

FINANCE & AUDIT COMMITTEE REPORTS						
From	Period start date			To	Period end date	
	22	05	2020		27	07
Overview of Charity's key details						
Charity name:	The University of Bath Students' Union					
Other names:	The SU					
Charity number:	1143154					
Charity address:	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
Governing document:	Articles of Association					
Constitution:	Unincorporated association					
Details of Charity's professional services						
Bank name:	National Westminster Bank Plc					
Bank address:	39 Milsom Street, Bath, BA1 1DS					
Auditor name:	RSM UK Audit LLP					
Auditor address:	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
Committee Membership						
Trustee name	Office	Start date	End date	Appointment		
Francesco Masala	President	02/07/2019	02/07/2021	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	02/07/2021	Elected by Members		
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board		
Jordan Kenny	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Valerie Copenhagen	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		
Kate Aldridge	Independent Trustee	19/12/2019	19/12/2022	Appointed by the Board		

Content	Report Number
Report on minutes of the previous meeting and actions arising	R1
Report on finance and audit	R2
Report on risk management	R3
Report proposing The SU go Cashless	R4

PURPOSE

To:

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

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Pages 2-4: Appendix 1: Committee minutes

REPORT

1. MINUTES OF THE PREVIOUS MEETING

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

2. OUTCOME OF ACTIONS ARISING FROM THE LAST COMMITTEE MEETING

- 2.1. Research into demand for cash handling within The SU has been carried out and a report has been submitted to the Committee for consideration.
- 2.2. The Secretary made the requested amendment to the Business Continuity and Recovery Policy before it was submitted to the Board.

3. DECISIONS MADE BY THE COMMITTEE WITHOUT A MEETING

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

ACTIONS FOR THE COMMITTEE

4. The Committee is asked to note the report.

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

Meeting:	Finance & Audit Committee
Location:	Microsoft Teams Meeting
Date & Time:	Thursday 21st May 2020 at 9.00am
Present:	
Tom Sawko	Sport Officer (Chair)
Ruqia Osman	Education Officer
Jiani Zhou	Postgraduate Officer
Rob Clay	Independent Trustee
In attendance:	
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)
Helen McHenry	Head of Finance
Andrew McLaughlin	Chief Executive
Item	
1.	Apologies for absence All members of the committee were present.
2.	Notice of any other business No items were identified for discussion under any other business.
3.	Minutes of the previous meeting The minutes of the previous meeting were approved by the committee and signed by the Chair (<i>See R1 of the Committee reports</i>) subject to the following amendment: <ul style="list-style-type: none"> P1 Date & Time: 'Monday 16th March 2020 at 9.00am (Started at 10pm)' should read 'Monday 16th March 2020 at 9.00am (Started at 10am)'
3.1.	Matters arising from the previous minutes The Committee received a report on matters arising from the previous meeting (<i>see R2 of the Committee reports</i>).
4.	Management Accounts The Committee received a report on the Student Union (SU) management accounts and reserves (<i>see R3 of the Committee reports</i>). The Committee noted that the furloughing of casual student staff would affect the budget in that there would be a 20% charge to top up salaries to 100%. It was noted that different approaches had been taken across the Higher Education sector regarding this. The Chief Executive explained that they believed this was the right decision as it supported casual student staff who due to the current pandemic have lost income they would have normally received. QUESTION: A Trustee asked if there would be casual staff furloughed over the summer. ANSWER: The Head of Finance explained that this was unlikely as most of these staff tended to be employed during term time to cover the SU bars area.

