional roles to cover activities such as TEF and the growing remit of the team is covered through these staff members, the capacity within the team has been significantly limited. Staff have been undertaking additional hours to support capacity, but this has led to impact on service provision, cancellation of activities and some reputational challenges, in addition to the impact on the staff themselves

Student participation: This area continues to be a challenge with low numbers standing for key elections and attending events such as the Voice Conference. Ongoing work to look at student paid roles, reward and recognition and capacity reviewing of the area will be key to addressing some aspects of low participation but it is an ongoing concern about how the University will compensate through developing their own activities.

CONTACT:

Amy Young/ Ryan Lucas (*Head of Student Voice & Engagement*)

E-Mail: susay@bath.ac.uk , rml48@bath.ac.uk

FINANCIAL POSITION UPDATE REPORT

PURPOSE

To update Trustees on The SU's financial position

REPORT

1. MANAGEMENT ACCOUNTS

- 1.1 Appendix 1 shows the management accounts for the period ending 31st October 22. These show a surplus of £35k, which is £37k less than budgeted for at this point.
- 1.2 Contributing to this firstly; DD to be amended by the University to reflect the increase in the Block Grant. This has caused a negative variance of £15K.
- 1.3 The additional VAT on salaries has created a large deficit variance. We have created a new GL code to show this cost allowing us to report base salaries in line with statutory accounts. Once the VAT return is completed a proportion of this will be offset and moving forward we will put in a monthly accrual to reflect this.
- 1.4 These variances will be dealt with in the revised budget which will account for the updated figures.
- 1.5 In the bar area, food sales are £5k down on expected budget. This is mainly due to two factors; reading week drop in sales and having to buy a replacement air fryer due to initial faulty equipment. Sales have started to improve since the new air fryer was installed, and the area will continue to monitor this.
- 1.6 Wet sales are up by £28K which is positive, however, cost of sales, particularly trading purchases are high, with year-to-date GP falling short of budgeted 65%.
- 1.7 Management of the two club nights has been given to an external company, Official Events who are working hard to engage with clubs. Attendance so far has been good however our profit for these nights is now much lower after 50% commission and promotions paid out.
- 1.8 In other commercial areas stall hire is doing well and is currently £4k above what was forecast with future events looking positive. The commercial fayre was very successful with a higher take up of stall holders.
- 1.9 In non-pay costs transport in sports is already exceeding the year-to-date budget and is being carefully monitored. Other non-pay items are mostly in line with budget with phasing to be improved with implementation of revised budget.
- 1.10 End of year forecasts will be presented at next committee meeting when revised budget has been implemented.

2. RESERVES AND RESTRICTED FUNDS

- 2.1 Appendix 2 shows a statement of all SU fund categories including unrestricted, restricted, designated and custodian funds (RAG). These categories match to the SOFA and annual accounts and will give the committee an overall picture of SU finances.
- 2.2 The SU holds £479k in unrestricted reserves at the start of FY2022/23. The required number of reserves will be in line with the SU Reserves Policy:
- 2.3 Minimum reserves held will be 12.5 % of the full net annual cost (total unrestricted expenditure less block grant), providing the SU with approximately 6 weeks cover, or cover for 12.5% increase in net costs sustained for a year.
- 2.4 This equates to £206k and so for the current year £273k of reserves funding is therefore available to cover any budget shortfall and capital expenditure.
- 2.5 Capital purchases in the year to date have been the portable bar and the new kitchen oven totalling £18k.
- 2.6 Restricted funds have increased by £198K which is usual for this time of year when group memberships are paid. Alumni applications have remained low however the new application process has been approved and so we hope to receive a wider range of applicants in Q2.
- 2.7 Rag income is high with the Bath Half and Fireworks events both happening in October.

ACTIONS

The Board of Trustees are asked to note the report.

