

25/09/2019 LEADERSHIP COMMITTEE REPORTS

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Meeting:	Leadership Committee		
Location:	President's Office		
Date & Time:	Wednesday 28th August 2019 at 9am		
Present:			
Francesco Masala	Activities Officer (Chair)		
Ruqia Osman	Education Officer		
Tom Sawko	Sport Officer		
Jiani Zhou	Postgraduate Officer		
Alisha Lobo	Community Officer		
In attendance:			
Andrew McLaughlin	Chief Executive		
Gregory Noakes	Governance & Executive Support Manager (Secretary)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Eve Alcock	Annual Leave	Yes
2.	Notice of any other business		
	No items were identified for discussion under any other business.		
3.	Declaration of conflict of interest		
	No committee members declared a conflict of interest in any item on the agenda.		
	Francesco and Alisha presenting papers to the meeting.		
4.	Minutes of previous Committee meeting		
	The minutes of the previous meeting were approved and signed by the Chair, subject to the following amendment being made:		
	P1 'Tom Sawko' removed from Present.		
4.1.	Matters arising from the previous Committee meeting		
	The committee noted that there had been no matters arising from the previous meeting.		
5.	Project Management		
	The committee received a report on introducing a project management framework (See R3 of the committee reports).		
	The Chief Executive outlined the rationale for introducing a framework for managing projects across The Students' Union (The SU).		
	QUESTION: An Officer asked who would be approving and monitoring these projects?		
	ANSWER: The Chief Executive explained that this would be done by the Leadership Committee.		

	<p>QUESTION: An Officer asked would this apply for projects done jointly with the University? ANSWER: The Chief Executive confirmed that this framework would apply for all projects and campaigns including those done jointly with other organisations such as the University.</p> <p>The committee discussed concerns that the framework might restrict The SU's ability to run quick projects or campaigns. It was agreed that this needed to be considered further to ensure that this was not an issue.</p> <p>The committee received the draft Project Management policy (See R4 of the committee reports).</p> <p>ACTION: Project Management policy and framework to be finalised and shared with Heads of Departments and Governance committee.</p> <p>The committee received a report on revising The SU's projects list (See R2 of the committee reports).</p> <p>The committee discussed and agreed to keep meeting room improvements as a potential project to spend money from the reserves on.</p> <p>The committee discussed and agreed that the reserves annual loss allocation for 201920 could be reduced to £15,000.</p> <p>The committee discussed and agreed that the following could be removed as potential projects from the projects list:</p> <ul style="list-style-type: none"> • AV replacement costs; • IT catch up; • SU awards upgrade.
6.	<p>Draft Trustees' Annual Report</p> <p>The committee received a report on the draft Trustees' Annual Report (See R5 of the committee reports).</p> <p>The committee discussed and agreed the following amendments under 2018/19 highlights:</p> <ul style="list-style-type: none"> • Add review of Complaints & Disciplinary procedures; • Remove reference to student family accommodation; • Add exam error work; • Add 3G pitch approved but not delivered; • Add success around mental health. <p>ACTION: Updated Draft Annual Report to come back to the next Leadership committee before going to the Board of Trustees for final approval.</p>
7.	<p>Paperclip</p> <p>The Chair presented and explained their report on Paperclip to the committee (See reports received separately).</p> <p>The committee discussed Paperclip and agreed to trial it once contractual clarifications were obtained.</p>

	ACTION: Activities Officer to pass on the proposal to the Marketing & Communications Manager for action.
8.	<p>Set Your Own Volume</p> <p>The Community Officer presented and explained a report on Set Your Own Volume campaign (See reports received separately).</p> <p>The committee discussed and agreed that the project needed to set some clear 'hard' measurable outcomes to focus its impact, and be more specific about the interventions, and these could be included in the rationale for why the campaign is needed.</p> <p>The committee agreed, that in principle, they would support the campaign provided that these concerns were addressed.</p>
9.	<p>Any other business</p> <p>No items had been previously identified for discussion.</p>
The meeting ended at 10.30am.	
Item number	Action
5	Project Management policy to be finalised and shared with Heads of Departments and Governance committee.
6	Updated Draft Annual Report to come back to the next Leadership committee before going to the Board of Trustees for final approval
7	Activities Officer to pass on the proposal to the Marketing & Communications Manager for action.

LEADERSHIP COMMITTEE – 25 SEPTEMBER 2019**REPORT ON ACTIONS ARISING FROM THE PREVIOUS LEADERSHIP COMMITTEE MEETING****PURPOSE**

To inform the committee of the outcome of actions arising from their previous meeting in August.

CONTENTS

Pages 1: Report

REPORT**1. ACTIONS ARISING FROM THE LAST COMMITTEE MEETING**

- 1.1. Project Management policy to be finalised and shared with Heads of Departments and Governance committee.
- 1.2. Updated Draft Annual Report to come back to the next Leadership committee before going to the Board of Trustees for final approval.
- 1.3. Activities Officer to pass on the proposal to the Marketing & Communications Manager for action.

2. OUTCOME OF ACTIONS ARISING FROM THE LAST COMMITTEE MEETING

- 2.1. The Project Management framework has been shared with Heads of Departments and a draft Project Management policy will be going to the Governance committee meeting being held on Wednesday 2nd October.
- 2.2. The Draft Annual Report has been updated and is included within R7. This will go to the Board of Trustees on Thursday 17 October.
- 2.3. The Activities Officer passed this on to the Marketing & Communications Manager who has received a 20-page contract proposal. They have reviewed the contract and it is clear that there is a major risk that a new partnership of this kind will cannibalise our existing media sales income, and create an additional area of work for the team. We believe that the focus for the team should be on recruiting a new permanent sales coordinator and stabilising our existing media sales base, before exploring new avenues such as this. We recommend declining the opportunity to engage with Paperclip at this stage.

LEADERSHIP COMMITTEE – 25 SEPTEMBER 2019**REPORT ON DECISIONS MADE BY THE COMMITTEE WITHOUT A MEETING****PURPOSE**

To formally note any decisions that the Committee have made without a meeting since their previous meeting in August.

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Page 1: Report
Page 2: Appendix: Emails of decision

REPORT**1. SET YOUR OWN VOLUME CAMPAIGN**

1.1. A single decision has been made by the Leadership Committee without a meeting since they last formally met, in accordance with Article 102 of the Articles of Governance.