	<p>The Committee discussed late timesheets received in recent weeks which dated back to December and agreed that this wasn't acceptable. They agreed that going forward a tougher line needed to be taken to ensure timesheets were submitted promptly to help the finance team better monitor the budget.</p> <p>The Committee noted that a recent update from Endsleigh had confirmed that The SU were eligible to recover some of their lost income under their business insurance policy. They also noted that The SU would continue to take advantage of the furlough scheme for as long as it ran to mitigate against the likely longer term financial impact of the pandemic.</p>
5.	<p>Reserves statements</p> <p>The committee received a report on reserves statements (<i>see R3 of the Committee reports</i>).</p>
6.	<p>SU Budget 2020/21</p> <p>The Head of Finance presented a budget to the committee.</p> <p>The Committee noted the University's financial situation which needed to make savings of £50m. They approved the plans for The SU to aim for a small surplus budget for next year.</p> <p>The Chief Executive noted that alongside the budget submitted they had put in a request for The SU losses to be underwritten by the University. They noted that some other Student Unions had been successful with such requests.</p> <p>The committee approved the budget being recommended to the Board.</p>
7.	<p>Audit recommendations</p> <p>The Committee received a report on the current management accounts and reserves (<i>see R4 of the Committee reports</i>)</p> <p>The Committee discussed cash handling and whether there was an opportunity to, post pandemic, cease this altogether. There were traditionally three main areas that used cash; the bars, RAG (<i>Raise and Give</i>) and International Students. RAG were increasingly starting to use card transactions for raising money with less and less physical cash raising taking place. International Students in the past had tended to need the service for the period when they first arrived at the University. The Committee agreed that research should be done regarding whether there was still enough demand to justify this service.</p> <p>ACTION: The Head of Finance to oversee research into demand for a cash handling service in the finance office.</p> <p>The Committee noted and appreciated the current difficulties the Finance team were having in addressing the auditor's other recommendation regarding segregation of duties.</p>
8.	<p>Business Continuity Policy</p> <p>The committee approved the recommendation of the Business Continuity and Recovery policy to the Board, subject to the following amendment:</p> <ul style="list-style-type: none"> • P1 Responding to Business Disruption 'To limit the risk associated with the group being assembled in a single place meetings will be held virtually' should be amended

	<p>to 'To limit the risk associated with the group being assembled in a single place meetings may be held virtually'</p> <p>ACTION: The Secretary to make the amendment to the Business Continuity and Recovery Policy before it is submitted to the Board for adoption.</p>
9.	<p>Any other business</p> <p>No items had been previously identified for discussion under any other business.</p>
10.	<p>To set the date and time of future meetings</p> <p>The Secretary noted that they would book meeting dates and share there with Trustees ahead of the next Board meeting.</p>
<p>The meeting ended at 10am.</p>	
Item number	Action
7	The Head of Finance to oversee research into demand for a cash handling service in the finance office.
8	The Secretary to make the amendment to the Business Continuity and Recovery Policy before it is submitted to the Board for adoption.

PURPOSE

To provide an update on the financial position of The SU and progress made to implement audit recommendations.

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REPORT**1. Management Accounts**

- 1.1. Appendix 1 shows the management accounts for period ending 30 June 2020 with a deficit against year to date budget of £22k.
- 1.2. Significant movements are in salaries with the furlough claims now processed and the grant for commercial staff to 31st May received.
- 1.3. Vehicle lease buyouts have now been paid for the three fleet vehicles creating the overspend in motor of £40k. This is a longer term saving to the SU.

2. Reserves

- 2.1. Appendix 2 shows the reserves balance as at 20July 2020. Current expenditure is in line with expectation with a free reserve balance of £156k. This has not been adjusted for any forecast loss figure.

3. Year End Forecast

- 3.1. Appendix 3 is an updated forecast as at 20 July 2020 predicting a year end deficit of £74k.
- 3.2. The insurance claim of £50k for business loss has been included. This has now been delayed due to a test case going to the high court which may affect the outcome and decision will be made whether this is prudent to accrue at year end or not.
- 3.3. Bad debts provision is currently £15k which includes single debt of £11k for E&R winter graduation commission. Action is being taken to recover this.

4. Audit Findings Report – update on outstanding items**4.1. Segregation of Duties:**

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

4.2. Cash Controls

- No action until University finds an alternative location for its cash deposits and security collections, and AHS to use own facilities for providing change for its outlets. Proposal for SU to go cashless to be considered which may prompt action from the University.

ACTIONS FOR THE COMMITTEE

5. The Committee is asked to note the report.

CONTACT:	Helen McHenry (SU Head of Finance)	Telephone: 01225 38 6903 E-Mail: h.m.mchenry@bath.ac.uk
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APPENDIX 1: Management Accounts