Contact:	Emily Burstow Finance Manager Helen McHenry Head of Finance	E-Mail: ejb237@bath.ac.uk sushmw@bath.ac.uk
-----------------	--	--

FINANCIAL POSITION – APPENDIX 1

APPENDIX 1 MANAGEMENT ACCOUNTS

Unrestricted / Core Summary Subjective	YEAR					YTD			PRIOR YTD	YTD
	2022-23 Budget	August 2022 Actual	September 2022 Actual	October 2022 Actual	Actual 2022-23	Budget 2022-23	Variance to budget	Actual Year-to-date 2021-22	Annual budget remaining	
	£	£	£	£	£	£	£	£	£	
Income										
Block Grant	1,975,000	159,583	159,583	159,583	478,750	493,750	-15,000	1,888,000	1,496,250	
Commercial Income	1,014,450	4,441	91,503	212,517	308,460	247,116	61,344	274,779	705,990	
Student groups	5,000	0	0	67	67	1,250	-1,183	588	4,933	
Sports clubs	131,490	20	10,325	80,852	91,197	85,400	5,797	77,439	40,293	
Advertising and sponsorship	32,500	3,427	5,778	4,313	13,518	11,500	2,018	7,010	18,982	
Events	414,700	-5	203,996	9,642	213,633	198,019	15,614	58,555	201,067	
Union income	73,600	6,747	22,544	4,260	33,552	28,925	4,627	200,658	40,048	
Motor income	0	0	0	825	825	0	825	550	-825	
Internal recharges	11,000	0	0	11,000	11,000	11,000	0	21,369	0	
	3,657,740	174,214	493,729	483,058	1,151,001	1,076,960	74,041	2,528,947	2,506,739	
Staff Costs										
Staff: Salaries & Wages	70005 -1,842,952	-123,339	-144,231	-131,037	-398,606	-460,738	62,132	-1,230,697	-1,444,346	
Staff: Salaries VAT irrecoverable	70006 0	-14,708	-15,974	-14,678	-45,360	0	-45,360	-1,780	45,360	
Staff: Agency	70010 -15,000	626	-4,145	-3,443	-6,962	-3,750	-3,212	-33,617	-8,038	
Staff: Casual	70015 -290,001	-9,048	-9,760	-79,687	-98,495	-75,406	-23,089	-70,388	-191,506	
Staff: Vacancy Factor	70050 55,638	0	0	0	0	13,910	-13,910	-4,561	55,638	
	-2,092,315	-146,468	-174,110	-228,844	-549,423	-525,985	-23,438	-1,341,042	-1,542,893	
Other Expenditure										
Commercial	-317,841	-15,528	-56,343	-47,290	-119,162	-81,289	-37,873	-107,502	-198,679	
Staff: other costs	-23,776	-3,029	-3,488	-1,875	-8,393	-9,976	1,583	-1,194,952	-15,383	
Student groups	-8,130	-122	-940	-21	-1,083	-1,651	569	-4,108	-7,047	
Sports clubs	-268,188	-29,669	-978	-28,418	-59,065	-55,068	-3,997	-51,270	-209,123	
Advertising and Marketing	-18,600	-7,068	-1,459	-3,926	-12,453	-5,731	-6,722	-8,059	-6,147	
Events (direct)	-370,422	-6,458	-98,923	-42,658	-148,039	-126,330	-21,709	-101,087	-222,383	
Union costs	-97,443	38	-38,120	214	-37,867	-72,067	34,200	-87,789	-59,576	
Administration	-36,071	-1,207	-3,868	-3,455	-8,529	-8,268	-261	-17,932	-27,542	
Motor expenses	-3,500	-327	-392	-327	-1,046	-250	-796	-2,177	-2,454	
Internal recharges	-11,193	0	-2,859	-8,023	-10,882	-8,693	-2,189	-13,217	-311	
Volunteer and student costs	-41,975	-2,431	0	-1,607	-4,038	-6,114	2,075	-6,661	-37,937	
Establishment	-156,069	-1,924	-54,032	-15,562	-71,518	-61,199	-10,319	-77,384	-84,551	
Assets & Finance Expenses	-177,176	3,425	-25,974	-52,485	-75,034	-32,652	-42,382	-121,413	-102,142	
Depreciation	-32,000	-2,921	-2,921	-3,161	-9,002	-9,250	248	-21,563	-22,998	
Total Other Expenditure	-1,562,384	-67,218	-290,297	-208,595	-566,110	-478,538	-87,572	-3,522,726	-996,274	
Total Expenditure	-3,654,699	-213,686	-464,407	-437,440	-1,115,532	-1,004,523	-111,010	-4,863,768	-2,539,167	
Net Surplus/(Deficit)	3,041	-39,473	29,323	45,618	35,469	72,437	-36,967	-2,334,821	-32,428	