1.2. The decision made was whether:

- 1) to have our branding but to not put in place the work such as alcohol ambassadors that were more substantial in its commitment of resources. This would be a short term move to ensure our partnership is maintained, but is not in line with the rigour of our project plan, (the other paper from leadership) and our movement in the cause work.

Or

- 2) to pull the project completely which would place some damage on a historically productive relationship we have had with Student Services.

1.3. The Leadership Committee agreed to option 1 (See Appendix 1 for copies of emails).

1.4. This was unanimously agreed by the Leadership Committee and the decision came into effect from the 13/09/2019.

1.5. The Activities Officer was on annual leave at the time and therefore was not counted in the vote.

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APPENDIX 1: EMAILS OF DECISION

LEADERSHIP COMMITTEE – 25 SEPTEMBER 2019

POSTGRADUATE RESEARCH EXPERIENCE SURVEY (PRES) REPORT

PURPOSE

To report the outcome of the postgraduate research experience survey (PRES).

CONTENTS

Page 1-2: Report

Page 2: Actions for the Committee

REPORT

1. SUMMARY

- 1.1. **No institutional questions:** no questions on the SU, PGA, support services and other bespoke questions. Reducing the number of questions to increase completion was prioritised, with other channels used to collect relevant data on non-core questions.
- 1.2. **Low response rate:** PRES 2019 was 36% (n=496) down from already low 38% (n=608) in PRES 2018. It's likely that running PRES annually rather than biennially was a major factor. Bath will be reverting to the biennial cycle in line with most Russell Group universities. The global (all participating PRES HEIs) survey had a 42% response rate.
- 1.3. **Bath's mental health questions** are gone, but there are now wellbeing questions on satisfaction with life, happiness, sense that what you do is worthwhile, and anxiety.
- 1.4. **Disappointing scores:** 37th overall out of 103 universities, 81st for supervision and 84th for progression. Bath was 69th globally for professional development and 67th for research skills. Compared to KPI benchmarking universities, Bath was in the third or lowest quartiles for almost all experience areas. Bath was below the GW4 average in all experience areas apart from overall satisfaction (in which it was equal).

2. BENCHMARKING

- 2.1. 107 universities took part in PRES 2019, but not all were included in benchmarking data (even global) for all areas. Global comparison is disappointing: Bath is in the bottom quartile overall compared to the sector, in the bottom quartile on progression (through the research degree) and supervision.
- 2.2. Performance against Russell Group comparators is more encouraging but still offers challenges. This would seem that less research-intensive universities have come from lower starting points to significantly increase their PRES scores for satisfaction and the research experience.
- 2.3. Compared to the Russell Group, Bath was mostly in the third or lowest quartiles for experience areas. Compared to KPI HEIs, Bath scored lower in almost all experience areas, and was 2.6% lower in progression and 1.9% lower on supervision. Due to many comparators not participating in PRES 2018, KPI HEI and Russell Group benchmarking for PRES 2018 was not available.

3. OVERALL SATISFACTION

3.1. Overall satisfaction is reported at 82% in 2019, down 1% from 2018 (83%). Satisfaction was also at 82% in 2015, the last year Bath carried out PRES biennially (you might expect a higher score if asked less often, so possibly this could rise). Bath was 37th of 103 universities for overall satisfaction, although for part-time students this rises to 7th out of 85.

4. PROGRESSION

- 4.1. Progression, or the effectiveness and suitability of key stages (induction, formal monitoring requirements and deadlines, thesis requirements, and final assessment procedures) were the lowest experience area.
- 4.2. For part-time students this dropped to 81st out of 84 institutions. Only 71% of Bath students agree that 'the final assessment procedures for my degree are clear to me' although this rises to 92% for students approaching their viva.
- 4.3. Progression itself has not been a priority issue, but induction has and representational work on viva procedures has taken place in 2018-19. Only 74% of Bath students agreed that 'I received an appropriate induction to my research degree programme', but this was 58% for students awaiting their viva who will have started around 4 years ago, and rises to 74% for students at writing up and 76% for those at research stage, who would have started when doctoral induction was given a major overhaul.
- 4.4. However, students at taught stage report only 56% agreement, possibly linked to the lack of central induction in 2018-19. Worth noting that these progression stages act as 'pinch points' for doctoral stress and anxiety, so poor scores in any of them could well impact on mental health and wellbeing.

5. VARIATIONS ACROSS DEPARTMENTS

5.1. PRES uses JACS 1 categories for discipline rather than departments (to enable benchmarking) which don't map departments exactly. The Bath discipline most positive about the University was Social Sciences, at 16.8% above the GW4 benchmark, the least positive was Computer Science at 34% below.

6. HIGHLIGHTED ISSUES

6.1. Areas with low agreement that provision is satisfactory (most under 75%):

- Supervisor helping students identify training and development needs, or creating personal development plans (72%)
- Developing transferable skills (61%)
- Having a suitable work space (77%)
- Research culture overall (63%)
- Induction (74%)
- Understanding of what is expected of students with regards to their thesis/assessment (73%)
- University valuing and responding to student feedback (58%)
- Developing contacts or professional networks (71%)
- Careers advice (32%)
- Opportunities to attend or present at conferences (52%)
- Opportunities to engage with non-academics about their research (41%)
- Support, guidance and training for postgraduates who teach (60%)
- Wellbeing/ mental health (59%)

- Language support (48%)