Student's Union Budget Summary	Annual budget 2019-2020 £		February	March	April	May	June	YTD			Annual budget remaining £
			2020 Actual for month £	2020 Actual for month £	2020 Actual for month £	2020 Actual for month £	2020 Actual for month £	Actual Year-to-date 2019-20 £	Budget Year-to-date 2019-20 £	Variance to budget £	
			£	£	£	£	£	£	£	£	
Income											
University block grant	1,703,349	500	141,917	141,917	141,917	141,917	141,917	1,561,083	1,561,403	-320	-142,266
Student groups	6,875	520	20,429	17,796	1,317	-2,372	10	199,549	6,302	193,246	192,674
Sports clubs income	367,800	530	64,418	14,166	-13,576	4,180	2,093	722,067	356,883	365,183	354,266
Commercial income	1,202,083	510	162,005	77,413	10,443	0	0	865,725	1,187,892	-322,167	-336,358
Advertising & Sponsorship	43,000	540	2,067	70	4,405	340	0	31,822	39,417	-7,595	-11,178
Event income	203,000	550	2,205	162	0	-162	0	206,657	200,667	5,991	3,657
Union income	117,800	560	2,910	13,973	306	407	15,333	116,535	58,400	58,134	-1,266
Motor & travel income	5,000	570	240	275	0	0	0	1,730	4,583	-2,853	-3,270
Internal recharges	45,000	580	3,365	1,195	990	6,766	0	46,511	41,250	5,261	1,511
Total Income	3,693,908		399,556	266,966	145,803	151,077	159,353	3,751,678	3,456,798	294,880	57,770
Staff Costs											
Staff: Payroll	-1,713,201	705	-133,250	-126,019	-129,892	-136,904	-109,973	-1,431,115	-1,570,434	139,320	282,086
Staff: Agency	-20,000	706	-2,372	-11,293	-1,760	-8,300	-3,966	-46,486	-18,333	-28,153	-26,486
Total Staff Costs	-1,733,201		-135,622	-137,312	-131,652	-145,204	-113,939	-1,477,601	-1,588,768	111,167	255,600
Other Expenditure											
Student groups	-14,203	720	-32,944	-19,706	-4,339	120	2,550	-184,677	-13,019	-171,658	-170,474
Sports clubs	-423,293	730	-96,201	-48,714	-8,985	-9,396	-8,664	-720,974	-388,019	-332,955	-297,681
Volunteer and student costs	-54,475	785	-820	-1,591	-14	-21	-2,086	-15,161	-49,935	34,774	39,314
Commercial costs (direct)	-417,269	710	-50,657	-27,136	2,488	0	0	-296,826	-382,497	85,671	120,443
Staff: Other	-289,087	700	-12,138	-50,432	-21,049	-90,815	65,339	-318,968	-281,274	-37,694	-29,881
Advertising & marketing	-18,530	740	-1,275	-140	-40	-150	0	-11,747	-16,986	5,239	6,783
Event costs (direct)	-263,400	750	-1,659	12,722	11,800	0	-150	-203,236	-241,450	38,214	60,164
Union expenses	-121,135	760	-618	-641	-341	1,500	-23,662	-112,699	-116,218	3,519	8,436
Internal Recharges	-23,300	780	-517	0	-990	0	0	-33,038	-21,358	-11,679	-9,737
Establishment	-128,693	790	-11,425	-16,764	-1,293	-2,649	-2,862	-92,967	-104,635	11,668	35,726
Asset and finance expenses	-111,910	795	-7,303	-15,366	-6,769	-8,364	-1,203	-121,513	-109,751	-11,762	-9,603
Administration	-50,980	765	-4,255	-3,489	-2,017	747	-4,249	-42,861	-46,729	3,868	8,119
Motor expense	-43,375	770	-2,677	-3,710	-2,406	-24,413	-10,995	-86,853	-39,760	-47,092	-43,478
Depreciation	-16,100	799	-1,217	-1,217	-1,217	-1,217	-1,217	-13,390	-14,758	1,369	2,710
Total Other Expenditure	-1,975,750		-223,706	-176,183	-35,170	-134,658	12,801	-2,254,909	-1,826,391	-428,519	-279,159
Total Expenditure	-3,708,951		-359,328	-313,496	-166,823	-279,862	-101,138	-3,732,510	-3,415,158	-317,352	-23,559
Surplus/(Deficit)	-15,043		40,229	-46,530	-21,020	-128,786	58,215	19,168	41,640	-22,472	34,211
Union Projects Spend from Reserves			-7,031	-5,712	-10,857	-4,611	-1,349	-71,443			
Net Union Surplus/(Deficit)			33,198	-52,241	-31,876	-133,396	56,866	-52,276			
Other Restricted Activities:											
Alumni Bids			0	0	-456	0	0	-999			
Student Community Partnership			-4,106	-3,895	-4,271	-3,903	-3,954	-7,270			
SCP River Safety Fund			0	0	0	0	0	-1,529			
RAG			3,176	3,265	-479	994	203	18,475			
Net Surplus/(Deficit) Per Exchequer			32,268	-52,872	-37,084	-136,306	53,116	-43,599			