FINANCIAL POSITION APPENDIX 2
APPENDIX 2 RESERVES AND RESTRICTED FUNDS

Summary of SU : 3 months to 31 October 2022			
	Reserves / Rollover funds	Net surplus/deficit 3 months to 31 October 2022	Reserves / carry forward
	£	£	£
Unrestricted funds:			
Union Administration		177,149	
Advice & Support		-37,026	
Arts		25,929	
Commercial (Bars)		-5,553	
Commercial (Other)		25,803	
Events		31,932	
Marketing & web site		-32,920	
Media		-1,380	
Peer Support		-33,327	
Societies support		-20,737	
Hall reps		-11,352	
Sport		-6,261	
Student Voice		-55,217	
Volunteering support		-21,571	
Unrestricted funds: Total	549,627	35,469	585,096
Restricted funds:			
Societies: Individual groups	52,196	16,676	68,872
Societies : Centrally administered	9,872	9,046	18,918
Sports: Individual clubs	51,912	148,919	200,831
Sports : Centrally administered	119,918	52,994	172,912
Policy & Activism Groups	780	0	780
Media Central	234	526	760
Alumni	43,274	-1,843	41,431
SCP	37,804	-20,912	16,891
Student Development	51,704	-3,168	48,536
Club Assets	31,125	-3,972	27,152
Restricted funds:Total	398,818	198,265	597,083
Designated Funds:			
Volunteering, Support and Liberation Groups	10,399	1,815	12,214
Designated Funds:Total	10,399	1,815	12,214
Custodian Funds:			
RAG	2,064	12,650	14,714
Custodian Funds: Total	2,064	12,650	14,714
GRAND TOTAL	960,909	248,199	1,209,108
Unrestricted funds: Total			
Less:			
Tangible Fixed Assets	69,655	18,150	87,805
Unrestricted free reserves	479,972		497,291
Minimum permanent reserves held	206,000		206,000
Free reserves available	273,972		291,291

PURPOSE

To inform the Board of Trustees of the purpose of an SU-University Joint Executive Group.

CONTENTS

Report:	Page 1
Actions for Board:	Page 1
Actions:	Page 1
Appendix 1:	Pages 2-3

REPORT

1. The Students’ Union and the University have maintained a positive working relationship over recent years. This has been due to regular informal meetings, collaboration on various projects and proactively sharing concerns in a constructive manner.
 - 1.1. It had been identified there is no formal mechanism in place to manage the operational and legal interface between the University and the SU.

2. The University have proposed terms of reference for the SU-University Joint Executive Committee (Appendix 1).
 - 2.1. As outlined in the proposed terms of reference, the joint group will create a formal committee by which the SU and University approves or recommends key areas of their relationship and resolve any related queries or issues.
 - 2.2. The executive group will focus on:
 - Finance
 - HR and Staffing
 - SU Governance
 - Key Priorities for the Future

3. The executive group will not deal with student specific issues which are handled by other bodies, groups and meetings.

4. The creation of this executive group also ensures compliance for the University and SU in their obligations under:
 - the Education Act 1994 Part II, section 22, which requires Council to have oversight of the financial affairs of the SU;
 - The Charities Act 2011 Part VIII, which specifies that, as an independent charity, the SU’s own Board of Trustees must have oversight of the financial affairs of the SU;
 - Section 17.33 of the University Statutes, which requires Council to adhere to section 22 of the Education Act, in respect of the financial affairs.

5. By having this group in place, the SU reduces and mitigates the current and future risks if there is a deterioration in the relationship with the University.

ACTIONS

The Board of Trustees are asked to note the report and approve the terms of reference for the SU-University joint executive committee.

Contact: Mandy Wilson-Garner

E-Mail:

Appendix 1

Terms of Reference: SU-University Joint Executive Group

Purpose

To ensure:

- An appropriate working relationship is maintained between The University of Bath and The Students’ Union
- The relationship is based on a clear understanding and respect for each other’s independence as separate legal entities
- Effective management of the operational, financial, and legal interface between The University of Bath and The Students’ Union

Responsibilities

- 1) To agree the financial settlement between the University and the Students’ Union, for approval by the University’s Finance Committee.
- 2) To approve the overall principles and approach to be taken for:
 - a. the adoption or review of any formal agreements and arrangements needed between both organisations
 - b. the annual review of the University’s code of practice for The SU ensuring it meets the requirements of the Education Act 1994
- 3) To discuss and recommend to University Council and the SU Board of Trustees the overall principles and approach to be taken for:
 - a. the five-year review of The SU’s Articles of Governance ensuring it meets the requirements of the Education Act 1994
- 4) To provide assurance to both organisations that any agreements/arrangements in place between them especially in the following areas of overlap are appropriate and working sufficiently to meet shared needs:
 - a. Finance
 - b. GDPR
 - c. Health & safety
 - d. HR
 - e. Safeguarding
 - f. Facilities and equipment
 - g. External speakers
 - h. Complaints and Student disciplinary
 - i. Student representation
 - j. Student advice and support
- 5) To identify and resolve any issues, concerns or areas of misunderstanding that arise in the relationship between both organisations.
- 6) To monitor compliance of all arrangements with relevant legislation (including the Education Act 1994 and Charities Act) and submit an annual report to both University Council and The SU Board of Trustees, providing assurance on the suitability and effectiveness of the agreements/arrangements in place between the two organisations.

Membership

- | | |
|--------------------|--|
| Ex-officio members | SU Chief Executive
SU Deputy Chief Executive
SU Head of Finance
SU President
University Pro-Vice-Chancellor for Student Experience
University Director of Finance |
|--------------------|--|

Co-chairs	University Director of Human Resources
Secretary	University Director of Education & Student Services
Special rules	University Pro-Vice-Chancellor (Student Experience) and SU Chief Executive Member of the executive team Ex-officio members can send a delegate if they are unable to attend a meeting. The delegate will have voting rights in place of the ex-officio member.

Procedural Rules

Procedure	In the absence of any specific rules, the procedure is as set out in the University Council standing orders
Quorum	One half of the membership and a minimum of two members from both the University and the SU
Meeting frequency	Normally five meetings per year
Minutes	Submitted to the University Executive Board and SU Senior Management Team and published on the University website.

Version Information

Last approved by University Executive Board on the **XXXXXX** and SU Board of Trustees on the **XXXXXX**

SU-University Joint Executive Group Workplan	Sep	Nov	Jan	Mar	May	Lead	ToRs
Consider issues, concerns, or areas of misunderstandings between The SU and University	X	X	X	X	X	Anyone	5
Consider agreements/arrangements in place are appropriate and working sufficiently to meet shared needs	X	X	X	X	X	Anyone	4
To recommend to Council the five-year review of The SU’s Articles of Governance (2023)	X					SU Chief Executive/Pro-Vice Chancellor for Student Experience	3
Consider and recommend the SU financial settlement to the University’s Finance Committee				X		Head of Finance/Director of Finance	1
Consider an annual update on the SU budget				X		SU Head of Finance	1
Approve plan for the annual review of the SU code of practice					X	SU Chief Executive	2b
Approve plan for annual review of joint arrangements in place					X	SU Chief Executive/Pro-Vice Chancellor for Student Experience	2a
Consider and recommend annual assurance report to Council and Board of Trustees					X	SU Chief Executive/Pro-Vice Chancellor for Student Experience	6

LEADERSHIP COMMITTEE TERMS OF REFERENCE REVIEW

PURPOSE

To review the current Terms of Reference for the Leadership Committee.

CONTENTS

Report:	Page 1
Actions for Board:	Page 1
Appendix 1 :	Pages 2-3

REPORT

1. Background

- 1.1. In 2019 a review of Governance structures was conducted which included the number of committees sat under Board of Trustees and their terms of reference.
- 1.2. The terms of reference for the Leadership Committee (Appendix 1) were due to be reviewed in June 2021 but due to gaps in staffing this was not possible.

2. The review and recommended changes

- 2.1. The Governance Administrator initially consulted with some Senior SU Managers and the SU President to discuss what amendments were needed to ensure the terms of reference were up to date. This has informed the proposed Terms of Reference in Appendix 1.
- 2.2. The Leadership Committee unanimously approved the proposed Terms of Reference in the meeting held on 16th November 2022.
- 2.3. The key changes are listed below:
- 2.4. Throughout the document, reference to specific policies have been removed and replaced with a new section on SU Policies. This provides greater clarity on the committee's responsibilities relating to SU policies.
- 2.5. Project and Campaign Management section has been revised to better reflect current SU practices including removing reference to client briefs.
- 2.6. Responsibilities relating to Trustees has been amended to give the committee oversight responsibility rather than operational responsibilities for trustee recruitment.

ACTIONS

The Board of Trustees are asked to:

- Note and approve the new Terms of Reference for Leadership Committee

CONTACT: Beki Self Senior Administrator (Governance)

Email: ras232@bath.ac.uk

APPENDIX 1 – Leadership Committee Terms of Reference

LEADERSHIP COMMITTEE TERMS OF REFERENCE

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

Committee Membership

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

Committee Procedures

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

LEADERSHIP COMMITTEE TERMS OF REFERENCE REVIEW

Committee Responsibilities

Project/Campaign Management Responsibilities

- a) To receive and approve proposals for major projects/campaigns.
- b) To appoint project managers for approved projects/campaigns.
- c) To determine if a project requires a business case and where this should be submitted to:
 - Chief Executive (*below £5,000**);
 - Leadership Committee (*between £5,000 to £10,000**);
 - Finance & Audit Committee (*above £10,000* or/and medium risk identified*);
 - Board of Trustees (*above £50,000* or/and medium risk identified*).
 - **Costs must be inclusive of staffing hours*
- d) To receive and review reports relating to:
- e) ongoing projects/campaigns.
- f) end of project/campaign.
- g) To identify and determine when there is a need to end a project/campaign prematurely.

Strategy and Performance Monitoring Responsibilities

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

Student Group Responsibilities

- a) To review and determine the number and nature of the Executive committees that should exist within The SU.
- b) To determine whether a Student Group should be disaffiliated from The SU where it is brought to their attention.

SU Policies

- a) To review the existing SU policies and agree any amendments subject to ratification by the Board.
- b) To approve proposed policies for The SU and agree any amendments subject to ratification by the Board.

Trustee Recruitment Responsibilities

- a) To determine when trustee recruitment may be needed.
- b) To receive updates on any trustee recruitment processes.

PURPOSE

To appoint the Returning Officer, Deputy Returning Officer, and Acting Returning Officers for 2022-23 academic year.

REPORT

1. Background

- 1.1. In reference to the 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 must ensure its elections properly conducted. This is achieved in practice by appointing a Returning Officer (RO), and their deputies (DRO). Naming accountable office holders with specific duties for election processes is best practice. Returning Officer roles are commonplace (and a requirement) across the UK in a variety of local and national democratic procedures. Students' Unions, although not specifically required to have a RO, appoint Returning Officers to ensure election processes are fair and conducted to a high standard, in line with their legislative requirements. Consequently, 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.
- 1.3. Since the 2020-21 Academic Year, The SU brought the Returning Officer role in-house, as previously, this role had been conducted by a named contact at the National Union of Students (NUS).
- 1.4. This process has worked well but in providing additional support to candidates and support for colleagues running elections across the SU, the workload of the DRO has grown in recent years (The RO operating more remotely to ensure distance and impartiality where required). This role also provides a single point of failure, holding much of the operational knowledge and experience through a single individual.
- 1.5. The newly created Democratic Procedures Team (DPT) includes the remit of looking at development and delivery of a range of democratic processes across the SU. This will have an impact on the need for ongoing knowledge and additional support from a DRO.

2. Proposed Structure for 2022-23

2.1 Summary (additional roles in bold)

- Returning Officer: Charlie Slack, Head of Student Voice & Engagement, The SU Bath.
- Deputy Returning Officer: Change & Inclusion Manager, The SU Bath. (*Vacant*)
- **Deputy Returning Officer: Insight & Engagement Manager, The SU Bath**
- **Deputy Returning Officer: Education 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.

2.2 The Marketing & Communications Manager and Senior Administrator (Governance) will also be closely aligned with the Officer Elections and DPT portfolio.

DEPUTY RETURNING OFFICER APPOINTMENT

3.Action for the Board

3.1.It is recommended that the Board approve the additional DRO roles for the 2022-23 AY.

CONTACT:	Charlie Slack (<i>Head of Student Voice & current Returning Officer</i>)	E-Mail: suscas@bath.ac.uk
-----------------	--	--