7. PRIORITY ISSUES

- 7.1. **Office space and computing resources:** Only 77% agreed that 'I have a suitable working space', and there was also a low (79%) agreement that 'there is adequate provision of computing resources and facilities'. Satisfaction was low across many JACS disciplines, but lowest in Business & Economics for office space (69%) and Social Sciences for computing resources (60%).
- 7.2. **Supervision:** 84% for supervision overall, with students in Other Health Subjects, Biological Sciences and Mathematical Sciences the least satisfied. Globally, satisfaction with supervision was 88%, putting Bath 81st out of 103. Among KPI HEIs satisfaction was at 89.1%, and 85.3% for the GW4.
- 7.3. In particular, Bath students who agreed that 'My supervisor/s help me to identify my training and development needs as a researcher' was very low (72%). For students awaiting their viva, this fell dramatically to 42%, but the fall was far less significant for Russell Group (70%) or KPI HEI (65%) respondents at the same stage.
- 7.4. Although in the experience area for skills training not supervision, only 41% students reported that 'agreeing a personal training or development plan' had taken place, a role that might well be carried out by the supervisor and linked to the identification of skills and training needs.
- 7.5. **Research culture:** This area was still Bath's lowest at 63%, but the sector-wide problem means that Bath was placed 43rd out of 103 globally, and it compares to the Russell Group average of 65%, GW4 of 64% and KPI HEIs of 64%. Nevertheless, Bath is still behind, and in the lowest quartile of the Russell Group for research culture.
- 7.6. **Postgraduates Who Teach:** 65% of PRES respondents teach, and the issue is still a problem: only 60% agree they were 'given appropriate support and guidance for your teaching' and 77% that they 'received formal training for your teaching'.
- 7.7. However, this is an issue across the sector, and there were similar average results in the Russell Group (62% support and guidance, 73% formal training), GW4 (60%, 79%) and KPI HEIs (61%, 79%). If the situation for GTAs is to improve significantly, it will require a commitment to the doctoral experience and becoming a sector leader for GTA provision and conditions. It should be noted that PRES only looks at very limited aspects of the GTA experience, although the Bath's 2018 PGWT survey provides more depth.

ACTIONS FOR THE COMMITTEE

8. The Leadership committee are asked to note the report.

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LEADERSHIP COMMITTEE – 25 SEPTEMBER 2019**REPORT ON FINDINGS FROM THE STUDENT LIFE PULSE DATA – END OF YEAR 2****PURPOSE**

To update Officers and Senior Management Team on the findings from the Student Life Pulse surveys 2018-19 and benchmarking activity against other participating students' unions.

CONTENTS

- Page 1: Overview of Student Life Pulse
- Page 2: Summary of results
- Appendix 1: Participating students' unions
- Appendix 2: Pulse 3 (2018-19) report generated by Alterline generated
- Appendix 3: Benchmarking report of headline questions generated by Alterline (2018-19)

OVERVIEW**9. BACKGROUND**

- 9.1. The SU is currently mid-way through a three year research project with external research providers Alterline.
- 9.2. The Student Life Pulse surveys all students registered at the University of Bath (The SU Bath members) over the course of a nine month period, with the student population divided into representative samples for each month. Between October and June all students will receive one email inviting them to participate in a survey.
- 9.3. The Student Life Pulse remains The SU's primary survey used to gather evidence of student satisfaction with services and opportunities provided by The SU.
- 9.4. Data is released by Alterline on a 'pulse' basis in addition to an end of year report which compares The SU Bath to other students' unions participating in the project; Bristol SU, Hull University Union, Lancaster University Students' Union, Leeds Beckett Students' Union, Leicester Students' Union, Lincoln Students' Union, Liverpool Guild of Students, Oxford SU, The University of Surrey Students' Union, Solent Students' Union, Christ Church Students' Union, University of West London Students' Union, University of Birmingham Guild of Students and University of Westminster Students' Union¹.
- 9.5. Survey questions have not changed between year one and year two of the project to allow for year on year tracking and comparisons with the other participating students' unions. This does restrict what The SU Bath are able to include in the survey and the wording and terminology used for questions.
- 9.6. Reports provided by Alterline are limited to top line results only (no demographic reporting) and do not compare pulses on a year to year basis. However, raw data is provided to allow for internal analysis of data.

¹ Note that not all students' unions have participated for the full two years a table of students' unions and when their results are comparable with The SU Bath can be found in Appendix 1.

- 9.7. Response rates continue to be in line with rates to previous student satisfaction surveys conducted by The SU (e.g. Student Opinion Survey), 1661 in year 1 (2017-18) and 1548 in year 2 (2018-19).
- 9.8. Current dissemination of results to SU areas has involved presentations at team meetings, advising Heads of services of questions/data which can be used as area KPIs and providing ad hoc data to individuals to support reports or planning.
- 9.9. The SU is contracted into a further year with Alterline. The survey will be brought in-house for 2020-21 onwards to allow for a more bespoke survey and to bring the wording and tone of the survey in-line with The SU's new vision and strategy.

10. SUMMARY OF RESULTS

- 10.1. Overall satisfaction with The SU has remained similar between the first two years of the project, 63% in 2017-18 and 62% in 2018-19.
- 10.2. Year 2 sees student satisfaction with The SU peak in October and February, times when The SU are focused around induction and refresh activities. This differs from Year 1 which saw peak satisfaction in October but then struggled to rise again significantly throughout the rest of the year.
- 10.3. Academic life questions show an increase in satisfaction with quality of course (83% - 85%), agreement that The SU effectively represents students' academic interests has remained the same at 57%.
- 10.4. Employability questions show increases in both agreement that current activities at university are preparing students for their future career (72% - 76%) and The SU is making students more employable (21% - 24%)². To support this second question in Year 2 the additional more explicit question *The things I do in The SU are helping me to improve my CV/resume* which in comparison 31% students agreed with.
- 10.5. Wellbeing questions show that students are less satisfied with their life nowadays compared to Year 1 (84% - 82%), but agree more that The SU has a positive impact on their wellbeing (46% - 52%).
- 10.6. Social life questions show a minor decrease in agreement that students are getting the social experience they want from university life (70% - 69%) but a minor increase that The SU has a positive impact on their social life (60% - 61%).
- 10.7. SU metrics show very little change in agreement on all questions between Years 1 and 2. 32% agree that they can influence decisions made by The SU, 57% agree that The SU represents the views of students effectively, 86% agree that The SU offers a wide range of sports, clubs and societies, 50% would turn to The SU for help or advice, 64% agree The SU provides useful advice to students, 47% agree they are well informed about what is going on at The SU and 42% agree that SU communications are relevant to them.
- 10.8. There has been a 1% decrease in student agreement that they are getting the most out of their time at university to 65% in Year 2. Peaks in agreement for this question can be seen in October and December.
- 10.9. Throughout Year 2 less students have felt that The SU has not helped them to develop skills.
- 10.10. National issues and international student issues remain the two categories where students agree less that The SU represents students' interests on these issues.

² From the benchmarking report Appendix 3 this is a question where all participating students' unions score low.