APPENDIX 2: Reserves

	Forecast 2019/20	Actual YTD 2019/20	Notes
Opening Balance at 1 Aug 19	434,487	434,487	
Permanent Reserves Held			
10% Full Annual Cost	186,751	186,751	
25% Trading Margin	37,279	37,279	
	<u>224,030</u>	<u>224,030</u>	
Reserves available for Investment	<u>210,457</u>	<u>210,457</u>	
Forecast Operating Surplus/(Deficit)	(15,043)	0	<i>TBC</i>
Committed Reserves projects spend			
2. Strategic plan	(9,867)	(13,199)	<i>Complete</i>
4. Business process improvements	(3,232)	(3,161)	<i>Complete</i>
9. CDO role	(38,625)	(32,812)	<i>Ongoing</i>
Total	<u>(51,724)</u>	<u>(49,172)</u>	
Outline projects spend			
5. Rowing club investment	13,859	4,620	
10. Meeting room improvements	(10,000)		
11. Staff development fund	(20,000)	(9,354)	<i>Complete</i>
Total	<u>(16,141)</u>	<u>(4,734)</u>	
Forecast Reserves available for Investment at FYE19/20	<u>127,549</u>	<u>156,550</u>	

APPENDIX 3: YEAR END FORECAST

	Annual budget 2019-2020 £	Actual Year-to-date 2019-20 £	Forecast
Income			
University block grant	1,703,349	1,561,083	1,703,349
Student groups	6,875	199,549	6,875
Sports clubs income	367,800	722,067	367,800
Commercial income	1,202,083	865,725	865,725
Advertising & Sponsorship	43,000	31,822	31,822
Event income	203,000	206,657	206,657
Union income	117,800	116,535	116,526
Motor & travel income	5,000	1,730	1,730
Internal recharges	45,000	46,511	46,511
Total Income	3,693,908	3,751,678	3,346,995
Staff Costs			
Staff: Payroll	-1,713,201	-1,431,115	-1,638,664
Staff: Agency	-20,000	-46,486	-34,986
Total Staff Costs	-1,733,201	-1,477,601	-1,673,650
Other Expenditure			
Student groups	-14,203	-184,677	-7,203
Sports clubs	-423,293	-720,974	-401,793
Volunteer and student costs	-54,475	-15,161	-31,475
Commercial costs (direct)	-417,269	-296,826	-285,000
Staff: Other	-289,087	-318,968	-275,500
Advertising & marketing	-18,530	-11,747	-18,530
Event costs (direct)	-263,400	-203,236	-203,065
Union expenses	-121,135	-112,699	-121,135
Internal Recharges	-23,300	-33,038	-33,038
Establishment	-128,693	-92,967	-128,693
Asset and finance expenses	-111,910	-121,513	-125,000
Administration	-50,980	-42,861	-45,980
Motor expense	-43,375	-86,853	-90,000
Depreciation	-16,100	-13,390	-16,100
Potential Bad Debts*			-15,000
Insurance Claim for Business Loss*			50,000
Total Other Expenditure	-1,975,750	-2,254,909	-1,747,512
Total Expenditure	-3,708,951	-3,732,510	-3,421,162
Surplus/(Deficit)	-15,043	19,168	-74,167

PURPOSE

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

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REPORT**1. RISK REGISTER**

1.1. Appendix 1 contains the Risk Register which was last updated in March. This will need to be reviewed and updated ahead of the next Committee meeting in August.

2. BUSINESS CONTINUITY AND RECOVERY

2.1. Due to the current pandemic caused by Covid-19 The SU is currently operating in accordance with its Business Continuity and Recovery policy.

2.2. Senior Management and Officers continue to meet virtually daily to discuss issues arising and make decisions.

2.3. Across The SU planning is currently focused on how activities might be carried out in the Autumn. A lot of staff have been un-furloughed to support with this essential work.

2.4. Almost all staff continue to operate remotely, and the expectation is that this will for most continue till January. There have been a few exceptions where essential work that could not be carried out remotely required staff to operate on campus. For the most parts these were short stays and the University were notified in accordance with current procedures.

2.5. Plans are progressing for some staff to operate on campus to run commercial activities. The University are being consulted to ensure any activity complies with their health & safety requirements for Covid-19.

2.6. The SU finance team continue to monitor the budget closely and are currently working up scenarios that will be shared with the Committee (*these will be sent to the committee as late papers*).

2.7. Appendix 2 contains a copy of the current Business Continuity and Recovery plan.

3. HEALTH & SAFETY

3.1. Appendix 3 contains statistics for accidents that have been reported to the Departmental Health & Safety co-ordinator.

- 3.2. The Cheerleading club's activities have currently been suspended due to concerns around standards of health & safety. Work is currently ongoing to address these.
- 3.3. Appendix 4 contains an update for actions identified from the Health & Safety inspection carried out in November 2019.
- 3.4. The Departmental Health & Safety coordinator in June carried out individual work station assessments via Microsoft Teams for all staff. A number of staff were identified as needing equipment and this has been supplied to them. Another concern is the suspension of child care provisions which has affected some staff. The Departmental Health & Safety coordinator continues to monitors this and is considering what actions could be taken to address this.

ACTIONS

- 4. The Committee is asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>) Paul Brooks (<i>Departmental Safety Co-ordinator</i>)	E-Mail: gdn26@bath.ac.uk E-Mail: pb262@bath.ac.uk
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APPENDIX 1: RISK REGISTER

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

APPENDIX 2: Business Continuity and Recovery Plan

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

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

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

APPENDIX 3: ACCIDENT STATISTICS

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

Summary points:

- There have been no further accidents reported to The SU since the last meeting.
- There have been no near miss accidents reported to The SU since the last meeting.
- There have been four personal accident insurance claims made since the last meeting but the outcome of these claims is currently not known at this time.

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

- a) The overall storage space for The SU has been addressed to the best of our abilities. There has been some re-arrangement of storage space on campus and off-site store space has also been acquired.
- b) The issue of dangling PC cables throughout the offices occupied by The SU has been addressed.
- c) The issue of Bath Time and URB sofas which weren't able to be proved fire retarded has been addressed by their removal and disposal.

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

- a) Stacking of newspaper within the Bath Time currently present a potential fire hazard. Discussions are ongoing with Bath Time about how best to safely store these.
- b) It was identified that the conversion of 'aluminium pan' male toilets to ones with lids had still not been actioned. The Departmental Safety Co-ordinator is still awaiting a quote from Estates about this.
- c) Heating and ventilation remain an issue within The SU with staff complaining that rooms can be too cold or too hot depending on what time of the year it is. Unfortunately there is little that can be done to address this issue other than to monitor it.
- d) Large roll cages and boxes of merchandise continue to be deposited in the passageways of Norwood House level 2. The Chief Executive remains in conversation with AHS about this issue.
- e) The maintenance of Norwood House social spaces continues to be an issue in particular on level 2 where there is a significant amount of footfall generated by visitors to Fresh and Pitstop. The Chief Executive remains in conversation with Estates about who is responsible for ensuring that this area is kept tidy.

PURPOSE

To propose that The SU goes cashless.

CONTENTS

Page 1-3: Report

Page 3: Actions for the committee

REPORT**1. BACKGROUND**

1.1. At the last committee meeting an action was set to research demand for cash handling in The SU.

1.2. Current cash handling is the result of demands from a number of areas across the SU. In recent years the use of cash has dropped significantly as more people have started to use contactless and mobile payments. It is therefore believed that this may now be the time for The SU to consider going cashless.

1.3. This idea is being considered for the following reasons:

- Safety guidance in the wake of Covid-19 includes removing physical cash and facilitating contactless payments wherever possible. Increase in maximum limit for contactless transactions to £45 was introduced from 1st April to encourage this.
- On average 87% of all bar sales transactions are via card payments. Of the cash sales, 10% (2% of total sales) were on the door (OTD) ticket sales and cloakroom takings which until recently had been no card payment option available. Just before lockdown, the bars switched to entirely cashless with no noticeable pushback from students.
- Contactless card and mobile payments are significantly faster than taking cash payments, speeding up service at busy times and allowing for greater overall takings.
- Both the finance office and bar's team currently operate safes which need to be checked and accounted for daily. In addition, all cash tills operated by the bar's team need to be manually counted at the end of each day. This takes up a considerable amount of staff time which could potentially be saved by going cashless.
- RAG, another of the major groups involved in physical cash handling, responded positively to the suggestion of going cashless. It would increase their capacity for fundraising as many people no longer carry cash. Not having card payment facilities has previously restricted their activities in the past. Other student groups who responded to the proposal did so positively. The few concerns raised would all be resolved by access to card machines.
- The majority of sales carried out by student groups are already done through the website, and any payments to be reimbursed to a student can be processed online via the Expenses365 app.
- Concerns about international students from cash-centric cultures need to be considered: Apple Pay works with a high number of major international banks, and UK-based Monzo accounts can be set up by anyone in minutes and cash deposited in them from Paypoint locations. Several of these can be found in central Bath and Oldfield Park. A promotion of Monzo accounts also represent a potential commercial opportunity for the SU.
- National Express tickets, the majority of which are usually purchased by international students, are currently all card payments, and no complaints or difficulties have been reported.
- The ATM in the Student Centre has seen its usage drop significantly in recent years, to the point that the SU no longer receives commission as it does not meet the minimum use requirement.
- Leeds Trinity SU are completely cashless and on adoption there were a few small complaints about the change but they report no problems now.

2. BENEFITS EXPECTED

- 2.1. Benefits for staff involve significantly reduced workloads, particularly for the finance and bars team.
- 2.2. The finance office has a contract with Security Plus for cash transport. Removing the need for this contract would represent a saving of £112 a month plus VAT, plus £7.50 + VAT per cash delivery.
- 2.3. Removing cash transactions significantly reduces the risk of human error; it also reduces the security risk. Bar management currently use SIA-licensed security escorts to transport cash across the venue when open, which would not be needed if we were cashless.
- 2.4. Fewer people carry cash than ever before, meaning many people arrive at events with only a card or mobile payment device, and may be excluded when ticket sales or bars are cash only. Often, particularly at night, not carrying cash is a conscious safety decision; it also stems from the ease with which online payments can now be tracked and recorded as opposed to cash transactions, which without careful receipt tracking, can be forgotten.

3. COSTS

- 3.1. Initial purchase of extra card readers (£99 per machine) would be covered by savings made (see 6.2). A purchase of 8 machines is proposed which will be available to all groups for booking from SU Finance.
- 3.2. Immediate savings of Security carrier costs of approx. £1300pa and cash transaction charges would cover cost of hardware purchases required.
- 3.3. The main long-term cost is in the transaction fees placed on every card transaction, which would need to either be reflected in the price or absorbed by the SU. Where card transactions are being introduced for the first time, it is a budgetary consideration in range of 1-3% per transaction, depending on the agreement reached with the payment processor. The current proposal is for SumUp machines for groups, which charge around 1.7% per transaction but have no set up fee and no monthly cost, meaning months with no usage have no charges incurred and the setup cost in (6.1) is negated.
- 3.4. The bars till system is due for renewal with hardware and software costs to be considered as part of the tendering process.

4. DEPENDENCIES

- 4.1. A key shared resource would be centrally held card machines that would be used by different student groups. Similarly, the training carried out would need to be available to all groups who may be using them: processing transactions is very straightforward but generating reports on takings in a particular session is slightly more involved and a decision would need to be made whether access to this level of reporting is granted to users.
- 4.2. Another key dependency would be publicising the use of card or mobile payments. This may involve signposting a card machine with a pre-set donation amount or making students aware at the start of term that events are cashless. It would also involve providing students with information on bank accounts that can be easily accessed in the UK, for example Monzo.

5. TIMESCALE

- 5.1. The plan would be to have this in place for the start of term.

6. KEY RISKS

Risk (what might go wrong)	Impact (Estimate 1-5)	Probability (Estimate 1-5)	Severity (Impact x probability)	Risk Response How will the possible impact be reduced?

International students arriving with only cash may be excluded	5	3	15	In many countries, Apple Pay is already linked with most major banks. Monzo and other easily accessed simple bank accounts are an option available to all students. Accepting cash for the first 2 weeks of term may facilitate this transition period.
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7. EVALUATION

7.1. For this initiative to be successful, a balance would be struck of reduced workload and contagion risk among cash handling staff; with consistent participation levels from student groups, particularly international students. There would be no linked decrease in income from fundraising and ticket sales, and significantly reduced initial discrepancies in financial reporting.

ACTIONS FOR THE COMMITTEE

8. The committee is asked to consider and decide on the following options:

Option 1 Go completely cashless for the new financial year with no cash float or transactions allowed.

Option 2 Delayed start: small levels of cash are used for the first four weeks of opening, to enable students (particularly, but not exclusively, international students) who have arrived at university with large amounts of physical cash to adapt and establish themselves in the UK. The four-week proposal is based on arrival at the start of term, then a 2-week quarantine period as per safety guidelines, then two weeks of normal engagement.

Option 3 Do not go cashless and continue as normal.

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