- 10.11. Awareness of the achievements of the SU Officer team remains low with an average of 32% agreeing over Year 2, however this is an increase from 29% in Year 1.
- 10.12. Academic achievement and academic workload remain the top two concerns students experience throughout the year.
- 10.13. 59% students agree that The SU celebrates the successes and achievements of students, with very little difference in agreement on a month by month basis suggesting that students are not just thinking about SU awards celebrations, however this is down from 61% in Year 1.
- 10.14. Agreement that The SU is welcoming and inclusive to all types of students has increased (75% - 79%).

ACTIONS FOR LEADERSHIP GROUP

Leadership Committee is asked to consider the data presented from the Student Life Pulse Year 2 end.

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APPENDIX 1 – PARTICIPATING STUDENTS’ UNIONS

YEAR 1 2017-18			YEAR 2 2018-19		
PULSE 1	PULSE 2	PULSE 3	PULSE 1	PULSE 2	PULSE 3
The SU, Bath	The SU, Bath	The SU, Bath	The SU, Bath	The SU, Bath	The SU, Bath
Bristol Students’ Union	Bristol Students’ Union	Bristol Students’ Union	Birmingham Guild of Students	Birmingham Guild of Students	Birmingham Guild of Students
Hull University Union	Hull University Union	Hull University Union	Bristol SU	Bristol SU	Bristol SU
Leeds Beckett Students’ Union	Leeds Beckett Students’ Union	Leeds Beckett Students’ Union	Hull University Union	Hull University Union	Christ Church Students’ Union
University of Manchester Students’ Union	Lincoln Students’ Union	Lincoln Students’ Union	Lancaster University Students’ Union	Lancaster University Students’ Union	Hull University Union
University of Surrey Students’ Union	University of Manchester Students’ Union	Liverpool Guild of Students	Leeds Beckett Students’ Union	Leeds Beckett Students’ Union	Lancaster University Students’ Union
	University of Surrey Students’ Union	University of Manchester Students’ Union ³	Lincoln Students’ Union	Lincoln Students’ Union	Leeds Beckett Students’ Union
		University of Surrey Students’ Union	Liverpool Guild of Students	Liverpool Guild of Students	Lincoln Students’ Union
			Oxford University Students’ Union	Oxford University Students’ Union	Liverpool Guild of Students
			University of Surrey Students’ Union	Solent Students’ Union	Oxford University Students’ Union
				University of Surrey Students’ Union	Solent Students’ Union
					University of Surrey Students’ Union
					University of West London Students’ Union

³ University of Manchester Students’ Union did not continue into the second year of the research project.

Shaded cells indicate new students’ unions joining the project.

LEADERSHIP COMMITTEE – 25 SEPTEMBER 2019**REPORT ON FINDINGS FROM UNION FUTURES: THE VALUE OF A STUDENTS' UNION****PURPOSE**

To update Officers and Senior Management Team on the findings from the Alterline Union Futures: The value of a Students' Union survey.

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Page 1: Overview of Union Futures: The value of a Students' Union

Page 2: Summary of results

Appendix 1: Alterline report of The SU Bath alumni results compared with national sample

OVERVIEW**11. BACKGROUND**

- 11.1. Alterline⁴ approached The SU to be a participant in an online research project to examine a students' union's worth.
- 11.2. The scope of the research was to examine alumni perceptions of a students' union at a time when the role of students' union's is being challenged and, in some cases, marginalised.
- 11.3. Alterline conducted an online survey which was distributed to a national sample as well as specifically to alumni of the University of Bath (supported by University of Bath Alumni Relations).
- 11.4. In addition to The SU Bath, Hull University Union were also involved in the project.
- 11.5. Following the online survey a sub-set of University of Bath alumni respondents participated in an online community of students over five days or one off online focus groups.

12. SUMMARY OF RESULTS

- 2.1 A full comparison of University of Bath alumni and the national sample is available in Appendix 1 and numbers below refer to chart numbers.
- 2.2 497 University of Bath alumni completed the online survey.
- 2.3 56% University of Bath alumni agreed⁵ that the students' union impacted on their life positively when they were at university, this compared with 38% from the national sample (3.1 and 3.2).
- 2.4 28% University of Bath alumni agreed that being part of a students' union at university impacted their life positively after university, this compared with 19% from the national sample (3.1 and 3.2).
- 2.5 Both University of Bath alumni and the national sample agreed the most that the students' union provided space to relax and/or socialise (UoB 71%, national 55%); made them feel welcome when they first started university (UoB 67%, national 54%) (4.1 and 4.2).
- 2.6 Having a positive impact on their sense of belonging at university (UoB 55%, national 37%) and helping to make friends at university (UoB 53%, national 36%) (4.1 and 4.2) were other key impacts of the students' union.
- 2.7 The representative role of a students' union featured lower on the scale of agreement. Effectively

⁴ An external research company with whom The SU has worked on two projects: *Being well, doing well* (2017) and *Student Life Pulse* (2017 – to date).

⁵ % of agreement equals those who selected Strongly agree or Agree on a five point likert scale.

- representing their interests whilst at university (UoB 40%, national 34%) and effectively representing their academic interests (UoB 24%, national 26%) (4.1 and 4.2).
- 2.8 Activities undertaken whilst at university by over 50% of University of Bath alumni respondents were; *bought food or drink in food outlets, restaurants or coffee shops ran by the students' union* (82%), *drank in bars ran by the students' union* (77%), *socialised or relaxed in spaces ran by the students' union* (73%), *attended events ran by the students' union* (65%). Interestingly, activities such as attending sports and societies regularly were much lower, societies (47%), sports club (37%) (5.1).
- 2.9 Forming friendship groups was identified by University of Bath alumni as the thing which impacted their life most positively at university (96%). All other activities or events listed in the survey received over 50% agreement from University of Bath alumni. Some activities which were selected by smaller numbers of alumni as accessing had high levels of positive impact e.g. 9% used the students' union to help them find a job at university, of these respondents 96% agreed that it had a positive impact (6.1).
- 2.10 Those who had been in some form of leadership role at the University of Bath e.g. SU Officer, committee member placed high positive impact on these roles to their life after university, 91% who had been an SU Officer, 87% who had held a leadership role in something at The SU, 79% who had been part of a committee which ran a society, 77% who had been part of a committee which ran a sports club (7.1).
- 2.11 University of Bath alumni identified careers/employability (46%), stress management (40%) and employment (37%) as the top three areas of advice or support which would have helped them when they were a student (9.1).
- 2.12 18% of University of Bath alumni could remember specific things that The SU did to help students whilst they were at university, a further 61% could not remember specific things but knew that The SU did things (10.1).
- 2.13 Problem solving, communication, working independently, working in a group/team, decision making and analytical/critical skills were all identified by University of Bath alumni as skills which have been important in their life after university (11.1). However, 42% felt that The SU did not help them to develop any skills when they were at university (12.1).
- 2.14 Key stressors for University of Bath alumni when reflecting back on their time at university were performing well in coursework, tests or exams, keeping up with study, thinking about employment prospects, managing their money and dating and romantic relationships (13.1).
- 2.15 20% of University of Bath alumni did not know who led The SU when they were students, 7% thought that university staff led The SU. 65% knew that The SU was led by other students who were elected by students (14.1).
- 2.16 University of Bath alumni placed more agreement on experienced students who helped them settle in during freshers' week (UoB 48%, national 40%) and a student committee who ran a society (UoB 43%, national 32%) benefitting their life positively when they were at university. Student mentors and course reps were both lower at University of Bath than the national sample⁶ (15.1).
- 2.17 When asked to rank in importance students' union services and activities the top three for University of Bath alumni were, providing advice for students, helping students with their mental wellbeing and organising social events and activities. Representing students' political interests was ranked the least important (however this may be a reflection of how this option was worded) (17.1).

ACTIONS FOR LEADERSHIP COMMITTEE

13. Leadership Committee is asked to consider the data presented from the Union Futures: The value of a Students' Union survey.

⁶ It is not known from the national sample whether other universities have had student mentor schemes running longer than at the University of Bath.

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LEADERSHIP COMMITTEE – 25 September 2019

REPORT ON STRATEGIC PLAN 2020-23 PROGRESS

PURPOSE

To update leadership committee on the progress in developing the new strategic plan, and to

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Page 1-2: Report
 Page 2: Actions for Leadership Committee

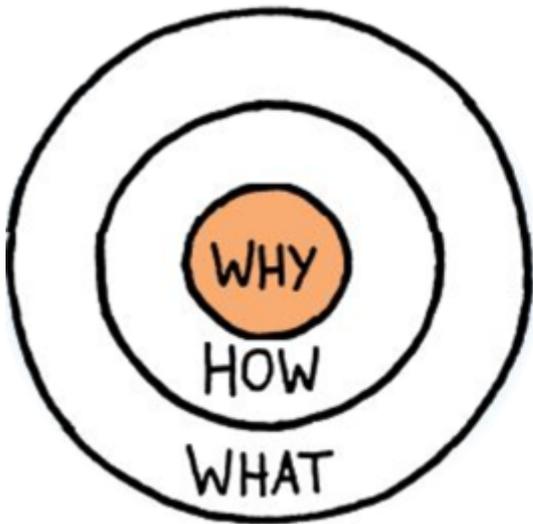
REPORT

1. BACKGROUND

1.1. Over the last 15 months we have been working through a series of steps to articulate our cause and develop the strategic plan for 2020-23..

2. SUMMARY OF THE ISSUES

2.1. Through this strategic planning process we have developed a clear articulation of our cause.



WHY? We believe that students can and want to shape the community they are part of for the better

HOW? By creating opportunities for us to come together to shape our community for the better

WHAT? Through student-led groups, voice, support, campaigns, personal development and other stuff.

Figure 1 The SU cause

2.2. We have identified some key mindset shifts around how we behave, and formulated an approach that moves us from treating students as consumers of services, to citizens within a community.

2.3. We have also identified three strategic programmes of work, the key priorities for what we need to achieve, and the project that we believe will help to deliver them (see Appendix 1).

2.4. The next key steps are engaging students more widely in this process, and finalising the strategy for the Board of Trustees in December 2019.

3. STUDENT ENGAGEMENT

3.1. Beyond what we have done already with execs and the emergent ideas/priorities that came from them, the key student engagement activity will revolve around the SUMmit event that is currently in planning.

It is proposed that this will cover:

- Articulating our cause (and how we got there)
- Highlighting the key citizen/mindset shifts
- Outlining the key programmes and priorities (see action below)
- Dream, reality, critic engagement activity
- Values engagement activity
- Behaviours engagement

3.2. Further quantitative research following this activity may be required in order to add further weight of evidence behind the proposed priorities, values and behaviours that will underpin the new strategic plan 2020-23.

3.3. One major issue in this may be timings and overlap with the University's own engagement activity around its new strategy, and competing for attention over the same period.

ACTIONS FOR LEADERSHIP COMMITTEE

4. Leadership Committee is asked to:

Action 1: Discuss the proposed PROGRAMMES, priorities and projects in Appendix 1 and provide feedback on these as a working draft.

Action 2: Highlight key priorities from the list in Appendix 1 for student engagement through SUMmit.

Action 3: Provide feedback on the engagement techniques used in the recent staff engagement activity (17/09/2019) and suitability for a student audience.

CONTACT:	Andrew McLaughlin (Chief Executive)	Telephone: 01225 383071 E-Mail: a.m.mclaughlin@bath.ac.uk
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Appendix 1 – strategic PROGRAMMES, priorities and projects

CITIZENSHIFT

To re-invent the students' union for the 21st century

- Overhaul the SU's student 'rep' structures to make them simpler to understand and easier to access
- Update our electoral processes to make sure we run only meaningful elections
- Review the role of SU officers to remove operational burden and re-focus on cause and student communities
- Prototype ways to use collective intelligence to tackle complex student issues (e.g. SUMmit)

To re-position The SU around our cause.

- Develop resources for staff and student leaders to talk about The SU and our cause
- Develop a campaign to shift perceptions about The SU amongst University staff
- Implement a stakeholder relationship management approach to influence perceptions amongst senior University staff
-

To encourage everyday participation in our cause

- Identify and implement ways to encourage and record everyday participation with the SU cause
- Develop our own ideas to action/Better Reykjavik platform so students can easily shape The SU/Uni
- Develop a platform for students to share skills with each other

CULTURE SHIFT

To keep it simple

- Identify and adopt new approaches for how we meet and communicate to be more effective in how we work
- Bring all SU groups together under one 'umbrella' to share support and good practice across The SU
- Remove unnecessary bureaucracy and review and simplify processes to streamline how we do things

To create a culture focused on impact

- Embed the project management framework to ensure that we are managing our investments and delivering impact
- Identify students who are not participating and develop new ways to reach them
- Use in-house SLP and participation data to introduce an integrated dashboard, supporting managers in owning team performance data

To be a distinctive place to work

- Complete and refresh the employer branding process for the whole employee journey
- Update the values and behaviours framework and embed within our daily work
- Establish an SU-wide coaching network to foster a culture of empowerment, development and support

CONTENT SHIFT

To develop and implement our digital content strategy

- Refresh the tone of voice, brand guidelines and associated policies to meet the needs of The SU cause.
- Develop the skills of the comms and marketing team to increase the volume and impact of cause-y content.
- Develop an ongoing programme of support for departmental comms champions to improve the quality and impact of marketing materials.

To focus our efforts around The SU annual programme

- Implement a 'Welcome' Programme to focus the impact of our work over the arrivals and freshers' week period
- Implement a 'Shape It' Programme to focus the impact of our work over the elections and associated period
- Implement a 'Celebrate' Programme to focus the impact of our work over the awards and ball period

To make our spaces better reflections of our cause

- To re-decorate the student centre so it feels cause-y
- Ditto meeting room
- Ditto The plug
- Ditto Flo's kitchen so students can use it
- Ditto the dull corridor

LEADERSHIP COMMITTEE – 28 AUGUST 2019**REPORT ON AMENDED DRAFT TRUSTEES' ANNUAL REPORT****PURPOSE**

To share the draft of the Trustees' annual report amended following feedback from the last committee meeting.

CONTENTS

Page 1:	Report
Page 2:	Actions for Committee
Page 3-12	Appendix 1: Amended Draft Trustees' Annual Report

REPORT**1. BACKGROUND**

- 1.1. It is a legal requirement that each year the Board of Trustees must prepare a set of accounts and a Trustees' annual report for submission to the Charity Commission for publication upon their website.
- 1.2. The purpose of the Trustees' annual report is to provide the public and potential donors with a clear picture of the charity's activities and financial position.
- 1.3. The Trustees' annual report attached as appendix 1 is a draft amended since it was last presented to the Leadership Committee. The final version will be presented to the Board of Trustees and signed off at their meeting on the 17th October.

2. CHARITY COMMISSION STATEMENT OF RECOMMENDED PRACTICE (SORP)

- 2.1. The [SORP](#)'s requirements that all charities must follow are set out in the following headings:
 - objectives and activities;
 - achievements and performance;
 - financial review;
 - structure, governance and management;
 - reference and administrative details;
 - exemptions from disclosure; and
 - funds held as custodian trustee on behalf of others.
- 2.2. The headings used in the report may be amended to fit the preferences of the charity provided the information required is clearly presented in the report.
- 2.3. Please note that the financial review section has not been updated yet because this will be done by the Auditors.

ACTIONS FOR THE COMMITTEE

The Leadership Committee is asked to note the report and amended draft annual trustees' report.

CONTACT:	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 383 E-Mail: gdn26@bath.ac.uk
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**UNIVERSITY OF BATH STUDENTS' UNION
ANNUAL REPORT AND FINANCIAL STATEMENTS**

for the year ended

31 July 2019

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

REFERENCE AND ADMINISTRATIVE DETAILS

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			
Senior SU Management				
Chief Executive:	Andrew McLaughlin			
Deputy Chief Executive:	Mandy Wilson-Garner			
Secretary to the Board:	Greg Noakes			
Board of Trustees				
Trustee name	Office	Start date	End date	Appointment
Eve Alcock	President (Chair)	02/07/2018	02/07/2020	Elected by Members
Jack Kitchen	Education Officer	02/07/2018	01/07/2019	Elected by Members
Jiani Zhou	Postgraduate Officer	02/07/2018	02/07/2020	Elected by Members
Alisha Lobo	Community Officer	02/07/2018	02/07/2020	Elected by Members
Andy Galloway	Sport Officer	02/07/2018	01/07/2019	Elected by Members
Kimberley Pickett-McAttackney	Activities Officer	02/07/2017	01/07/2019	Elected by Members
Ruqia Osman	Education Officer	01/07/2019	02/07/2019	Elected by Members
Tomasz Sawko	Sport Officer	01/07/2019	02/07/2019	Elected by Members
Francesco Masala	Activities Officer	01/07/2019	02/07/2019	Elected by Members
Rob Clay	Independent Trustee	12/10/2015	12/10/2021	Appointed by the Board
Marian McNeir	Independent Trustee	20/06/2017	20/06/2020	Appointed by the Board
Paul Freeston	Independent Trustee	17/06/2015	21/06/2021	Appointed by the Board

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

CHARITY INTRODUCTION

Charitable Status

On the 29th July 2011 the University of Bath Students' Union (The SU) successfully registered as a charity with the Charity Commission (charity number 1143154). The charity is governed by the constitution adopted on 1st July 2009 and amended on 12th March 2019.

Trustees' Report

The Board of Trustees present their Annual Report together with the financial statements for the year ended 31 July 2019. The report has been prepared in accordance with the Charities Act 2011. The trustees have had regard to the Charity Commission guidance on public benefit entities.

Relationship with the University of Bath

Under the Education Act 1994, the University of Bath has a statutory duty to take such steps as are reasonably practicable to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. The SU therefore works alongside the University of Bath in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of The SU's members are met.

OBJECTIVES AND ACTIVITIES

Charitable Purpose

The objects of The SU are the advancement of education of students at The University of Bath for the public benefit by:

- promoting the interests and welfare of students at the University of Bath during their course of study and representing, supporting and advising members;
- being the recognised representative channel between students and the University of Bath and any other external bodies; and
- providing social, cultural, sporting and recreational activities and forums for discussion and debate for the personal development of its members.

Our cause

We believe that students can and want to shape the community they are part of for the better. We create opportunities for students to come together to do just that, and support them as active citizens who contribute to the communities they are part of.

SU Strategy 2017-2020

The SU operates a three-year strategy, the full details of which are on our website. Over the next year, work will begin on the development of our next strategy 2020-2023.

The following updates on the progress made against our strategy in 2018/19:

- 1) Embedding our cause in all we do:

Through a participative process involving students, staff and stakeholders we have articulated our cause and are using this to shape plans and activity for the next strategic plan.

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

2) Deliver 'fewer bigger better' initiatives:

The language of 'fewer bigger better' has gained traction and is helping us plan ways of rationalising the work we are undertaking – through communications, campaigns and structures in The SU.

3) Build the skills and capability of our people:

Work on the employer branding has progressed, albeit slowly because of resourcing issues in University HR, but process improvement, regrading, and role profile improvements have advanced.

4) Improve our financial processes:

Work on the new chart of accounts has been completed and new systems and processes are in place. The new finance app is ready for student groups when they return in September 2020.

5) Improve our communications:

Our e-marketing project is mid-way through and is reporting strong open rates amongst targeted groups.

6) Improve development, recognition and reward for student leaders:

We have recruited a new Skills & Development Co-ordinator and they are progressing work on the project to improve digital training for student leaders.

7) Support the independent student voice:

We have facilitated opportunities for independent students to raise issues with the Council, Senate & SU (CSSU) group. We have been active in encouraging students to register to vote for the EU and local authority elections.

8) Improve and extend peer-to-peer support:

Our pilot sports referral scheme has been a success, and the restructure proposal announced at the end of the year will help to further increase resource in this area.

9) Enhance the postgraduate student experience:

There have been some gradual improvements around activity provision for postgraduate students in The SU, and we continue to explore ways to improve academic representation. Feedback from doctoral students remains that they see The SU as undergraduate-focused, though there has been another improvement in taught postgraduate participation with The SU.

Success Criteria

We currently measure how successful we have been through five key performance indicators (KPIs).

Key Performance Indicators (KPIs):	2016/17	2017/18	2018/19
Student participation	64%	70%	66%
Student satisfaction	-	63%	62%
Student impact	-	67%	65%

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

Staff satisfaction	80%	-	85%
Staff engagement	70%	-	84%

This is the first time that we have been able to collect year-on-year data and can begin analysing some of the reasons and trends behind performance. The change in student participation reflects a slight downturn in undergraduate participation on last year, mainly because of the high levels of engagement around the then Vice-Chancellor's pay. Satisfaction and impact have both decreased slightly, and work in the new academic year will help us identify causes and opportunities. Staff satisfaction and engagement have increased on the back of the people enabling programme, and more participative ways of working within the organisation.

ACHIEVEMENTS AND PERFORMANCE

Statement of regular activities undertaken by the Charity

The SU is divided into five main activity areas; student voice, student groups, student support, student experiences and student development.

These areas work with student members to provide regular advice, representation, activities and events.

Significant Activities undertaken for 2018/19

In addition to our normal activities we have been involved in the following significant activities this year:

We attained a rating of 'Very Good' with many areas of 'Excellence' as part of the NUS Quality Students' Unions (QSU) assessment scheme. This achievement marks The SU as amongst the very best students' unions in the UK, and was recognised formally at a parliamentary reception in June.

We also received national recognition as part of a Home Office-approved scheme that promotes responsible management of bars and nightclubs. We achieved the 'Gold' Best Bar None - National Winner Award - for the second year running.

We reviewed and amended our governing document this year, with the new articles of governance approved by University Council on the 21st February and students through a referendum on the 12th March. The amendments were made to improve the efficiency and transparency of our governance.

Professor Ian White arrived as the new Vice-Chancellor of the University of Bath and students from The SU played a key role in this important appointment, with The SU President involved as part of the interview and selection panel.

At the end of the year a restructure proposal was announced in order to reduce The SU's budget deficit and increase resourcing for business-critical and strategically important areas. In all, seven roles were removed from the structure and five new roles were created.

The local bus service provision by First Bus proved to be a major issue for students throughout the year, and campaigning by The SU President helped to resolve some of the routing issues, but many outstanding concerns remain.

Errors in exam scripts emerged as a big issue, and The SU Education Officer played a key role in raising the issue, identifying the scale of the problem and negotiating improvements with the University.

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

The SU remains frustrated about the lack of transparency around the University's income and expenditure, particularly with the Estates department and internal charging. Bath Time (student magazine) published an investigation on the issue, and The SU continues to apply pressure on this issue.

We have been successful this year in lobbying the University around issues to do with doctoral students being properly safeguarded in their work away from campus. As a direct response of our work, the University has established a working group which are updating health and safety guidelines and procedures around this area.

Sadly not all of our lobbying with the University has met with the same success. A campaign we ran lobbying the University for the extension of the nursery provision was not successful in achieving the desired aim of improving provisions provided to student parents and carers.

Also, we have noted that despite our success last year in getting the University to promise to build a 3G pitch, a decade on from when we first raised this issue there is still no timeframe for the delivery of this promise.

Throughout this year we have worked hard to support the University in implementing changes proposed by the Halpin Review of the University's governance.

FINANCIAL REVIEW

The overall deficit for the year, before reserve transfer, on unrestricted funds was £28,435 (2016/17: Surplus of £108,938).

Bars and Entertainments remained the principal focus for the Union's commercial activity during 2017/18. Performance in this area exceeded budget with a surplus, before overhead apportionment, of £128,232 (2016/17: £121,359).

The Balance Sheet continues to reflect a robust financial position for the Union with net current assets of £832,287 (2016/17: £983,085).

Reserves Policy and Going Concern

Reserves are needed;-

- To provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice;
- To protect the financial stability of The SU against adverse economic conditions within commercial operations; and
- To provide a fund for capital replacement or refurbishment.

The balance held as unrestricted general funds at 31 July 2018 was £764,082 (2016/17: £771,352), of which £721,757 (2016/17: £763,232) are regarded as free reserves, after allowing for funds tied up in tangible fixed assets.

As at 31 July 2018 the level of free reserves was fully allocated by the Trustees for the following:

- To avoid the necessity of realising fixed assets held for Bath SU's use;
-

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

- To manage income risk through commercial services by covering 25% of one year's net trading income;
- To provide for working capital requirements; and
- To provide funding for a number of specific refurbishments and projects.

The surplus achieved in 2017/18 alongside any project funding available for reallocation will be considered within the Reserves Policy 2019/19.

The Trustees confirm that there are no material uncertainties with regard to considering the Students' Union as a going concern.

Risk Management

The SU has a formal risk management framework that embeds consideration of risk when reviewing the annual planning and budgeting process.

This approach is designed to directly aid the quality of Trustee and management decision-making, improve potential outcomes and provide the clear accountability required to all its members.

The framework exists to:

- formally document the strategies that The SU follows on behalf of its members to reduce risk over the short and medium-term time span;
- confirm that appropriate risk management policies and operational procedures are embedded within the day to day operations of The SU; and
- provide a practical framework for SU staff to follow.

Each key risk is assessed and documented under an appropriate category, and grouped together under additional classifications where relevant.

The risk register:

- Establishes the key risks within each category;
- Classifies the risks within each category where appropriate;
- Evaluates the likelihood and impact of the key risks;
- Prioritises the risks based on the weighting to determine the most critical risks; and
- Plans the response to controlling the risk.

The Board of Trustees reviews the major strategic, business and operational risks faced by the Students' Union on an annual basis as a minimum. The SU Risk Register 2018/19 identifies no risks at the level of 'critical' or 'major' but five at the lower classification of risk of 'significant':

1. Failure to ensure there are adequate health and safety procedures covering all The SU activities;
2. Failure to obtain grant funding from the University in an uncertain higher education sector;
3. Failure to comply with GDPR laws in relation to personal data consent, security and retention;
4. Failure to achieve commercial targets; and
5. Failure to obtain the funding, capacity or support for The SU strategy.

These risks have been mitigated through a number of improvement actions, controls and processes, reducing all identified risks to 'medium'. The risks will be re-assessed for the production of The SU Risk Register 2019/20.

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

Raise & Give (RAG) is a student led society with the aim of fundraising for a variety of local and national charitable causes whilst providing students with a number of development opportunities. This include fundraising itself as well as organisational and leadership roles.

The financial transactions of RAG are kept separate from those of The SU through the use of unique coding and custody of the assets falls within the general security arrangements of the wider University.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Board of Trustees is responsible for the strategic direction, governance and sustainability of The SU.

Pay and remuneration is set by the University of Bath through its annual remuneration process. All wages and salaries are paid to staff by the University of Bath with the relevant costs recharged to The SU.

The Board is made up of six Student Officers and seven Independent Trustees.

The Student Officers are elected through cross-campus ballot by the members each year, normally serving for one year in office but can serve a second term if re-elected.

The Independent Trustees are recruited to the Board to bring a wider perspective and skill set from outside of The SU. A term for Independent Trustees lasts for up to three years and they can serve for a maximum of six years.

Upon appointment all Trustees are briefed on their legal obligations and other Trustee responsibilities. All Trustees receive an induction information pack which includes their role responsibilities, their legal responsibilities, historical and current information about The SU, information on its Strategic Plan and how to deal with potential conflicts of interest.

The Board of Trustees has the following committees:

Finance & Audit committee	
Responsibility: Monitoring, reporting and making recommendations on the budget to the Board Approving unbudgeted expenditures that will exceed £10,000 Approving budgeted expenditures that will exceed £50,000 Reviewing financial policies Monitoring and reporting on audit recommendations to the Board Keeping under review a register of assets	
2018/19 Membership Rob Clay Andrew Galloway Jack Kitchen Jiani Zhou	2019/20 Membership Rob Clay Paul Freeston Jiani Zhou Tomaz Sawko
Appointment: All Trustees are appointed by the Board	
Number of meetings: Three meetings planned a year Additional meetings can be called	
Health & Safety committee	
Responsibility: Monitoring and reporting on health & safety issues to the Board Reviewing health & safety related policies Keeping under review transport Reviewing the risk register and recommending changes to the Board	

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

Keeping under review risk management policies Monitoring and reporting on staff wellbeing to the Board
2019/20 Membership Rob Clay Paul Freeston Jiani Zhou Tomaz Sawko
Appointment: All Trustees are appointed by the Board
Number of meetings: Two meetings planned a year Additional meetings can be called

Governance committee	
Responsibility: Reviewing the Articles of Governance Reviewing general policies Reviewing Board effectiveness Overseeing the recruitment and induction of new trustees	
2018/19 Membership Eve Alcock Alisha Lobo Jiani Zhou Andrew Galloway Jack Kitchen Kimberley Pickett	2019/20 Membership Eve Alcock Alisha Lobo Jiani Zhou Ruqia Osman
Appointment: All Trustees are appointed by the Board	
Number of meetings: This committee meets as and when necessary.	

Complaints & Disciplinary committee	
Responsibility: Hearing complaints under stage 2 of the Complaints & Disciplinary procedure Hearing disciplinary appeals under stage 2 of the Complaints & Disciplinary procedure	
2018/19 Membership Marian McNeir Alisha Lobo Andrew Galloway Jiani Zhou (Reserve) Eve Alcock (Reserve)	2019/20 Membership Marian McNeir Alisha Lobo Tomaz Sawko Jiani Zhou (Reserve) Ruqia Osman (Reserve)
Appointment: All Trustees are appointed by the Board	
Number of meetings: This committee meets as and when necessary.	

Leadership committee	
Responsibility: Monitoring, reporting and making recommendations on the strategic plan to the Board Approving and overseeing campaigns and projects Identifying and monitoring reputational risks	
2018/19 Membership Jack Kitchen Alisha Lobo Andrew Galloway Jiani Zhou Eve Alcock Kimberley Pickett	2019/20 Membership Francesco Masala Eve Alcock Alisha Lobo Tomaz Sawko Jiani Zhou Ruqia Osman

University of Bath Students' Union

TRUSTEES' REPORT

for the year ended 31 July 2019

Appointment:

All Trustees are appointed by the Board

Number of meetings:

This committee meets as and when necessary.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO THE AUDITOR

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees have confirmed that they have taken all the steps that they ought to have taken as Trustees Members in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Auditor

RSM UK Audit LLP has indicated its willingness to continue in office. The Trustees' Report was approved by the Trustees on 17th October 2019 and signed on their behalf by:

Chief Executive
Andrew McLaughlin

Students' Union President
Eve Alcock

Date:

Date: