BOARD REPORTS 17-06-2021

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Actions arising from previous meetings	Action Owner	Started	Exp finish	Progress
Ensure that the register of interests is updated for the next Board meeting	Governance & Executive Support Manager	03-21	06-21	Completed
To plan for a few different financial scenarios	Head of Finance	03-21	06-21	Completed. See paper R3.
To work with staff on the student life survey report for the next board meeting	Chief Executive	03-21	06-21	Completed. New style paper included in this Board meeting
Expectation to be added to the complaints policy encouraging reporting complaints close to the time of incidents	Governance & Executive Support Manager	03-21	06-21	Not completed Carry forward with new date of August 21
To review Board reports ahead of the next meeting.	Governance & Executive Support Manager	03-21	06-21	Completed
A Trustee recruitment plan to be presented to the next Board meeting	Governance & Executive Support Manager	03-21	06-21	Completed and included in papers for information
Update on the arts strategy for the next Board meeting.	CEO	03-21	06-21	Included in CEO report

CONTACT:	Gregory Noakes *(Governance & Executive Support Manager)*	E-Mail: gdn26@bath.ac.uk

APPENDIX 1: Board Minutes

Meeting:	**Board of Trustees**
Location:	**Microsoft Teams Meeting**
Date & Time:	**Thursday 25 March 2021 at 9.30am**

Present:	
Francesco Masala	President *(Chair)*
Ka Ho Ho	Postgraduate Officer
Freya Jackson	Community Officer
Tom Sawko	Sport Officer
Annie Willingham	Education Officer
Rob Clay	Independent Trustee
Kate Aldridge	Independent Trustee
Marian McNeir	Independent Trustee
Valerie Copenhagen	Independent Trustee
Jordan Kenny	Independent Trustee
Alexander Robinson	Independent Trustee

In attendance:	
Gregory Noakes	Governance & Executive Support Manager *(Secretary)*
Nicky Passmore	Chief Executive
Mandy Wilson-Garner	Deputy Chief Executive

Item	
1.	**Apologies for absence** All Trustees were present for the meeting. The Chair welcomed the new Chief Executive and gave thanks to everyone who had helped with their recruitment. The Chief Executive thanked the Deputy Chief Executive for the work they had done during the interim period and for the continuing support with their induction into The SU.
2.	**Notice of any other business** The following item was identified for discussion under any other business: 1) Edge update
3.	**Declaration of conflict of interest** The Board received a report on the Trustees' register of interests *(See R1 of the Committee reports).* No Trustees present had any conflict of interest to raise relating to any items of business. The Chief Executive suggested Trustees should follow the example of Parliament by recording only current interests and those relating to the past 12 months on the register of interests. **ACTION: The Governance & Executive Support Manager to ensure that the register of interests is updated for the next Board meeting.**
4.	**Minutes of previous Board meeting**

		The Board received a report on the previous meeting *(See R2 of the Committee reports)* and approved the previous minutes.
6.		**Finance & Audit**
6.1.		**Finance & Audit** The Board received a report on the finance & audit *(See R3 of the Committee reports).* A Trustee explained that The SU was operating a planned deficit budget of £150,000 this year, which would be covered by the reserves. This would leave a further £150,000 in the reserves for future use if necessary. To support this budget the University were providing additional funding to cover the cost of specific SU activities. One activity, BUCS *(British University Competitive Sports),* had since been cancelled and The SU was now looking into whether this additional funding could be repurposed. The Chief Executive noted that this was a really good financial position for The SU to be finishing the year on given the current circumstances. A Trustee explained the audit recommendations and noted that both would be addressed going forward. They also reported that Crowe had been successfully appointed as the new auditors to take over from RSM. **QUESTION:** The Chief Executive asked if The SU had a review schedule for policies. **ANSWER:** The Governance & Executive Support Manager explained that currently there wasn't one but this was because there were still policies to be written.
6.2.		**Budget 2021/22** The Board received a report on the budget planned for 2021/22 *(See R4 of the Committee reports).* They discussed and agreed that the biggest risk to the budget was the assumption that commercial income would recover quickly once restrictions on club nights were lifted. While it was a reasonable to assume this they agreed that The SU should still plan for a few different scenarios in case this did not happen. To help with this The SU should consult the University to see what scenarios they were planning for. The Board approved the budget to be submitted to the University. ==ACTION: Finance team to plan for a few different financial scenarios.==
7.		**Strategy and Performance Monitoring**
7.1.		**Student Life Survey** The Board received a report on student life survey *(See R5 of the Board reports).* They discussed and agreed that this report had potential in terms of providing strategical oversight. However, in its current form it could only show direction of travel as it did not provide the information necessary to see why figures were fluctuating. There were also some questions that might need revising as they did not suit the current environment. The Chief Executive explained that any value in changing questions would need to be balanced against the loss in terms of long term tracking. However, they noted that some of these questions might not be asking what people think they are asking. For example, *'I can*

	influence the decisions of The SU' could be interpreted in a wide range of ways by the reader which might be affecting the results. There might also be potential value to adding a question about student representation as this might appeal to the University which could give The SU more negotiating power in the future.

<mark>ACTION: Chief Executive to work with staff on the student life survey report for the next board meeting.</mark> |
| 7.2. | **Complaints & Student Member Disciplinary**

The Board received a report on complaints & Student Member disciplinary *(See R6 of the Board reports).*

The Chief Executive suggested having a statute of limitation on complaints within the complaints policy. The Governance & Executive Support Manager advised it might be better to include an expectation instead. This is because in some cases there might be good reasons why a person does not feel comfortable to make a complaint at the time.

The Board discussed and agreed that an expectation should be added to the complaints policy encouraging complainants to make complaints close to the time of the incident.

<mark>ACTION: Expectation to be added to the complaints policy encouraging complainants to make complaints close to the time of the incident.</mark> |
| 7.3. | **External Speakers**

The Board received a report on external speakers *(See R7 of the Board reports).*

QUESTION: A Trustee asked if The SU had any concerns regarding the University not approving external speaker applications.
ANSWER: The Governance & Executive Support Manager noted that there had been no issues with this happening in the past. According to the previous Chief Executive the University almost never refused an external speaker. It was noted that for the next Board meeting there would be a report on freedom of speech from the Head of Student Voice & Engagement. |
| 7.4. | **SU Alumni Grant**

The Board received a report on SU alumni grant spending *(See R8 of the Board reports).*

The Board discussed and agreed with the Chief Executive's suggestion that the Board reports should be reviewed ahead of the next meeting.

<mark>ACTION: Chief Executive and Governance & Executive Support Manager to review Board reports ahead of the next meeting.</mark>

(The Board stopped for a five minute break) |
| 8. | **Project/Campaign Management** |
| 8.1. | **Current Projects**

The Board received a report on previously approved projects *(see R8 of the Board reports).*

They discussed the active travel project. |
| 9. | **Risk Management** |

9.1.	**Risk Register** The Board received a report on the risk register *(see R10 of the Board reports)*. They reviewed and approved the risk register subject to the following amendment: • removal of *'and potential £10,000 fine'* from risk five on the register.
9.2.	**Health & Safety** The Board received a report on health & safety related activities *(see R11 of the Board reports)*. **QUESTION:** The Chief Executive asked when the next health & safety inspection would be. **ANSWER:** The Governance & Executive Support Manager reported that the new Departmental Health & Safety co-ordinator was on furlough so the next inspection had not yet been booked. However, normally these were once per a semester.
10.	**Operational Matters**
10.1.	**Officers** The Board received a report on Officers *(see R12 of the Board reports)*. **QUESTION:** A Trustee asked what the differences were between the Erasmus and Turing scheme. **ANSWER:** The Education Officer explained the differences between the two schemes. **QUESTION:** A Trustee asked if the change in schemes was resulting in less European students applying to study at Bath. **ANSWER:** The Education Officer confirmed that this appeared to be the case. **QUESTION:** A Trustee asked what Student Minds was. **ANSWER:** The Community Officer explained what Student Minds was. A Trustee congratulated the Sport Officer on the success of their online workouts that they've been doing during the pandemic with students.
10.2.	**Senior Management** The Board received a report on senior management *(see R13 of the Board reports)*.
11.	**Governance**
11.1.	**Officer elections** The Board received a report on officer elections *(see R14 of the Board reports)*. The Chair noted that voter turnout for the elections was really good given that this was the first year that everything had to be done online. They reported a by-election would have to be held for the Activities Officer role but to date six students had already expressed an interest in the role. The Board formally noted their congratulations to the new incoming Officers and to the Education Officer who had been elected to be the new President.
11.2.	**Trustee Membership and Recruitment**

	The Board received a report on Trustee Membership and Recruitment *(see R15 of the Board reports)*.	
	They noted that Rob Clay's term of office would end on the 12/10/2021 and requested a recruitment plan be submitted to the next Board meeting.	
	<mark>**ACTION: A Trustee recruitment plan to be presented to the next Board meeting.**</mark>	
	(The Education Officer left the meeting at this point)	
11.3.	**Committee reports**	
	The Board received a report on committees *(see R16 of the Board reports)*.	
12.	**Any other business**	
	The following item had been previously identified for discussion under any other business:	
	1) Edge update	
	A Trustee requested if the Board could receive an update on the arts strategy for the next meeting.	
	The Deputy Chief Executive reported that The SU had met with the Holburne museum to begin conversations around the student led elements of the arts strategy.	
	<mark>**ACTION: Update on the arts strategy for the next Board meeting.**</mark>	
	QUESTION: A Trustee asked if in-person Board meetings would resume once restrictions were lifted. **ANSWER**: The Board agreed that for the foreseeable future meetings would continue to be online on Zoom.	
13.	**To confirm the date and time of future meetings**	
	The Board noted and confirmed the following meeting dates: • Thursday 17th June 2021 at 9.30am	

The meeting ended at 12.05pm

Item	Action
3	The Governance & Executive Support Manager to ensure that the register of interests is updated for the next Board meeting.
5.2	Finance team to plan for a few different financial scenarios.
6.1	Chief Executive to work with staff on the student life survey report for the next board meeting.
6.2	Expectation to be added to the complaints policy encouraging complainants to make complaints close to the time of the incident.

6.4	Chief Executive and Governance & Executive Support Manager to review Board reports ahead of the next meeting.
10.2	A Trustee recruitment plan to be presented to the next Board meeting.
11	Update on the arts strategy for the next Board meeting.

APPENDIX 2: Trustee Recruitment Plan

1. SKILLS/EXPERIENCES

1.1. Rob Clay was originally appointed to the Board for experience and skill in finance. Going forward it is vital that the Board secures a replacement with equal experience and skills in this area to ensure that they continue to have member who can provide independent financial advice.

1.2. For recruitment the following will be included as essential skills/experience:
- A recognised accounting qualification;
- (Ideally) Knowledge of charity fundraising and finance practices;
- Experience of financial planning, monitoring, decision making, compliance and control;
- Experience of working with a Small/Medium sized organisation.
- Ability to scrutinise and probe financial statements, reports and management accounts;
- Ability to communicate and explain financial information to other Trustees.

2. ADVERTISING VACANCY

2.1. The following channels are being considered:
- **The SU:** can promote the role through our social media channels and our staff.
- **University Alumni department**: previously very successful at advertising vacancies for the Board, with many of our current Trustees found through them. Additional benefit that people found through them will have a past connection to the University of Bath.
- **Institute of Chartered Accountants in England and Wales:** can post a vacancy on their site that will be viewable to their chartered accountant members.
- **NUS:** as an NUS Charity Member we can advertise a trustee vacancy on their site.
- **Reach Volunteering**: a Charity set-up to help other Charities recruit people *(including Trustees)*.

3. TIMELINE

Date	Action
14/06/2021	Advertisement opens
16/07/2021	Advertisement closes
30/07/2021	Panel review applications and select candidates to invite to interview
09/08/2021 - 20/08/2021	Panel interview candidates and decide on who they will recommend to Board.
22/08/2021	Board receives panel's recommendation and formally agree appointment via a decision without a meeting.
13/09/2021	New Trustee joins the Board and the Charity Commission are updated.

4. INTERVIEW PANEL

4.1. the interview panel will be comprised of:
- Nicky Passmore *(Chief Executive)*
- Rob Clay *(Outgoing Independent Trustee)*
- Annie Willingham *(incoming President)*

5. INDUCTION

5.1. For induction the following will be arranged for the new Trustee:
- training on their role and responsibilities as a Trustee;
- induction on how the Board/Committees work in The SU;
- being taken through the Articles of Governance and other important governing documents;
- a site tour of The SU including meeting the different teams/senior managers and Officers;
- a meeting with Rob Clay and the Finance Manager *(Helen McHenry)* to discuss SU finances;
- a meeting with the President *(Annie Willingham)* and the Chief Executive *(Nicky Passmore)* to discuss The SU in general.

PURPOSE

The purpose of this paper is to provide a proposal on the implementation of the three 'citizenshift' strategic aims within the 2020-2023 SU strategy ; particularly in looking how SU political stances are created through these mechanisms.

These aims include:

- *Develop a platform which allows students to easily shape decisions in The SU*
- *Develop a representative citizens' assembly to monitor SU progress and gather feedback on SU activity*
- *Trial ways to use collective intelligence to tackle complex student issues*

Through discussion and consultation over the last year, this paper proposes the introduction of 4 new or revised processes to deliver these aims. These include

- Creation of '**Standpoints**' (*a political stance of the SU on a specific topic*)
- Creation of '**SUmmit**' *(a cross SU committee of student leaders and elected representatives who meet to discuss and agree SU standpoints, provide a steer for the work of SU officers and identify emerging issues*)
- Revision of the '**Ideas to Action**' portal (*an online mechanism for students to submit ideas and opinions to the SU*)
- Redefining our topical engagement events as '**Citizens Assemblies'** (*a meeting of students from across the University who provide input and insight on a single topic*)

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REPORT

1. BACKGROUND

1.1. Student Officers are required to make decisions on behalf of the student body and are held to account for their decision making. Currently, the Student Officers' political approach is grounded in evidence from student engagement, whether it be focus groups, surveys, execs or other representative avenues. However, this approach leaves the SU vulnerable to pushback from the University and students that these views are not 'representative'.

1.2. Other SUs mitigate this criticism through the use of more formal 'stance informing' methods such as policy rounds or union councils. The SU Bath removed its Union Council over 15+ years ago in an attempt to devolve decision making to areas. Following issues with a lack of centralisation, a centralised policy making structure was created but recently disbanded based on a governance review quoracy. Instead, all policies are currently made by the Board of Trustees rather than being shaped and agreed by the student body themselves.

1.3. It is also worth noting that recent government activity around freedom of speech has detailed an expectation for any student to be able to submit policy proposals, and has become clear that there

are no current adequate or accessible mechanisms for students to be able to do this through our existing structures other than via an SU officer to the Board of Trustees.

1.4. The work undertaken around the development of the new SU strategy and our 'Cause', demonstrated both the need and desire for students to have a greater role in shaping the work of the SU as citizens rather than merely consumers of services, to move towards officers playing more of a 'community organiser' role, to allow a greater transparency in decision making and to enhance the role of our student leaders in leading our SU.

2. PROPOSED SOLUTIONS

2.1. It is difficult and perhaps creates complication to look at these individual projects separately rather than how they relate and interact with each other collectively. It is possible to amend our structures to introduce all four at once as outlined in the diagram below.

2.2. The parts in blue represent existing structures, dark blue shows existing structures that may need some amendment to include the ability to create and recommend standpoints and the parts in orange represent new additions.
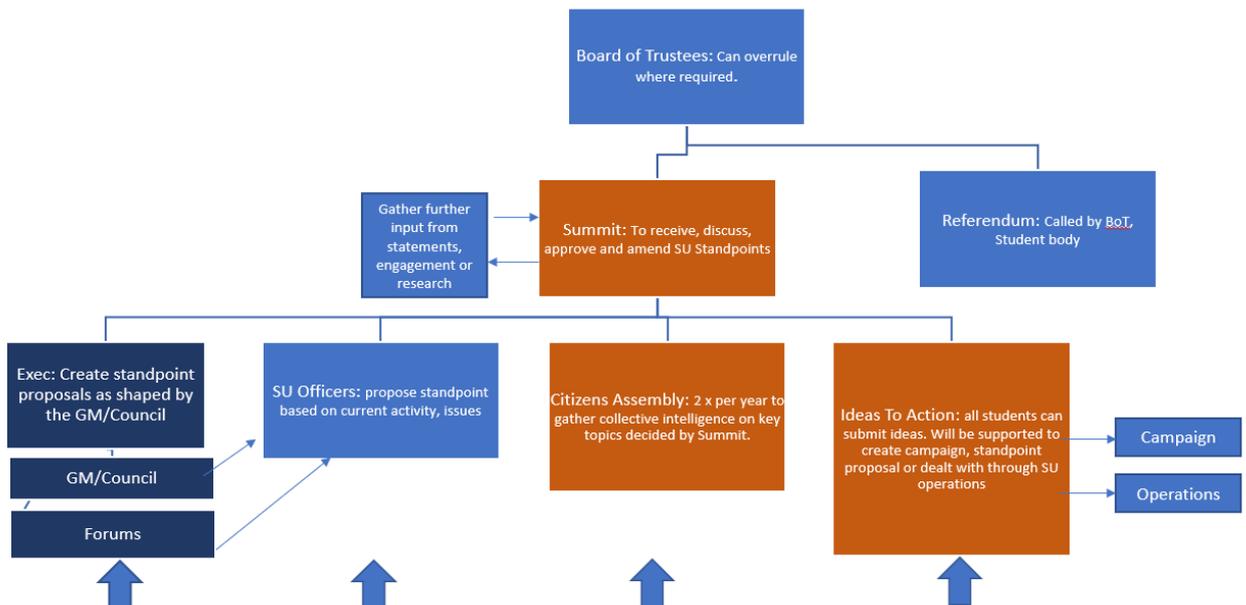
3. STANDPOINTS

3.1. Following a trip to Finland, our previous CE visited Aalto University (see footnote 1) and brought back the idea of creating a Standpoints (political policy) booklet which sets out the formal view of the student body on current political issues around the student experience, allowing the officers and representatives to use these to base their representative activity on. This is a model not entirely unlike that seen across the UK in the vast majority of SU's and other similar bodies (see appendix 1).

3.2. The common model across SUs in the UK is to create SU 'Policy' through their Union Councils. Policies generally include a set of objectives or prescribed actions which mandate (usually) the officer team. This highly prescriptive approach can result in officers being tied to specific courses of

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[1] Aalto University policy document https://www.ayy.fi/en/ayy-as-an-organisation/representative-council

action which can limit the Officers ability to act according to opportunity and intuition to progress issues effectively. The model used at Aalto is about creating a single sentence outlining the stance of the student community on a topic (e.g. *All students should be able to access lecture recordings within 24 hours of the lecture*).

3.3. By looking at either single, or multiple, standpoints officers can be given a steer on how to approach emerging issues and can demonstrate their rationale for taking a particular stance. It also provides a clear framework for student representatives to understand the political position of the student body on a host of topics.

3.4. By using the term 'standpoints', this helps to differentiate these activities from SU 'Policies' related to the operation and governance of our activities as an organisation, as agreed through the Board of Trustees, and any conflict or confusion that may arise from using the same terminology for two separate activities.

3.5. We will need to develop resources and training for area committees to create and discuss standpoint proposals coming from areas, and support for the Officers and Chairs in helping shape opportunities within meetings to discuss and create standpoint proposals.

3.6. A draft Standpoint proposal form is outlined in appendix 2.

4. SUMMIT

4.1. To discuss, agree and amend proposed Standpoints, it is proposed that The SU create a new committee called SUmmit (a name created by the officer team in 2019 in developing a model for collective intelligence) made up of a range of student leaders and students elected in an open place capacity. The proposed terms of reference for this forum are outlined in appendix 3.

4.2. If the members of the SUmmit do not feel they are able to make an informed and confident decision on a controversial subject, they will be able to take further steps: refer an item to referendum; to call for statements from members of the student community on the impact the issue has on their student experience; or to instruct the Voice Team to provide a briefing at the following meeting on the topic based on newly gathered research, existing data or feedback, or sector practice.

4.3. Voting will take place electronically after the meeting, which will be used to discuss, debate and enable the proposer to shape their Standpoint proposal based on feedback from members of the committee. In addition to the Standpoints functions, the committee will also receive reports from Officers and help to steer their work and prioritisation.

4.4. It is intended that the meeting itself is delivered in a student-centred approach to make it as engaging and empowering as possible. It is an opportunity to inspire a group of our student leaders with networking and opportunities for showcasing interesting activities and ideas from across the community and sector.

5. IDEAS TO ACTION

5.1. The SU originally developed the 'Ideas to Action' mechanism as a way of allowing students to contribute ideas for change outside of the governance system. The process gained high volume of input, however the focus was on the SU centrally solving the issues submitted – usually through the officer team, creating problems with workload levels. The revised mechanism takes lessons from the work around our 'Cause', in particular the premise of the SU being a 'facilitator' of students rather than undertaking action on their behalf.

5.2. Students will be able to suggest changes they would like to see take place within the SU or University via the SU website. These ideas will be triaged by staff members through to the SU Operations group,

to be supported to develop a campaign, a Standpoint proposal, or a change to the operational delivery of an element of the SU (meeting with the relevant staff member).

5.3. This mechanism neatly intersects with the development of the Standpoints process as the gateway for students to share ideas that can be supported to be turned into standpoint proposals.

6. CITIZENS ASSEMBLY

6.1. The SU Voice area currently undertakes a range of topical engagement events based on emerging issues and provide a useful mechanism for groups, representatives and interested students to discuss a collective area of interest and create a set of objectives.

6.2. The model of Citizens Assemblies has grown in popularity with the Government most notably using this model as a way of engaging with citizens in shaping the agenda around climate change.

6.3. Creating a new model of gathering collective intelligence on either a single or multiple issues will be a way of gathering perspective from the wider student body in a qualitative approach. This model will be developed through the Research and Insight strategy for the year ahead.

6.4. Collective views gathered from the Citizens Assembly may be used to create new Standpoints on emerging issues.

7. CONSULTATION AND STAKEHOLDER ENGAGEMENT

7.1. There is already a clear case for making these changes based on student feedback at our strategy development events in recent years and through the upcoming Department for Education 'free Speech' activity.

7.2. In creating these proposals, the Head of Student Voice & Engagement has worked closely with the Officer team to develop and shape ideas, alongside input from ex-officers, trustees, key staff members and staff from across the sector.

7.3. Executive committees have expressed broad, and often enthusiastic, support and have made some suggestions on a few areas which have been included in this final proposal.

8.TIMESCALE

8.1. Initial work would need to be undertaken during summer 2021 to build relevant webpages, create templates, and build training materials for SUmmit members and Chair.

8.2. A team of Officers and staff from the Student Voice area would need to create a draft version of an initial standpoints document for approval or amendment at the first meeting.

8.3. The first meeting would need to be scheduled after the last of the elections had taken place at the start of the year, although a Chair could be elected earlier to ensure student involvement in setting up the initial meetings and processes.

9. RESOURCE IMPLICATIONS

9.1. Financial requirements will be absorbed through the Voice area budget.

9.2. In terms of staffing, it is anticipated that this work will be supported primarily by the Head of Student Voice & Engagement (oversight and development), Student Voice Coordinator (Standpoints, Ideas to Action triage and standpoint development), Insight & Engagement Manager (Coordination of SUmmit

meetings, Citizens Assembly) and the broader SU Voice team in supporting processes around undertaking research and Engagement to provide briefings on emerging issues. Student Staff will be used to take notes in the meetings and assemblies. Marketing & Communications team would be required to provide support for promotional activity, development of new webpages and communications around new Standpoints.

10. REVIEW AND PERFORMANCE MONITORING

10.1. A review will be undertaken at the end of the next year to identify the effectiveness of the individual elements (Standpoints, SUmmit, Ideas to Action, Citizens Assembly) and to identify where changes will need to be made. A report will be made to the Board of Trustees and will include:
- Number of Standpoints proposed, created and detail of where they have been submitted from
- Number of submissions to Ideas to Action and which route they were directed into (Operational, Campaign, Standpoint).
- Attendance at SUmmit meetings and any relevant feedback from participants.
- Attendance figures and outcomes from Citizens Assemblies.
- Any relevant data relating to student awareness of being able to 'make a change'

ACTIONS FOR BOARD

11. The Board is asked to decide if they agree the introduction of the models outlined in the report.

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APPENDIX 1: SECTOR ACTIVITY

Looking across the sector, there is a common model of using an elected student body in the form of a council/senate/executive which determines all political matters of the SU including policies (standpoints). Many have a webpage listing both operational/management policies alongside political policies and their status (active/lapsed). Where variety does occur is whether the Board of Trustees are required to 'sign off' and to what degree of oversight the board have of the political activity.

Bristol: SU Council has oversight of SU Byelaws, scrutinises work of elected reps and officers, oversight/amendment/creation of policy, considers informal proposals, creates networks, receives accounts, oversight of student disciplinaries. Made up of most elected representatives. Relationship with BoT (amendments to SU Byelaws must be made jointly by the SU Council and the BoT. In the event of a disagreement, the BOT has the ability to overrule the council and alter/amend bylaws but must then notify UoB governing body and members meeting of such a decision)
https://www.bristolsu.org.uk/about/company-information/council
Bristol_SU_Byelaws_-_November_2020.pdf (nusdigital.s3-eu-west-1.amazonaws.com) (p12)

Durham: creating and shaping SU policy. Officers held to account and work directed. Receives reports from BoT. ratify affiliation of student groups. Any student can submit a proposal or amendment for discussion .Made up of officers, liberation group chair, faculty and dept reps, exec chairs and a number of elected open place positions. All students can attend. Union policy can we created by assembly alongside BOT, Referendum, General meetings and committees
https://www.durhamsu.com/voice/assembly
https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/27734/cf9443b8c05cf26657526c3aed572660/Articles_of_Association_2015-01-16.pdf (94-98)
https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/51581/Standing_Order_B_Policy.pdf

UEA: debate and decide policy, appoint reps to committees, accountability of officers, review and amend SU constitution, appoints student trustees, approves C&S new group constitutions, approves budget for SU, affiliations of external groups. Made up from approx. 200 student leaders across different roles.
https://www.uea.su/democracy/unioncouncil/
https://www.uea.su/pageassets/union/governance/constitution/Bye-Laws-October-2019-Version.pdf (p7)

Hull: approve policy, recommend referendums, accountability of officers and elected reps, ratify new and updated standing orders. Also AGM.
https://cd0245b3ce8070c3f0c4-06d3ab5db7610e0484c331fad6388570.ssl.cf3.rackcdn.com/HUU_BYELAWS_v160920.pdf (p26)

Exeter: creates student policy, officer accountability, contributes to guild governance. Any student can submit agenda items and observe. Agenda items and speaking is up to the Chair
https://www.exeterguild.org/voice/guildcouncil/

Manchester: Senate is the highest decision-making body in the Students Union. It takes place 6 times and makes decisions about what the Students' Union should believe and take action on. Made up of up to 72 elected students to discuss, debate and vote on policies and holds the Executive Officers of the organisation to account. An additional 20 students are randomly selected to take part also. Students who are not elected to be on Senate can also participate and debate on the policies that are up for discussion.
https://manchesterstudentsunion.com/senate

Sheffield: SU Council creates policy, oversight of democratic activity, amendment to bylaws.
https://su.sheffield.ac.uk/student-leadership

Southampton: senate -political oversight body of the SU, monitors work of areas/officers/trustee board, monitors major expenditure and takes decisions on major issues. Decides policy that falls across one or more zone. Decisions made by a democratic body are subject to the authority of the trustees on the grounds of financial considerations, charity law or other legal requirements, other such grounds set out in the rules. Policy can be created by mass vote, general meeting, union senate, zone or trustee board (in the case of trustee board, must only relate to administrative and operational matters not statements of a political nature)
https://www.susu.org/representation/senate.html
https://www.susu.org/downloads/about/articles.pdf (p17)

Imperial: Union Council creates/approves policies (along with general meetings and referenda), accountability of officers. Policy can be overruled by Board of Trustees
 https://www.imperialcollegeunion.org/sites/default/files/Imperial%20College%20Union%20Bye-Laws.pdf

UCL: SU Council creates policy. BoT has ability to override if has financial implications, legal implications, not compatible with charitable objectives
memorandum_articles_of_association_january_2019.pdf (studentsunionucl.org) (41.3 trustees, 59- Union council)

Lancaster: Executive committee comprised of officers, liberation group representatives, faculty reps, exec reps, hall reps. Supported by a student jury, general meeting and referenda in policy making practice)
https://lancastersu.co.uk/lancaster-university-students-union/documents

Reading: Student Voice forum – policy and campaign proposals, officers held to account. 3 per year. Change it – campaign and policy ideas voted on by all student vote. Ideas Feasibility group
https://www.rusu.co.uk/representation/change-it/how-does-it-work/

Royal Holloway: Royal Holloway uses a model of 'policy enquiry' to gather a depth of student opinion on a single issue, proposed by an executive committee or the officer group. These are one of te few that do not have a single forum and instead have three executive committees which look at core areas of the student experience
Policy Inquiry (rhul.ac.uk)

APPENDIX 2: THE SU BATH – STANDPOINTS GUIDANCE

1   What is a standpoint?

1.1 A standpoint is a position that The SU adopts on a particular issue, topic, or aspect of University life.

1.2 A standpoint does not bind The SU to any specific action. It demonstrates a stance which The SU has on a range of issues, and that stance can inform actions of The SU.

1.3 A standpoint must adhere to the following conditions before it can be considered by SUmmit:
   o It must not breach UK law.
   o It must be in line with The SU's charitable objectives. The proposal cannot be 'Ultra Vires' – it must adhere to the Charity Commission's expectation of The SU (e.g. it cannot be party political).
   o It must not contravene the University's regulations or Dignity & Respect policy.
   o It must not contravene The SU's values.
   o It must not contravene an existing Article of SU Governance.
   o It must not contradict an existing SU standpoint.
   o It must not mention an individual by name.

2   How do I submit a standpoint proposal?

2.1 Download the form template and submit a completed copy by emailing: @bath.ac.uk.

3   What should be within a standpoint proposal?

3.1 A standpoint proposal must consist of three sections:
   o The proposed wording of the standpoint itself. (This must not exceed 50 words in length).
   o A brief explanation on why The SU should take a stance on this issue.
   o Any potential ethical, EDI or reputational implications of The SU adopting this standpoint.

4   How is a standpoint adopted?

   a)   One of SUmmit's core functions is to receive and consider standpoint proposals. The standpoint proposer(s) will be able to attend the meeting, or if required can nominate another SU member(s) to attend in their place.

   b)   The SUmmit committee will discuss and debate standpoint proposals, including the wording of a standpoint. The final wording will be agreed by the Chair based on discussion and agreement with the proposer, this can happen following the meeting if required. The final wording must be fully supported by the original proposer.

   c)   Once final wording has been agreed, SUmmit committee members will vote on standpoints following the meeting (usually electronically) within 48 hours of the end of the meeting.

   d)   As per the standard procedures, a standpoint may only be passed if at least two thirds of the total SUmmit committee members cast a vote, and a majority of the votes cast are in favour. Once agreed, these will be added to the SU Standpoints document.

   e)   The SU Board of Trustees will have the authority to overturn a standpoint. If a standpoint is rejected by the SU's Board of Trustees, a written response will be sent to SUmmit to allow the proposer(s) to amend their proposal and resubmit to the SUmmit for consideration/approval.

f) Once a standpoint is approved by SUmmit, it is valid indefinitely unless specified otherwise, or if it is challenged at a later date.

g) SUmmit can decide to assign individual standpoints an 'expiry date' or 'date of review'. Standpoints due to expire, or due for review, will be brought to SUmmit and subject to a vote to either; confirm its continuation or discontinuation, or make amendment(s).

h) Any existing standpoint can be 'challenged' by a SUmmit member, for this to occur, the following conditions must be met:
   o One additional SUmmit member must support the challenge.
   o The purpose of the challenge is made clear, the member and Chair must agree on either proposing a standpoint's amendment or removal.
   o The Chair must approve the challenge and agree that it will become an item at the next SUmmit.

i) Any existing standpoints can be *amended* in the following ways.
   o The SU's Board of Trustees decide to amend a standpoint (the Board was normally do this in urgent circumstances).
   o The SUmmit makes a vote to amend an existing standpoint
   o A valid referendum vote passes which requires the changing of a standpoint, in accordance with Articles 28 to 31 of The SU's Articles of Governance, and subject to approval from the SU's Board of Trustees.

j) Any existing standpoints not due to expire, can be *removed* in the following ways:
   o The SU's Board of Trustees decide to remove a standpoint
   o The SUmmit makes a vote to remove an existing standpoint
   o A valid referendum vote passes which requires the removal of a standpoint, in accordance with Articles 28 to 31 of The SU's Articles of Governance

APPENDIX 3: SUMMIT TERMS OF REFERENCE

1. Committee Membership

a) The committee members will be:
- The SU Officers
- C/S/SU Representatives
- Senate Representative
- NUS Conference Delegates
- Up to 2 representatives from each Executive Committee (Activities, Sports, Academic, Diversity & Support, Doctoral, PGT, International, Media, and Politics & Activism)
- 2 Senior Hall Reps
- 1 Senior Peer Mentor
- 1 Senior PAL leader
- 1 representative from each of the SU Liberation groups (LGBT+, Feminism & Gender Equality, Race Equality, Mature Students, Disability Action Group)
- 5 Open-place student positions (elected by cross campus ballot)
- *The SU Chief Executive and Head of Student Voice will also be in routine attendance, alongside other relevant SU staff.*

b) The committee will elect its own Chair from its own committee members;
- Prior to the academic year's first meeting of SUmmit, a Chair will be elected by the SUmmit members via secret ballot.

2. Committee Procedures

2.1 Standard procedures

a) The committee will usually meet 5 times per year, although additional votes on single issues or urgent matters may be required outside a meeting.

b) The committee secretary will arrange meetings in accordance with Articles 84 to 87 of The SU's Articles of Governance.

c) Any vote SUmmit makes pertaining to the committee's position on an issue or the election of a Chair will only pass if the following conditions are met:
- Quoracy must be met (at least two thirds of the total SUmmit committee members need to cast a vote)
- A simple majority of the votes cast are in favour (majority is 51% and above)

2.2 Standpoints

k) One of SUmmit's core functions is to receive and consider standpoint proposals. The standpoint proposer(s) will be able to attend the meeting, or if required can nominate another SU member(s) to attend in their place.

l) The SUmmit committee will discuss and debate standpoint proposals, including the wording of a standpoint. The final wording will be agreed by the Chair based on discussion and agreement with the proposer, this can happen following the meeting if required. The final wording must be fully supported by the original proposer.

m) If the SUmmit committee decides not to vote directly on a standpoint during a meeting, the committee can vote to enact one of the following options:
- Refer to Head of Student Voice to provide a briefing (at the following meeting) on new or existing research data, student engagement activity feedback, sector activity or other relevant evidence on the issue.
- Call for statements from the wider student community and discuss at next meeting.
- Recommend to the Board of Trustees that a referendum be held to determine student opinion.

- o   Determine that the standpoint does not sufficiently impact members of our community to become a standpoint.

n)   When the committee feels they have sufficient information and insight, SUmmit can then decide to vote on the standpoint.

o)   Once final wording has been agreed, SUmmit committee members will vote on standpoints following the meeting (usually electronically) within 48 hours of the end of the meeting.

p)   As per the standard procedures, a standpoint may only be passed if at least two thirds of the total SUmmit committee members cast a vote, and a majority of the votes cast are in favour. Standpoints that are accepted will be added to the SU Standpoints document.

q)   The SU Board of Trustees will have the authority to overturn a standpoint. If a standpoint is rejected by the SU's Board of Trustees, a written response will be sent to SUmmit to allow the proposer(s) to amend their proposal and resubmit to the SUmmit for consideration/approval.

r)   Once a standpoint is approved by SUmmit, it is valid indefinitely unless specified otherwise, or if it is challenged at a later date.

s)   SUmmit can decide to assign individual standpoints an 'expiry date' or 'date of review'. Standpoints due to expire, or due for review, will be brought to SUmmit and subject to a vote to either; confirm its continuation or discontinuation, or make amendment(s).

t)   Any existing standpoint can be 'challenged' by a SUmmit member, for this to occur, the following conditions must be met:
- o   One additional SUmmit member must support the challenge.
- o   The purpose of the challenge is made clear, the member and Chair must agree on either proposing a standpoint's amendment or removal.
- o   The Chair must approve the challenge and agree that it will become an item at the next SUmmit.

u)   Any existing standpoints can be *amended* in the following ways.
- o   The SU's Board of Trustees decide to amend a standpoint
- o   The SUmmit makes a vote to amend an existing standpoint
- o   A valid referendum vote passes which requires the changing of a standpoint, in accordance with Articles 28 to 31 of The SU's Articles of Governance, and subject to approval from the SU's Board of Trustees.

v)   Any existing standpoints not due to expire, can be *removed* in the following ways:
- o   The SU's Board of Trustees decide to remove a standpoint
- o   The SUmmit makes a vote to remove an existing standpoint
- o   A valid referendum vote passes which requires the removal of a standpoint, in accordance with Articles 28 to 31 of The SU's Articles of Governance, and subject to approval from the SU's Board of Trustees.

2.3 Officer updates

a)   SU Officers will be expected to provide an update based on their activity at each SUmmit meetings (unless there are appropriate apologies sent). Members of SUmmit will be invited to ask questions based on these updates.

b)   Any SUmmit member can provide written feedback to the SU Officers based on their updates, via the Chair of SUmmit, either anonymously or not.

Other SUmmit Functions

- To discuss topical issues related to student experience.
- To provide insight and direction for the Officer team and other relevant representatives on key issues.

- To receive updates from student groups, project teams or other groups of students on campaigns, projects or other pieces of work that may be of interest to SUmmit's members.
- Create a network of student leaders and encourage collaboration between areas.

REPORT FROM CEO – FIRST EIGHT WEEKS

R2

PURPOSE

This paper provides observations and recommendations from the first 8 weeks of a new CEO.

CONTENTS

REPORT

1. BACKGROUND

1.1. The first 8 weeks in post have been spent in familiarisation with and observation of the operation of The SU. Based on this initial period, a number of key observations have arisen which it is appropriate to raise to the Board of Trustees. These are summarised below, with recommendations or actions noted where appropriate.

2. UNIVERSITY RELATIONSHIP

2.1. The relationship with the university is generally positive, with good intent demonstrated on both sides. However, there are areas where the operation of the relationship may benefit from review.

2.2. Formal documentation of the relationship is lacking. There is no over-arching relationship agreement (recommended as an outcome of HEFCE funded work), no documented approach to agreement of the block grant, and no contract to cover the employment of Union staff by the University (a mandatory requirement). Not all of these documents are essential, but they can be helpful in ensuring the smooth running of the relationship and providing a platform for discussion of shared strategic objectives.

2.3. Some operational practices cross the boundaries between the two organisations. While close alignment is beneficial to both parties, and reflects the strength of the relationship, there are some areas of practice that raise a risk to The SU:

- The staff recruitment process requires The SU to submit roles to the University for approval. Recruitment is an operational decision, and a requirement for The SU to gain university approval for operational decision making is in conflict with the requirement for The SU to demonstrate genuine independence as a charity.
- As with all SU staff, the CEO is an employee of the University. However, performance management and review are a responsibility of the Board of Trustees. The employment relationship itself is not problematic, but to meet Charity Commission requirements it is important the CEO can demonstrate they are operating in the best interests of The SU with sufficient separation from a major funder. Currently the CEO pay review process is managed by the University, and the role is set up operationally to be lined managed by a senior university role (probation, leave approval, annual review etc). Given the potential for this to align CEO behaviours to the interests of the University, this creates a potential conflict of interest.

- From a budget/finance perspective, there is evidence of some actions/decisions that blur the boundaries between the University and The SU and could be perceived by an impartial observer as the University making operational decisions in a way that removes The SU independence/treats The SU as a department of the University. Examples include the decision by the University to retain salary savings made as a result of staff in The SU being furloughed, and the reduction of the block grant for 2021/22 to reflect University's own requirement to deliver 4% salary savings.

2.4. The block grant from the university is currently agreed on an annual basis, in line with the University budget planning round. The final amount of the block grant is not normally confirmed until late July, and has not historically been confirmed in writing (with the exception of the unusual circumstance of the current financial year). The SU financial year starts on 1st August, and this timeframe means that The SUs ability to respond to any reduction in grant amount is extremely limited. Combined with the one-year approach, this reduces the ability of The SU to effectively plan for financial stability over the longer term.

Recommendation 1: CEO to work with the appropriate senior staff at the University to discuss the creation of a high level relationship agreement, ensuring this also covers the staff employment relationship between the two organisations.

Recommendation 2: CEO to work with University HR department to review the approach to staff recruitment and CEO pay review.

Recommendation 3: CEO to approach the University to gauge appetite for a multi-year block grant arrangement enabling improved longer term planning by The SU, and better financial stability.

3. SU GOVERNANCE AND POLICIES

3.1. A review of the policies of The SU shows that

- We do not have all the 'core' policies we should have (based on NCVO recommendations)
- Some core policies we do have do not meet the required standards (Health and Safety)
- A current list of 'policies under development' includes non-core policies but does not address the above gaps.
- We do not have a clear and defined review schedule for policies

Action taken: The Governance Manager has been asked to review the above, and recommendations are presented to the Board in a separate paper at this meeting.

4. STRATEGY, AND LINK TO OPERATIONS

4.1. The SU strategy was refreshed in 2019 to cover the period from 2020-2023. Good work was done to ensure involvement and engagement by students, student leaders, and staff.

4.2. When asked, both staff and student leaders are able to talk about 'The Cause'. The four 'shifts' proposed in the strategy (citizen, culture, content, and climate) are not widely remembered or understood. Neither staff nor student leaders are clear about how the strategy or the 'shifts' shape or contribute to the work that happens in The SU.

4.3. Operational work is managed through departmental annual planning, reflecting local priorities and elements of the strategy. There is opportunity for better connection between departmental plans, and for improvement in the way progress is tracked to ensure plans are being delivered. Such improvements could also provide the foundation for better communication to, and oversight by, the Board.

Action taken: The CEO probation requirements include an objective to become familiar with current strategic and operational plans, and to make recommendations for improvement where appropriate.

5. THE EDGE, AND THE ARTS OFFER

5.1. The University is continuing to run a Covid testing centre on the ground floor of The Edge, but otherwise the majority of space in the building is now available for use by The SU and our students. Working within Covid restrictions, we have been able to open up practice rooms for use and begin to build awareness that The SU now operate from the building.

5.2. The wider context of the Arts work is more significant for The SU. At the point the initial handover was made, the situation was:

- Four members of staff were moved into SU specific Arts roles and transferred into The SU line management structure;
- A grant amount was agreed of £176k, to cover £126k staff costs and £50k operational costs;
- No written agreement was established to cover the relationship;
- It was acknowledged that operational aspects of the new arrangement were still to be established, however there was an understanding that The SU would become responsible for the majority of the contents of The Edge (note: 'responsibility' was not fully defined).

5.3. Since the handover, work has continued across The SU and the University to understand how these operational aspects would be managed. This has highlighted a number of issues around the cost of operating The Edge:

- The value of the building 'loose' contents, not understood prior to handover, has now been identified as exceeding £100k. Replacement schedules are not fully known, but assuming a 5 year replacement cycle, this could cost £20k per year in future years for replacement alone.
- Further 'fixed' equipment will also have both replacement/repair costs. Work is still required to assess this, but items have already been identified that require significant maintenance/refurbishment costs within 3 years – the priority is the refurbishment of the Alt stage next year at a cost of £27k + VAT. Without this work the stage will need to be decommissioned at the end of the year.
- There are a number of regular actions which must be taken each year to meet minimum health and safety requirements. Not all actions have yet been costed, but those that have cost just over £3k per year. Insurance costs add a further £4-6k (estimate)
- Collectively, indicative annual costs for the above significantly exceed the £10,750 included in the block grant amount provided to The SU.

5.4. Notwithstanding the above, the University is indicating that the full target cost savings required from the change in approach have not been fully realised, and there is a significant potential for the budget allocated to The SU Arts to reduce in future years.

Action taken: The CEO has held discussions with staff at the University to:
- Indicate that The SU does not yet agree to accepting responsibility for the contents of The Edge, and these should remain the responsibility of the University unless/until agreed otherwise.
- Suggest that any discussions about responsibility need to consider whether this includes ownership, in which case a formal Balance Sheet transfer will be required (and therefore approval by Board)
- Propose that, as Covid has meant we have been unable to run the first year of Arts programming as planned, the relationship continues to be one of 'programming only' for 2021/22 while the wider issues above can be worked through.

Action taken: The CEO has proposed that The SU underspend on Arts in the current financial year (approximately £20k) is carried forward and utilised to complete the Alt stage refurbishment, with top up funds to be provided from the University. This does not affect the year end forecast. A response is awaited.

5.5. Finally, the University has been undertaking concurrent work on it's own Arts Strategy, with involvement from The SU staff, and students. This work has included suggestions from the university

Action taken: The CEO probation objectives include an objective to become familiar with current strategic and operational plans, and to make recommendations for improvement where appropriate.

Advice sought: Overall, with changes in staff at both the University and The SU, this is proving a complicated matter. To steer the CEO in ongoing discussions regarding the Arts, Trustees are asked for their advice and opinions on the following:
• Are Trustees comfortable that the actions outlined support the best interests of The SU?
• Initial guidance (no formal decision) on appetite for balance sheet transfer of assets
• Any concerns or parameters for the CEO to consider with regards to potential longer term budget reductions from the University.

ACTIONS FOR BOARD

6. The Board is asked to decide if they accept the recommendations of this paper:

Recommendation 1: CEO to work with the appropriate senior staff at the University to discuss the creation of a high level relationship agreement, ensuring this also covers the staff employment relationship between the two organisations.

Recommendation 2: CEO to work with University HR department to review the approach to staff recruitment and CEO pay review.

Recommendation 3: CEO to approach the University to gauge appetite for a multi-year block grant arrangement enabling improved longer term planning by The SU, and better financial stability.

7. The Board is asked to provide their opinions and input to the CEO on the

Advice sought: Overall, with changes in staff at both the University and The SU, this is proving a complicated matter. To steer the CEO in ongoing discussions regarding the Arts, Trustees are asked for their advice and opinions on the following:
• Are Trustees comfortable that the actions outlined support the best interests of The SU?
• Initial guidance (no formal decision) on appetite for balance sheet transfer of assets
• Any concerns or parameters for the CEO to consider with regards to potential longer term budget reductions from the University.

CONTACT:	Nicky Passmore *(Chief Executive)*	E-Mail: nmp43@bath.ac.uk

REPORT ON RESERVES

R3

PURPOSE

To report to the Board on the reserves and recommend a series of actions for approval.

CONTENTS

REPORT

1. RESERVES

1.1.   *'Reserves'* are the savings pot an organisation holds separately from a normal annual budget pot, and are needed to:
- provide funds which can be designated to specific projects to enable these to be undertaken at short notice;
- protect the financial stability of The SU against adverse economic conditions within commercial operations; and
- provide a fund for capital replacement or refurbishment.

2. IMPACT OF COVID ON RESERVES POLICY

2.1.   In 2019/20 the reserves policy for the SU was to hold a minimum permanent reserve of 10% full annual cost and 25% trading margin. For 2019/20 this equated to £224,030, which compared to free reserves held at the end of year of £326k.

2.2.   Entering into 2020/21 the Board recognised the impacts of Covid would be significant, and that some of the reserves would be needed to cover the loss we expected to make in the year. The Board agreed to lower the minimum permanent reserves to £150k, and the existing reserves were therefore allocated as follows:
- £26k *(approximately)* to be used for projects which had already been started *(completion of a fixed term staff post, and implementation of the EPOS system in the bar)*
- £150k to be used to cover losses caused by Covid.
- £150k to be kept as permanent reserves to protect us in future years.

2.3.   Having agreed to this new approach, the intention was to achieve a break-even budget in 2021/22, meaning our reserves would stay at £150k. The Board also clarified that from 2022/23 a return to profit would be required so the reserves pot can be replenished.

3. CURRENT POSITION

3.1.   Tight cost control, and maximisation of commercial opportunities mean we now expect to reach the end of 2020/21 with a forecast loss of -£49k, significantly better than the -£150k originally expected. This means our reserves at the end of the year would reach £260k.

3.2.   A breakeven budget for 2021/22 was presented and approved at the last Board meeting. Since that time, the university have indicated that the block grant will be £25k less than planned for. It has not been possible to absorb this reduction, and so a revised budget was presented to the Finance and Audit showing an expected loss of £25k. This would further reduce reserves to £235k.

4. **2021/22 SCENARIO PLANNING AND EFFECT ON RESERVES**

4.1.   Since the last Board meeting The SU has also created three other budget scenarios to assess the continuing impacts of Covid. These scenarios have also been discussed and agreed at Finance and Audit Committee.

4.2.   The effect of these different scenarios, and the approved budget, on reserves is shown below:

	Scenario 1 (approved by Board)	Scenario 2	Scenario 3	Scenario 4 (least likely, but worst case)
Reserves balance at beginning of 2021/22	260,077	260,077	260,077	260,077
Loss within the year	-24,602	-48,984	-110,908	-144,122
Rowing Club Loan Last instalment	4619	4619	4619	4619
Forecast reserves at end of 2021/22	240,094	215,712	153,788	120,574

4.3.   As the table shows, in all except scenario 4, reserves would remain above the minimum limit of £150k.

4.4.   **Recommendation:** The Board approves the retention of the minimum free reserves limit at £150k during 2021/22.

5. **FUTURE PLANNING OF RESERVES POLICY**

5.1.   Regular reporting of reserves has been missing from the Finance and Audit committee agenda, a consequence of the extreme pressures of Covid, combined with the understaffing caused by the vacant finance position.

5.2.   It has also been identified that the reserves policy/approach is currently discussed and agreed as part of the creation of the annual report, rather than as a standalone policy. The consequences of this are that the policy, if reviewed, is done so at a time of high workload

5.3.   **Recommendation**: The Head of Finance and Governance Manager to work to ensure Finance and Audit committee agendas include regular reporting against reserves.

5.4.   **Recommendation:** A dedicated reserves policy to be created separately from the Annual report, and scheduled for regular review by Board through the new Governance calendar.

ACTIONS FOR BOARD

6. The Board is asked to review the report and approve the recommendations contained within.

CONTACT:	Helen McHenry *(Head of Finance)*	E-Mail: sushmw@bath.ac.uk

PURPOSE

To inform the Board of progress against the Key Performance Indicators (KPIs) as set out in The SU Strategy 2020-23, with particular reference to KPI data gathered from the monthly SU Student Life Survey.
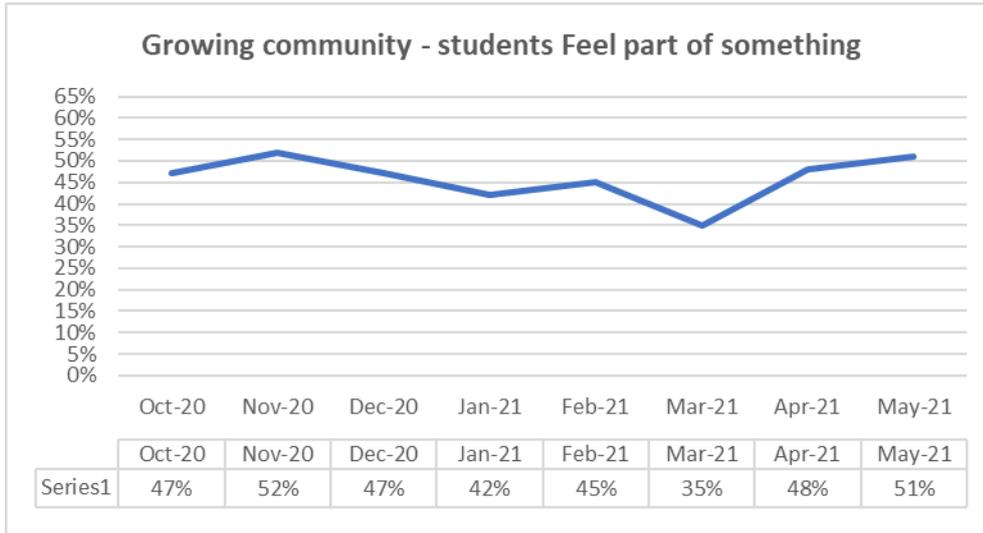
CONTENTS

REPORT

1. BACKGROUND

1.1. The SU Strategy 2020-23 KPIs, as previously agreed by the Board and outlined in Appendix 1 include a mix of KPIs generated from participation data of students in SU groups or activities, the monthly Student Life Survey, SU Staff Survey and financial accounts.

1.2. 2020-21, as the first year of the strategy, was designed to provide baseline KPIs by which the following two years would be benchmarked against. 2020-21 has been a different year for The SU than expected due to the ongoing impact of the global pandemic which will have had an impact on the KPIs both in terms of data collection and the data itself.

1.3. Prior to 2020-21 The SU were involved in a sector research project led by Alterline Research which looked to gather student feedback and insight through a monthly sampled survey which allowed for mapping of trends across the student year. Following three years (2017-18 – 2019-20) working with Alterline Research The SU took the decision to bring the monthly survey in-house to allow for greater flexibility in both the data collected through the surveys and a faster turnaround of data.

1.4. The SU Student Life Survey was therefore created which included the questions used to calculate three of the KPIs featured in The SU Strategy 2020-23. This survey is run monthly with a random sample of students contacted each month to complete the survey (every student will be invited to complete the survey once in a nine-month period October – June). Approximately 1400 students are contacted each month to complete the survey with response rates in 2020-21 of between 5 and 11 per cent.

1.5. Following feedback from the last meeting of the Board this report has been updated to provide a clearer overview of reporting and progress against each of the KPIs. Further discussions are underway to look at opportunities to provide the Board with a biannual insight report from a range of research and data sources to give context of our membership. We welcome any feedback you have on the changes made or further data you would be interested in seeing to support your role as Trustees.

2. KEY PERFORMANCE INDICATORS UPDATE

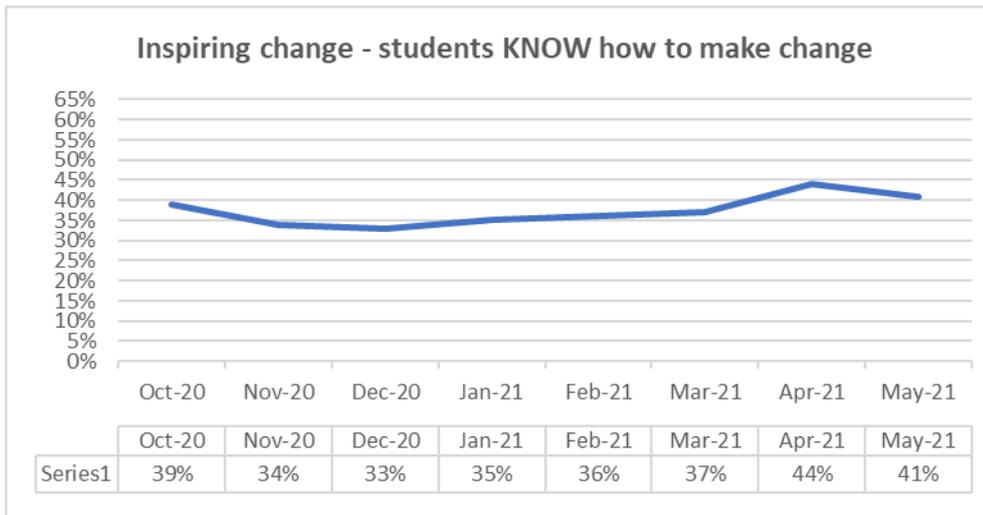2.1 **Growing community – students FEEL part of something**
This KPI is calculated from an average of students agreeing to the following statements in the SU Student Life Survey: I feel a sense of belonging, I feel part of a community, and I feel that my contribution to The SU matters. **The average to date for this KPI is 46%.**

Growing community - students Feel part of something

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Series1	47%	52%	47%	42%	45%	35%	48%	51%

Within the three questions from which this KPI is calculated "I feel a sense of belonging" and "I feel part of a community" have been similar across the eight months of data collection with an average of 55% agreement. Agreement with "I feel that my contribution to The SU matters" is much lower with an average agreement of 28% (see Appendix 2 for individual question data used to calculate the KPIs reported in 2.1 – 2.3). This confirms the need for continued work in the area of reward and recognition of our student leaders, started by the reshaping of our awards ceremonies, and also recognition of how non-student leaders contribute to The SU.

2.2 **Inspiring change – students KNOW how to make change**
This KPI is calculated from an average of students agreeing to the following statements in the SU Student Life Survey: I know how to influence the decisions and actions of The SU, I know how to contribute more to the community I am a part of, and I know how students are making the community better. **The average to date for this KPI is 37%.**

Inspiring change - students KNOW how to make change

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Series1	39%	34%	33%	35%	36%	37%	44%	41%

The question within this KPI calculation "I know how to influence the decisions and actions of The SU" has an average of 29% agreement across the eight months and is of particular note. Work is currently underway to provide easier and more accessible pathways for students to be able to influence the decisions and actions of The SU for the next academic year (see separate paper for detail) should result in increased awareness amongst students.
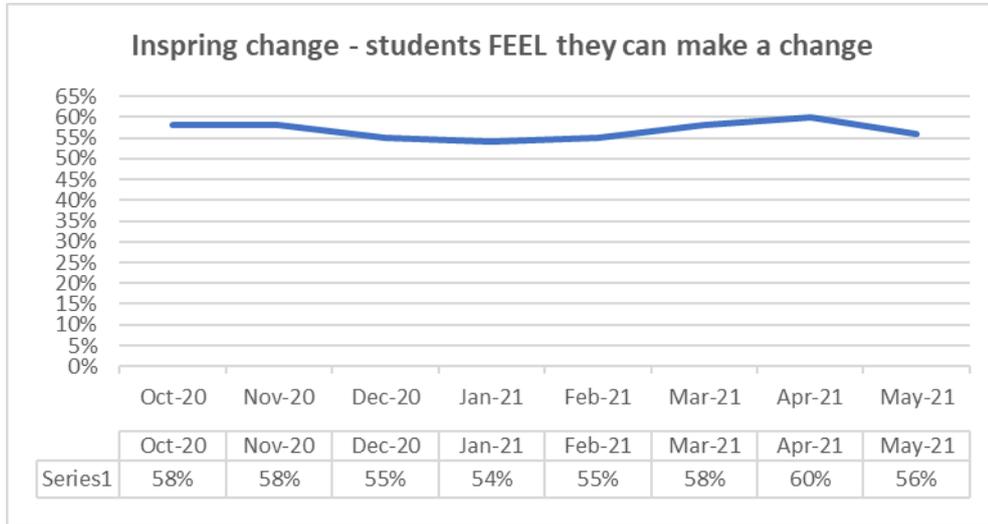
2.3 **Inspiring change – students FEEL they can make change**

This KPI is calculated from an average of students agreeing to the following statements in the SU Student Life Survey: I can influence the decisions and actions of The SU, By contributing to my community I'm also gaining from it, and Everyone can make a contribution to the community. **The average to date for this KPI is 57%.**

Inspring change - students FEEL they can make a change

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Series1	58%	58%	55%	54%	55%	58%	60%	56%

The question "Everyone can make a contribution to the community", which contributes to this KPI, has seen particularly high levels of agreement with an average of 78% across the eight month period. However, the question "I can influence the decisions and actions of The SU" is significantly lower at 25% average agreement. As in 2.2 the proposals to introduce new mechanisms for students to influence decisions and actions of The SU will support an improvement to responses to this question.

2.4 KPIs which are linked to participation data, overall % of students who are taking part in SU groups or community activities and % of students who are taking part in SU activities where they are shaping the community around them, will be reported at the next Board meeting. Work is currently underway to review the reporting of participation data to ensure that it is timely and impactful. Work is additionally underway to review the data sharing agreement The SU has with the University to support this work.

2.5 Two KPIs are linked to SU staff which have been identified as collected through a staff survey previously run annually. Throughout the pandemic the University has run frequent staff surveys, which included SU staff in its target population. Therefore, no specific SU staff survey has been run since summer 2019 so as not to over-survey staff at this time.

2.6 The final KPI relates to The SU's year-end financial contribution (operating). Updates on finances are received by the Board throughout the year and therefore the Board are advised to refer to the relevant documents for this information.

ACTIONS FOR BOARD

3.The Board is asked to note the updates in relation to The SU Strategy 2020-23 KPIs.

CONTACT:	Amy Young *(Insight & Engagement Manager)*	E-Mail: susay@bath.ac.uk

APPENDIX 1: The SU Strategy 2020-23 Key Performance Indicators

	Key Performance Indicators	**How we will measure them**
GROWING COMMUNITY	Students DO things as part of a community	Overall % of students who are taking part in SU groups or community activities (measured through online and physical participation monitoring).
	Students FEEL part of something	Average % of student pulse survey questions: • I feel that my contribution to The SU matters • I feel a sense of belonging • I feel part of a community
INSPIRING CHANGE	Students DO things that shape their communities**	Overall % of students who are taking part in SU activities where they are shaping the community around them (measured through online and physical participation monitoring).
	Students KNOW how to make change	Average % of student pulse survey questions: • I know how to influence the decisions and actions of The SU • I know how to contribute more to the community I am part of • I know how students are making the community better
	Students FEEL they can make change	Average % of student pulse survey questions: • I can influence the decisions and actions of The SU • By contributing to my community I'm also gaining from it • Everyone can make a contribution to the community
SU PEOPLE	Staff are SATISFIED	Average % of staff survey questions: • High motivation at work • Satisfaction with support from manager • Satisfaction with current role and level of responsibility • Satisfaction with current level of learning & development
	Staff are ENGAGED	Average % of staff survey questions: • Work gives a sense of personal achievement • Clear understanding about expected standards of performance • Undertaken training, learning or development • Good co-operation between different departments
£	The SU makes a positive FINANCIAL CONTRIBUTION each year	Our year-end financial contribution (operating) is better than budget.

APPENDIX 2: Further data related to KPIs calculated from the SU Student Life Survey

The following table shows the data for each question individually which contributes to the three KPIs calculated from the SU Student Life Survey.

Growing community - students FEEL part of something	**Oct-20**	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**
Students who selected 'agree' or 'strongly agree' in response to "**I feel a sense of belonging**"	58%	61%	57%	52%	56%	51%	60%	69%
Students who selected 'agree' or 'strongly agree' in response to "**I feel part of a community**"	53%	59%	53%	47%	57%	39%	56%	60%
Students who selected 'agree' or 'strongly agree' in response to "**I feel that my contribution to The SU matters**"	31%	36%	31%	26%	23%	24%	28%	23%
Inspiring change - students KNOW how to make change	**Oct-20**	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**
Students who selected 'agree' or 'strongly agree' in response to "**I know how to influence the decisions and actions of The SU**"	28%	26%	22%	27%	30%	32%	34%	31%
Students who selected 'agree' or 'strongly agree' in response to "**I know how to contribute more to the community I am a part of**"	43%	32%	37%	40%	35%	41%	51%	48%
Students who selected 'agree' or 'strongly agree' in response to "**I know how students are making the community better**"	45%	45%	40%	38%	43%	37%	48%	44%
Inspiring change - students FEEL they can make a change	**Oct-20**	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**
Students who selected 'agree' or 'strongly agree' in response to "**I can influence the decisions and actions of The SU**"	24%	29%	26%	25%	24%	25%	27%	20%
Students who selected 'agree' or 'strongly agree' in response to "**By contributing to my community I'm also gaining from it**"	70%	68%	65%	61%	64%	68%	72%	69%
Students who selected 'agree' or 'strongly agree' in response to "Everyone can make a contribution to the community"	80%	78%	75%	76%	78%	80%	81%	78%

REPORT ON GOVERNANCE CALENDAR

PURPOSE

To recommend a governance calendar for adoption by the Board of Trustees.

CONTENTS

REPORT

1. GOVERNANCE CALENDAR

1.1. At the previous Board meeting, discussion highlighted the potential for improvement in papers presented to the Board. Feedback included:
- Some papers/topics were covered too frequently, meaning busy agendas and ineffective use of time in Board meetings.
- Some reports were too operational. For example, the Health and Safety report which provides an update on specific incidents, but does not provide wider updates against a strategic health and safety framework.
- The format of some papers made them difficult to understand.

1.2. In response to this feedback, a new governance calendar has been created. This governance calendar sets out important deadlines and activities which the Board and Senior Management team should be aware of to ensure that these are dealt with in a timely manner.

1.3. The new calendar makes the following changes to papers that will be presented to the Board:
- Operational reports concerning complaints, student member disciplinary, alumni expenditure and projects will now go to Leadership Committee rather than to Board.
- The risk register will be reviewed will be reviewed annually, rather than at every meeting, in line with good practice.
- The health & safety report will also be presented to Board annually, and will move from a list of accidents/incidents to a wider report against an improved health and safety framework design.

1.4. The new governance calendar attached is attached below, and shows how reports will be presented to Board, Finance & Audit Committee, Leadership Committee and Senior Management.

1.5. Better forward planning should mean the Board have fewer items to discuss at their meetings which should allow for meetings with greater focus on a few items of business.

ACTIONS FOR BOARD

2. The Board is asked to review and approve adoption of the new governance calendar.

CONTACT:	Gregory Noakes *(Governance & Executive Support Manager)*	E-Mail: gdn26@bath.ac.uk

APPENDIX 1: Governance Calendar

Board of Trustees	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Meetings	X			X			X			X		
Review management accounts	X			X			X			X		
Operational oversight	X			X			X			X		
Officer reports	X			X			X			X		
Review KPIs				X						X		
Approve risk register	X											
Appoint Returning Officer and Deputy	X											
Top Ten Report	X									X		
Review audit findings/recommendations				X								
Approve Annual Report & Audited accounts				X								
Approve budget							X					
Officer election report							X					
Health & Safety assurance report										X		
Review & appoint committees										X		

Finance & Audit Committee	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Meetings			X				X		X			X
Review management accounts			X				X		X			X
Review audit findings/recommendations			X									
Review Annual Report & Audited accounts			X									
Review draft budget							X					
Review draft risk register												X

Leadership Committee	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Monitoring Student Survey	X	X	X	X	X	X	X	X	X	X	X	X
Project reports	X			X			X			X		
Top Ten update	X	X	X	X	X	X	X	X	X	X	X	X
Alumni spending update		X	X	X	X	X	X	X	X			
Complaints & disciplinary report		X	X			X	X	X	X			
Health & Safety inspection outcome report			X				X					

Senior Management	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Quarterly VAT returns to HMRC			X			X			X			X
Health & Safety inspection *(Student Centre)*			X				X					
Fire risk inspection *(1 East – next one 2024)*								X				
Fire risk inspection *(Edge – next one 2022)*					X							
Review fire wardens allocation	X											
Annual Health & Safety training	X											
Annual audit inspection	X											
Prepare Annual Report & Audited accounts		X	X									
Submit Annual Report to Charity Commission					X							
Departmental area planning					X	X						
Prepare draft budget						X	X					
Annual insurance renewal								X				
Staff appraisals										X	X	X
Draft risk register											X	
Trustees conflicts of interests check											X	

Key SU events	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Freshers week		X										
Rep elections		X										
Snowball				X								
Refresh week					X							
Officer elections						X	X					
Student group elections							X	X				
Awards									X			
May Ball									X			

REPORT ON PLAN FOR ADOPTION AND REVIEW OF SU POLICIES

PURPOSE

To recommend a plan for the adoption and then continual review of SU policies.

REPORT

1. Historically before three years ago most policies were recommended and adopted by students. While there were a few policies such as safeguarding which were written and adopted by staff almost none of these policies appear to have ever been seen or approved by Trustees.

2. Instead the Board operated it's governance of The SU at the time through regulations passed by the Board and Bye-Laws passed jointly with the University. These covered membership, student groups, finance, complaints, student discipline, affiliation, referendum and student policies. When the Articles of Governance were reviewed and updated almost all of the regulations and bye-laws were either merged into the Articles or were turned into policies.

3. A review of the policies of The SU shows that:
   - We do not have all the 'core' policies we should have *(based on* National Council for Voluntary Organisations *(NCVO) recommendations)*
   - Some core policies we do have do not meet the required standards *(Health and Safety)*
   - A current list of 'policies under development' includes non-core policies but does not address the above gaps
   - We do not have a clear and defined review schedule for policies

4. Using the NCVO suggested list of core and common policies for Charities the Governance & Executive Support Manager has set out a plan in appendix 1 for the adoption and then continual review of policies going forward. The immediate priority will need to be the Health & Safety policy and the Reserves policy. While currently there exist policies for both of these neither are up to the required standards and need to be re-written.

5. There will be three policies which will have to overlap with the University's own due to the SU staffing arrangements with the University. These are Health & Safety, Safeguarding and Equality & Diversity.

6. The following policies have been previously adopted but are not a part of the NCVO's recommended list of policies. It is recommended that these policies are dissolved, for the reasons explained:
   - **Project & Campaign Management Policy:** replace with an operational procedure owned by Senior Management to afford greater flexibility for staff to deliver projects/campaigns as part of their day to day work.
   - **Events & External Speakers Policy:** government advice is that The SU must be covered by the policy of their partner University.
   - **Trustee Recruitment & Induction Policy:** this is an operational process, and does not require a policy.
   - **Trustee Roles & Responsibilities Policy**: the current policy serves only as basic guidance on Trustees roles and responsibilities which would be more appropriately covered as part of Trustee training and induction.
   - **Business Continuity Policy**: we have a Business Continuity & Recovery plan that records how The SU will respond to disruptions to business which will be reviewed annually by Trustees alongside the risk register.

7. There are two policies included in the plan in appendix 1 which are not a part of the NCVO's recommended list of policies which are being recommended to be kept. These are the Student

Group policy and Student Member Disciplinary policy. These are unique to the Student Union sector and would therefore not feature on a list of policies recommended for Charities.

ACTIONS FOR BOARD

8. The Board is asked to approve the following recommendations:

    - the recommended plan for the adoption and subsequent continual review of policies going forward;
    - the recommendation that the policies mentioned above should be removed.

CONTACT:	Greg Noakes *(Governance & Executive Support Manager)*	E-Mail: gdn26@bath.ac.uk

APPENDIX 1: Policy Plan

NCVO Suggested Policies	SU Current Policies	Adopted	Responsibility for review/adoption	To be submitted	Frequency of Review After	Next Review Date
Reserves	Reserves	12/12/2016	Finance & Audit Committee	08/2021	Every year	08/2022
Risk Management	None in place.	-	Finance & Audit Committee	08/2021	Every 2 years	08/2023
Health & Safety	Health & Safety	18/10/2018	Leadership Committee	09/2021	Every year	09/2022
Safeguarding	Child protection/Under 18's	Unknown	Leadership Committee	09/2021	Every 2 years	09/2023
Equality & Diversity	None in place.	-	Leadership Committee	10/2021	Every 2 years	10/2023
Finance	Finance Bye-Law/Regulation.	Unknown	Finance & Audit Committee	11/2021	Every 2 years	05/2023
Fundraising	None in place.	-	Finance & Audit Committee	11/2021	Every 2 years	05/2024
Privacy	Privacy	Unknown	Leadership Committee	12/2021	Every 2 years	12/2023
Data protection	Data Protection	18/10/2018	Leadership Committee	12/2021	Every 2 years	12/2024
-	Student Group	07/05/2021	Leadership Committee	-	Every 2 years	05/2023
Complaints	Complaints.	18/06/2020	Complaints & Disciplinary Committee	-	Every 2 years	18/06/2023
-	Student Member Disciplinary	18/06/2020	Complaints & Disciplinary Committee	-	Every 2 years	18/06/2022

REPORT ON COMMITTEE STRUCTURE AND MEMBERSHIP

PURPOSE

Each year, in June, the Board review the current committee and membership structure. The current committee structure and membership is presented, along with changes for approval.

REPORT

1. CURRENT COMMITTEE STRUCTURE & RESPONSIBILITIES

1.1. The SU currently has three committees which are as follows.

1.2. The **Leadership Committee** is responsible for:
- Strategy and Performance Monitoring;
- Project/Campaign Management *(approving and monitoring projects)*;
- Student Groups;
- Trustee Recruitment.

1.3. The **Finance & Audit Committee** is responsible for:
- Finance *(monitoring budget, management accounts and reserves)*;
- Audit *(monitoring recommendations and progress)*;
- Risk Management *(reviewing risk register and business continuity & recovery plan)*.

1.4. The **Complaints & Disciplinary Committee** is responsible for:
- Student Member disciplinary appeals;
- Complaint appeals.

2. CURRENT COMMITTEE MEMBERSHIP

2.1. Below is the current membership for each committee with those highlighted in red requiring replacement.

2.2. The Leadership Committee is currently comprised of all the Officers.

2.3. The Finance & Audit Committee is comprised of:
- Francesco Masala *(President) Proposed: Annie Willingham (President)*
- Tom Sawko *(Sport Officer) Proposed: Elizabeth Stacey (Sport Officer)*
- Rob Clay
- Valerie Copenhagen
- Kate Aldridge
- Jordan Kenny

2.4. The Complaints & Disciplinary Committee is comprised of:
- Marian McNeir
- Alexander Robinson
- Freya Jackson *(Community Officer) Proposed: Zoe Paumelle (Activities Officer)*
- Reserve: Kate Aldridge
- Reserve: Annie Willingham *(Education Officer) Proposed: Meg Crossman (Community Officer)*

ACTIONS FOR BOARD

3. The Board is asked to review the current committee structure and approve the membership changes proposed.

PURPOSE

To report on Officer matters.

CONTENTS

REPORT

1. PRESIDENT REPORT *(FRANCESCO MASALA)*

1.1. GOALS:
- Ensure an effective handover to the incoming Activities Officer and President
- Make sure portfolio issues that do not fall within a specific remit are handed over to the incoming officer team correctly

1.2. PLANNED KEY ACTIVITIES:
- Gender Identity Policy: moving swiftly towards approval. This has picked up considerably since Student Services has got involved with it. The main obstacle remains data handling within DDaT but student services is taking the lead on this one.
- Drugs and Harm Reduction: project plan has been created to present to the incoming officer team. No commitments have been made with external organisations although initial contact has been made. I am due to present on the issue to the Student Experience Board on the 14th of June.
- SU Democracy: I have worked with the student voice team to restructure the SU's democratic processes, and a paper will be going to Leadership Committee imminently.
- Value for money for students: there are some teething issues with the accommodation team over the price to charge for rooms for students who work on campus. The Chief Executive has been working on this and we are awaiting to see whether the situation changes.

1.3. UPDATE:
- Following the end of my term, I will be begin to work for the LGBTQ+ charity Stonewall as their Client Account Manager (Higher Education).
- Got to the end! This year has been a challenging and an exhausting one, but together we have done so much and this is really an achievement we must all remember.

1.4. FINAL NOTE

As this is my last Board report, I did not want to focus on goals and activities as realistically I'm not going to do all that much in the next two weeks when handover is happening. Although I wish I could do this in different circumstances, I want to say a massive thank you to each and every one of you. Particularly, in this setting, to our external trustees. What a year it has been to be involved in this type of role! Your presence at Board and various committees has always been reassuring and it's so good to know, when we look at our staff and our Trustees, that the SU is in very good hands. Trustees, thanks for not being afraid of challenging us and keep up the grilling in the future (especially when I've gone).

I also wish to record my thanks here to the wonderful staff at The SU who have been far more than just colleagues. Role aside, sector aside, what really makes the SU a special place to work at is the supportive and kind environment we work in. In a year where connection and empathy have been holding us up, this has really made the difference.

And last, but definitely not least, I want to say thank you to my fellow officers, because, you know, I wouldn't have got through this without you.

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

2.1. **GOALS**
- Complete my handover document and handover to the incoming SU Education Officer.
- Start to prepare for next year as SU President.
- Secure plans for what No Detriment measures look like next year.
- Hold an event to thank Academic Exec for all their hard work.
- Put in funding bid off the back of the student safety work carried out these last few months.
- Identify core projects which need to take place before students return.
- Take part on the panel for the new PVC Education.
- A plan for Decolonise Higher Education
- Speaking at Westminster Higher Education Forum on the topic of the Turing Scheme.

2.2. PLANNED KEY ACTIVITIES
- Academic Exec have been invited to campus on the 8th June where we will be having a thank you celebration.
- Core projects identification. I will need to assess what capacity I have to start or continue projects ahead of handover.
- On the final panel for PVC Education on the 3rd June.
- Put regular meetings into my calendar for the new academic year.

2.3. **UPDATE**
- **Self certification** – I wrote a paper which went to EQSC and was well received by the committee. Although the paper highlighted that students should not need to require evidence when submitting short extension requests (5 days) and DoS were still to approve or deny. This was formulated after several discussions with Associate Deans, Registry and PVC. The meeting concluded a strong preference for the original self certification model I presented back at the start of the year. PVC and ADs will now be discussing the implementation process of this.
- **Digital Recording Policy** – This was approved at the April Senate. We shared this with students an it was well received. A massive thank you to everyone who helped push through this policy.
- **Education Awards** – Held live remotely. It was vey nerve racking to present these awards in a live but virtual setting however it was well received and I really enjoyed the event.
- **Student Safety Campaign –** Worked with SCP to create a map for students in Bath to identify areas they feel safety measures could be increased to keep our community safe. Met with community police officer to look at applying for funding in three areas.
  - **A second campaign on Mental Health and River Safety** – Looking to launch a campaign in September with different stakeholders to put messages of hope along the bridges identified where there have been reports of increased personal danger. This is still in the planning stages.
- **Academic Rep Review –** The Academic Rep review paper was written and went to EQSC and UDQC, will be going to the next Senate. Then the implementation can happen over summer.
- **Academic Integrity** – Working with SU Education Officers across the country as part of the Academic Integrity Collective. Looking to ban essay mills and sites such as Chegg. Raised this with our university who have updated their website for students to identify this as a breach of academic integrity. University looking to sign up to the Academic Integrity Charter.

2.4. PERSONAL ACHIEVEMENTS
- **Prioritising my time** – Rather than rushing inbetween two meetings I have become more confident in sending apologies to clashing meetings.
- **Working with the Team** – Reflecting back on the year we have had as an Officer team which I am extremely proud to have been part of.

- **Working on and spending more time on projects which I have more of a personal interest in –** such as student safety, student comms (social media) , Turing scheme, plans for next year such as nightclubs etc.

2.5. CONCERNS/ISSUES
- CONFIDENTIAL: The step up to SU President with the current officer team leaving.
- Taking on new projects whilst wanting to continue the core projects I've started with self certification this year.
- In person events! Becoming more confident in new environments especially as we begin holding meetings in person.

2.6. IMPROVEMENT AREAS
- Re assess which meetings I am needed in and what I am not needed in. This will allow me to do more student facing activities rather than be sat behind a screen all day.
- Become more confident in challenging ideas.

3. SPORT OFFICER *(TOM SAWKO)*

3.1. GOALS
- Complete handover
- CONFIDENTIAL: Get invited to the next year of SU events…

3.2. PLANNED KEY ACTIVITIES
- Officer and Staff meetings

3.3. UPDATE
- Playground successful
- Reopened outdoor sports, and increased throughput for outdoor sporting offer
- Reopened indoor sports, and increased throughput for indoor sporting offer
- Active Travel/sustainability updated and handed over
- Spaces project finalised and handed over
- Sporting culture work
- Female/Non-binary sessions in the gym

3.4. PERSONAL ACHIEVEMENTS
- Success of playground- We've had a really good throughput, with organised sessions, and casual/pickup play. Netball had a weekly throughput of around 160 coming to formal sessions, and more playing outside of their structured times. We have had even more coming through the casual basketball route.
- CONFIDENTIAL: Finally caught up on Annual leave (and got a job!!)

3.5. CONCERNS/ISSUES
- Committee uptake is low. May complicate handovers.
- CONFIDENTIAL: Will miss you all!

4. COMMUNITY OFFICER *(FREYA JACKSON)*

4.1. GOALS:
- Make sure any ongoing work has been handed over to continue when I am no longer in post including Safe Taxi Scheme,
- Complete a thorough handover with the incoming community officer

4.2. PLANNED KEY ACTIVITIES:

- Contact relevant contacts from Bath Spa to understand the full requirements of a Safe Taxi Scheme from the SU
- Started handover with Megan focusing on the officer role as well as covering Megan's priorities for the year and ensuring she has support to achieve these

4.3. UPDATE:
- In progress- reviewing MIND training and ensuring there is still funding for another year. Currently do not know what Bath MIND capacity will be to facilitate this but the SU and Uni have regular meetings to keep updated on this
- In Progress- Ensuring BeTheChange campaign timeline set out before I leave. The university have pushed back the launch of this to begin with the new academic year but are currently piloting any trainings and ensuring any amendments are made. SCP are in the lop and town will use NeverOK branding until the university has launched BeTheChange
- In progress- Report and Support video tutorials being made and case studies highlighting how the tool can be used effectively
- Completed- Equal Access Campaign supporting undergraduate asylum seekers raised over £5600

4.4. PERSONAL ACHIEVEMENTS
- Offered a job as a Widening Access officer at Royal Holloway
- Presenting at the Education Awards alongside Annie and Fritz and celebrate the hard work our students have done this year
- Being a part of the project team for Summer at Bath and being able to see students enjoy the last of the semester
- Recruiting the new Advice and Support Manager

4.5. CONCERNS/ISSUES:
- N/a

4.6. IMPROVEMENT AREAS:
- Over the last year I have learnt a huge amount as an officer, not only about the role and higher education but largely about my own strengths and weaknesses. I have especially learnt that, while I can work both independently and as part of a team, I do not always connect the two and communicate what I am doing on my own and this is something hope to work on in my next job role.

REPORT ON AREA OPERATIONS

PURPOSE

To report on area operations.

REPORT

For this Board meeting a new report template has been trialled for area reports which Trustees are asked to feed back on. Due to this being a recent development not all managers had the time to use the new report and therefore two have used the old format. This provides the Trustees the opportunity to compare the new report format against the old.

STUDENT EXPERIENCES REPORT: HELEN WEBB & MIKE DALTON

1. **OBJECTIVES:**
   - Run successful Freshers' Week events programme, generating positive engagement with new students and making sure their first experiences with The SU are enjoyable
   - Make sure all students have enjoyable experiences at university
   - Provide a weekly social events programme ensuring the safety and wellbeing of our members
   - Hit our annual budget and financial target – generate income to add to the grant and running of the SU.
   - Communicate experiences to our members and ensure they have an awareness of the SU and what it does.
   - Embed video as one of the core content assets available to The SU
   - Improve communications with large Chinese student population.
   - Begin segmenting communications to increase impact.

2. **PLANNED KEY ACTIVITIES:**
   - Supporting all comms and SU Led events for Summer at Bath – 3-4 weeks of events
   - Graduation Events – 10 repeating nights in the bar for class of 2020 and class of 2021
   - Final Score – After restrictions go
   - Planning Freshers' Week 2021 including an offer for returning second year students who missed out. Also considering students who may still not be able to be physically here.
   - Signage – Working on décor and signage for Dartmouth Avenue Building
   - Creating all artwork ready for the new academic year
   - Begin sales for the Freshers' Fair
   - Running a Farmers Market as part of Summer at Bath.
   - Running Fun Fair as part of Summer at Bath.

3. **AREA UPDATE:**
   - Student Welcome project underway, 8 working groups set up covering all aspects of student welcome.
   - Successfully ran a second virtual election campaign for the SU Activities Officer.
   - Just under 60 captains recruited for Freshers' Week.
   - Delivered a full virtual SU Award Ceremony and supported both the Blues Awards and Education Awards.
   - Bar reopened with a takeaway offer in the day and for evening events to reintroduce our weekly calendar. Takeaway busy when the sun shines and coffee sales good to cover staffing costs. Evening timetable has drawn good numbers and so far 10k profit on sales which was aim for whole of June.
   - Launched a few news sections on the website for Dartmouth Avenue and The Edge

- Supported SU Officers for comms around Lecture capture, student safety and support for students affected by the violence in Israel and Palestine.
- Sales role, maternity cover coming to an end.

4. CONCERNS/ISSUES:
- Uncertainty around what Freshers' Week could look like and planning for multiple scenarios.
- Capacity issues around running extra summer activities, graduation activities as well as a second year reintroduction.
- Sales role – Placement student now finished, maternity cover returning but as a phased return so will be slightly understaffed in this area for a while.

5. IMPROVEMENT AREAS:
- Looking at new platforms for communications planning and will be purchasing a new subscription to Canva to allow students and staff to have access to templates in a platform they're more familiar with.

STUDENT VOICE REPORT: CHARLIE SLACK

1. PLANNED KEY ACTIVITIES:
- Development of operational support relating to SUmmit and standpoints; webpage creation, development of training, election management (*Subject to BoT approval)
- Development of a draft Standpoints booklet for discussion and amendment at the first SUmmit meeting in autumn.*
- Redevelopment of the Ideas to Action mechanism; webpages, email inboxes, staff processes and training.*
- Scoping and development of the Departmental Communities project in conjunction with Peer Support and Activities, to build student communities within departments and faculties.
- Following university governance approval, implementing agreed changes to the Academic Representation system. Creation and delivery of implementation plan with support from key university stakeholders. Creation of project plans around specific aspects of agreed further investigation (recognition, benchmarking self-assessment tool for departments, staff training).
- Continued active engagement with the development and delivery of the University Student Voice Framework.
- Redeveloping the role of the Advisory Panels, created for use during the pandemic, for longer team engagement activities.
- Research and insight strategy creation, including development of the Citizens Assembly model and participation analysis.
- End of year reporting on the Student Life Survey and survey reviewed ahead of 2021/22 year.
- Delivery of handover for new Student Officers and training for Faculty representatives
- Redesign and coordination of training for student representatives and those engaging with change activities, and University staff who support activities such as Academic Rep elections.
- Phase out of ISA and PGA branding
- Recognition activities for student representatives.
- Q&A on Funding for Doctoral students with senior staff.
- Development and delivery of in-person events for postgraduates during the summer months.
- Supporting student engagement within the recruitment processes of the new university senior management positions.
- Development of the Top Ten 21/22 and associated actions
- Review staffing responsibilities on the departure of the International Coordinator to enhance capacity across the team for priority areas of work. Recruitment of replacement role

2. AREA UPDATE:

- Delivery of the consultation outcomes and findings of the Academic Representation review[2], led by the SU as part of the University Student Voice Framework. Proposals presented to Education Quality &Standards Committee and Doctoral Students Committee were accepted in full. Senate consequently only requires the outcomes to be 'noted' in the coming weeks. The consultation included responses from over 700 students, 120 current Academic representatives, 10 faculty reps and 66 staff members from across the University. The SU conducted 25 role based group interviews with key staff across the University and separate events for students. The initial proposals from the first round of consultation were subsequently reviewed by teams of both students and staff jointly at a second consultation event prior to creation of the final report and proposals.
- Held a live streamed Education Awards hosted by the PVC (Learning & Teaching), Education Officer, Postgraduate Officer and Community Officer. The event had over 450 attendees join live and was well received.
- Development of the SU Strategy 21-23 Citizenshift proposals around Standpoints, SUmmit, Ideas to Action and Citizens Assembly.
- Student Voice framework: Led review of Academic Reps system, created a template guide to the roles of students in student engagement activities and have steered work around data use and Professional Service engagement activities.
- SU Activities Officer elections took place 14th – 23rd April. Despite concerns about numbers for the role, 8 candidates stood in the election with 1639 students casting votes. Zoe Paumelle was duly elected[3]
- Officer Support: twice weekly team meetings to discuss and take action on key issues, Individual weekly meetings with staff, support in writing papers, delivering briefings and in writing communications
- NUS Conferences: Delegates briefed and supported during the conferences. Policy proposal submitted by The SU (Annie Willingham) was selected for priority ballot.
- Analysis of the University Check-In survey semester 2 open comments, over 8200 responses coded and analysed and key issues identified and taken to relevant University committees/services/staff.
- Student Life Survey continues monthly with updated student concerns data being presented to C/S/SU and the University's Health and Wellbeing Steering Group to inform Health and Wellbeing strategy and actions.
- Inclusion of questions in the Student Life Survey to support SU response to the University's Access and Participation Plan (113 responses).
- Summer Activities Survey created and responses used to inform plans for the SU and University in the development of the Summer@Bath programme of events for students (699 responses).
- Review of presentation of KPI data from the Student Life Surveys for Board of Trustees with new method of presentation used for June meeting.
- Coordinating and running and range of executive meetings, Councils and forums
- Providing briefings and support/attendance at University Committees and routine meetings with Senior Managers to discuss emerging issues.
- International Co-ordinator resigned from post to take up new job at UKCISA.
- Staff away day to discuss plans for the year ahead. Staff are now on campus 2 days per week each, on a rota basis.

3. CONCERNS/ISSUES:

- The recent Queens Speech outlined Government plans to implement restrictions to Universities and Students Unions around external speakers as an intention of protecting perceived 'Free Speech'. Until this bill progresses further, there is a great deal of uncertainty about how this

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[2] Academic Representation Review (thesubath.com)
[3] PowerPoint Presentation (thesubath.com)

legislation will be enforced and by whom and how it interacts with other current legislation around the Equality Act, Prevent bill and the Online Safety Bill which seem to contradict each other in their expectations. There is concern across the sector that the current proposals will actually lead to a significant reduction in external speakers invited to campuses with Universities and SUs fearful of legal reprisal.

ACTIVITIES AREA REPORT

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

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

- A new student group policy was adopted on 07/05/2021 and is now being trialed with Student Groups.
- Student Leaders training modules are being developed and the plan is for these to go live for September 2021. Modules that have been developed so far include Chair training, health & safety training, finance training and wellbeing training.
- The spaces within the Edge/Dartmouth have been reviewed in order to identify suitable activities for each venue. As part of this work a combat area and snooker/pool area have been set up in Dartmouth.
- The arts team have pulled together a broad timetable of what the arts offer could look like next year but no specifics as yet.

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

PEER SUPPORT AREA REPORT

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

UPDATE *(related to those highlighted in bold above)*
- Recruited and trained the majority of peer mentors which includes training on building community which will help University departments build a sense of community.
- Finance module draft has been completed and is currently in the testing phase with Students/Staff. Wellbeing module is currently being built.
- After a successful trial of the Student Leader Development Programme SU colleagues have been invited to put together sessions for inclusion in the next year's Programme.
- Peer Support Team currently researching several new functions on MySkills to develop our offer for students and increase awareness of the platform. These new functions include advertising volunteer opportunities and skills reflection function.
- Peer Support Team have completed evaluation surveys for mentoring schemes and are working with registry to identify WP students in order to assess impact. Also hosting a community of practice on June 9th with University staff to explore how we evaluate the experience of WP students.

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

ADVICE AREA REPORT

Strategy Focus	Area Plan Priorities 2021-22	Started	Exp finish	Progress	Budget
Participation & Impact Monitoring	Increase appointments and phone calls with students as discussion can better help identify support needs *We have altered our email templates to reflect this, and with all communications with students where appropriate offer a variety of ways of resolving their queries including promoting in person appointments especially.*	Sept 20		On track	None
	Finalise quantitative data capture processes and reporting needs *We continue to collate data through a daily spreadsheet which captures who has accessed our service and what for, but the reporting needs are due to be reviewed when the new Advice manager is in place.*	Jan 21	Dec 21	Started	None
	Increase knowledge sharing processes and information that enhance Advice & representation outputs.			Not started	None
	Improve standardisation of approach to casework, from initial advice through to recording systems. *We continue to regularly update our email templates for our more standard advice and have had twice yearly away days where we review how we are all working with processes and share best practice.*	Sept 20		Started	None
	Clarity on service provisions and the Adviser role for students and staff. *We have made stronger links with other areas such as student discipline and the disability advice by having regular meetings to discuss how we each work and what we can provide for each others services and therefore for students.*	Sept 20	Sept 21	Started	None
	Increase engagement with harder to reach students e.g. PGs and improve data capture of this. *Started to make links with the doctoral college through meeting staff to promote our service and promoting our service through the doctoral digest. We have also attended training sessions with the gold scholarship team to better promote our service to WP students.*	Sept 20		Started	None
Communications & Marketing	Deliver an annual communications plan to incorporate different cohort and advice issues.			Not started	None
	To have student friendly up-to-date webpage to help students understand processes and issues further. *IMC and Academic appeal webpages have been revised over the past year especially to reflect differing guidance in academic processes during the pandemic.* *Complaints/housing webpages are in the process of being updated* *We are also in regular communication with other relevant departments such as registry so for example when academic guidance is changed we can reflect this in our communications to students.*	Sept 20	Sept 21	Started	None
Training Student Leaders	Students/student leaders to feel they have an enhanced ability to support their own and each other's wellbeing. *The student leaders we support have regular meetings with their designated staff members to check in with them on any student queries and support their own wellbeing through advice and guidance.* *Student Minds took part in a national initiative 'Thrive' which involved running an online course to help students learn how to best support themselves and those around them.*	Sept 20		Started	None
	To make student support groups more visible and increase engagement from students/staff *Both Nightline and Student Minds have worked hard over the past year to continue engagement despite the pandemic and have been successful with organising online events and continuing a service remotely. Nightline have also contributed a lot towards the success of the SU in the Bath life awards with their work being cited.*	Sept 20		Started	None
	Help Voice develop D&S Exec to have a clarified and effective purpose that benefits the students they represent *The Advice & Support manager worked alongside Voice in successfully taking over the D&S Exec whilst still supporting through attendance of the Exec.*	Jan 21	Jun 21	On track	None

Student Voice	To utilise Advice and SU data further to inform our feedback and interventions, including representation. Awaiting new Manager	Jun 21		Not started	None
	To enhance links with Officers and SU departments to ensure students priority needs are championed by them.	Sept 20		Started	None
	To enhance contributions to, presence at and actions completed within working groups. *We now have attendance at several working groups such as Report & Support where we have been able to have input to processes which directly affects the way we engage with students.*	Sept 20		Started	None
	To work with the University to develop knowledge and signposting awareness for students and staff to all types of student wellbeing services at UOB and in the community. *We are linked in to several well being working groups where we actively promote our service and work closely with others areas such as Student services and BeWell week*	Sept 20		On target	None

UPDATE
- Advice & Community Manager left to take up another position. Successful recruitment of new Advice & Support Manager with Helen Cunnold starting on 28th June. DCE currently line managing the Advice & Support area.
- Student Liberation Groups have now moved to Student Voice. Nightline and Student Minds are supported by the Advice team
- The Community Manager has moved to the Student Activities area hence the change of title of the Advice & Support Manager
- Throughout the pandemic the Advice area provided weekly data to the University to help inform the bigger student wellbeing picture

CONTACT:	Mandy Wilson-Garner *(Deputy Chief Executive)*	E-Mail: susajw@bath.ac.uk

COMMITTEE MINUTES

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COMMITTEE MEETINGS

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

The Leadership Committee has met four times since the previous Board meeting.
- 14/04/2021 – appendix 1.
- 12/05/2021 – appendix 2.

The Finance & Audit Committee has met
- 20/05/2021 - appendix 3.

The Complaints & Disciplinary committee has had no meetings during this time.

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APPENDIX 1: LEADERSHIP COMMITTEE MINUTES 14/04/2021

Meeting:	**Leadership Committee**
Location:	**Microsoft Teams Meeting**
Date & Time:	**Wednesday 14th April 2021 at 1pm**

Present:	
Freya Jackson	Community Officer *(Chair)*
Fritz Ho	Postgraduate Officer
Tom Sawko	Sport Officer
Annie Willingham	Education Officer
Francesco Masala	President
In attendance:	
Nicky Passmore	Chief Executive *(Joined the meeting under item 4)*
Mandy Wilson-Garner	Deputy Chief Executive
Gregory Noakes	Governance & Executive Support Manager *(Secretary)*
Polly Hawker	Head of Activities
Helen McHenry	Head of Finance
Charlie Slack	Head of Student Voice & Engagement
Amy Young	Insights & Engagement Manager *(Present for items 1 - 5.1)*

Item	
1.	**Apologies for absence** All Committee members were present for the meeting.
2.	**Notice of any other business** The following item was identified for discussion under any other business: 1) Trustee recruitment
3.	**Declaration of conflict of interest** The Committee received a report on the Trustees' register of interests *(See R1 of the Committee reports)*.

		No Trustees present had any conflict of interest to raise relating to any items of business.
4.		**Minutes of the previous meeting and matters arising**
		The Committee received a report on the previous meeting *(See R2 of the Committee reports).*
		They approved the previous minutes and noted the following:
		ACTION: President to amend client brief and share with committee for decision without a meeting.
		The President reported that a client brief was no longer required for the harm reduction campaign as this was now being submitted to CSSU for discussion as a paper instead.
		(The Chief Executive joined the meeting at this point)
		ACTION: Deputy Chief Executive and Insights & Engagement Manager to work on staff survey for KPIs.
		The Deputy Chief Executive reported that this was not the right time for this piece of work and that this should be re-looked at a later date.
		<mark>**ACTION: Spaces project to submit SU alumni grant application for money to spend on SU spaces.**</mark>
		The Sport Officer reported that they had met with the Chief Operating Officer to discuss the University's long term plans regarding remote working. They were currently not planning to do anything in this area anytime soon which made it difficult for The SU to plan what they should spend the money on in terms of tech for the SU spaces project.
		ACTION: Governance & Executive Support Manager to consult with Web Developer and Digital Technology Lead on the matter of access to SU activities for Students post viva.
		The Deputy Chief Executive reported that the Finance team had checked with insurance providers. They had confirmed that public liability insurance covered anyone attend large scale events but might not cover club activities.
5.		**Strategy and Performance Monitoring**
	5.1.	**Student Life Survey**
		The Committee received a report on Student Life Survey *(See R3 of the Committee reports).*
		They discussed and agreed that they needed to be doing more with this report than just noting it as the data was flagging areas of concern that The SU should be acting on.
		The Insights & Engagement Manager explained that part of the original reason for collecting this data had been to track student concerns across the year in order to develop a targeted comms plans.
		The Head of Student Voice & Engagement suggested that there should be an additional meeting held to look at the survey results to determine what actions need to be taken both

	within The SU and University. These actions could then be reported to the Leadership Committee as part of this report.
	The Committee discussed and agreed with this suggestion.
	ACTION: The Insights & Engagement Manager to arrange an addition meeting for student life survey to be discussed at.
	(The Insights & Engagement Manager left the meeting at this point)
5.2.	**Complaints & Student Member disciplinary**
	The Committee received a report on Complaints & Student Member disciplinary *(See R4 of the Committee reports)*.
	QUESTION: The Education Officer asked for an update on disciplinary matters relating to the French Society. **ANSWER:** The Governance & Executive Support Manager explained that the University were handling the investigation and would share their findings with The SU. Once The SU had a clear idea of the level of involvement of the society the Leadership Committee would then be able to make a decision in terms of appropriate actions to be taken against them.
	The Governance & Executive Support Manager noted that this matter had flagged the need for the Leadership Committee to fully adopt the new Student Group Policy as the old Student Group regulation had nothing in it that addressed these situations.
	The Committee agreed with the suggestion that the Governance & Executive Support Manager, Head of Activities and Sport Officer should re-look at the policy and then send it to Leadership Committee for a decision without a meeting.
	ACTION: The Governance & Executive Support Manager, Head of Activities and Sport Officer to re-look at Student Group policy and then send it round to Leadership Committee for a decision without a meeting.
6.	**Project/Campaign Management**
6.1.	**Current Projects**
	The Committee received a report on current projects *(See R7 of the Committee reports)*.
	QUESTION: The Sport Officer asked how many Student Groups had signed up for the new Student Groups project. **ANSWER:** The Head of Activities reported that to data five societies had signed up but that they would be sending out an email to Student Groups that had not filled their core positions to offer the opportunity to join the trial to avoid having to do another By-Election.
	The Committee discussed and agreed that Student Groups should be given the option between the trial and a second By-Election. However, if they are unsuccessful at a second By-Election they will have to join the trial.
	The Sport Officer reported on the sites chosen for housing the bike maintenance stations as part of the Active Travel project.

	The Head of Student Voice & Engagement reported that a meeting had been arranged for tomorrow to discuss the Standpoints project to finalise a proposal that would hopefully be submitted to Board later in the year. The Chair reported that they had met with the Student Voice Coordinator and Deputy Chief Executive to discuss the next stages of the Equality, Diversity and Inclusivity *(EDI)* project. A number of surveys were planned to help collect data which included some that were targeted at particular focus groups. The Deputy Chief Executive reported on difficulties The SU was having with writing the widening participation impact assessment report. This was a result of the University not sharing relevant data fields for The SU to be able to carry out this piece of work effectively.
7.	**Leadership Committee review** The Committee received a report on current projects *(See R7 of the Committee reports)*. They discussed and agreed that the Committee should be: • monitoring performance throughout the year with the Board checking on it only twice a year; • monitoring health & safety matters which it currently does not do; • monitoring and discussing progress on Officer manifesto points; • more flexible in terms format to allow people to raise items at the meeting. ==ACTION: Governance & Executive Support Manager, Chief Executive, Education Officer and President to look at and amend Leadership Committee format for next meeting.==
8.	**Any other business** The following item had been previously identified for discussion under any other business: 1) **Trustee Recruitment** The Committee discussed and agreed that going forward it would be useful for all Officers to record a video when leaving The SU about what they gained from being a Trustee. This could then be used to help when recruiting Trustees. They discussed and agreed that this was not the right time of the year to recruit a student to the Board of Trustees. The Chief Executive agreed to put together an action plan for recruiting a student to the Board to go with the Independent Trustee recruitment plan.

The meeting ended at 2.40pm

Item number	Action
4	Spaces project to submit SU alumni grant application for money to spend on SU spaces.
5.1	The Insights & Engagement Manager to arrange an additional meeting for student life survey to be discussed at.

5.2	The Governance & Executive Support Manager, Head of Activities and Sport Officer to re-look at Student Group policy and then send it round to Leadership Committee for a decision without a meeting.
7	Governance & Executive Support Manager, Chief Executive, Education Officer and President to look at and amend Leadership Committee format for next meeting.

COMMITTEE MINUTES

APPENDIX 2: LEADERSHIP COMMITTEE MINUTES 12/05/2021

Meeting:	**Leadership Committee**
Location:	**Microsoft Teams Meeting**
Date & Time:	**Wednesday 12th May 2021 at 1pm**

Present:

Francesco Masala	President *(Acting Chair)*
Fritz Ho	Postgraduate Officer
Tom Sawko	Sport Officer
Annie Willingham	Education Officer *(Left the meeting under item 10)*

In attendance:

Nicky Passmore	Chief Executive
Mandy Wilson-Garner	Deputy Chief Executive
Gregory Noakes	Governance & Executive Support Manager *(Secretary)*
Polly Hawker	Head of Activities *(Left the meeting under item 8)*
Helen McHenry	Head of Finance
Michael Dalton	Head of Commercial Activities *(Left the meeting under item 8)*
Amy Young	Insights & Engagement Manager *(Present for item 1 - 5)*

Item	
1.	**Apologies for absence** <table><tr><th>Name</th><th>Reason</th><th>Accepted</th></tr><tr><td>Freya Jackson</td><td>Another meeting</td><td>Yes</td></tr><tr><td>Charlie Slack</td><td>Another meeting</td><td>Yes</td></tr></table> The President was appointed as acting Chair for this meeting only**.**
2.	**Notice of any other business** The following item was identified for discussion under any other business: 2) Santander application
3.	**Declaration of conflict of interest** No one had any conflicts of interests to declare in any items on the agenda.
4.	**Minutes of the previous meeting and matters arising** The Committee received a report on the previous meeting *(See R1 of the Committee reports)*. They approved the previous minutes and noted that the committee had adopted the Student Group policy via a decision without a meeting.
5.	**Strategy and Performance Monitoring** The Committee received a report on Student Life Survey *(See R2 of the Committee reports)*.

The Insights & Engagement Manager reported that April was looking better than March with responses to most questions from students in the survey being more positive overall.

(The Postgraduate Officer joined the meeting at this point)

The Insights & Engagement Manager reported on the additional meeting that had been had to discuss how The SU could use the Student Survey data more effectively going forward.

The following recommendations had been reached:
- use focus groups to drill down in to the data to find out more when concerns are identified in the data;
- work with the SU and University marketing team to identify when in the year targeted communication around mental support should be sent out to students;
- report to Leadership Committee only on the significant differences identified between current years data and previous years data.

The Committee agreed with the recommendations and discussed what information should be reported to the Board. It was suggested that this should be the KPIs data, significant observations from the Student Survey and actions being taken in response. The Committee agreed that this report should be looked at and developed for the next Board meeting.

==ACTION: Chief Executive, Insights & Engagement Manager and President to develop a new strategy and student survey report for the Board.==

An Officer suggested and it was agreed that the Committee should review all the trend data for the Student Survey at least once a year around the time of annual planning.

==ACTION: Governance & Executive Support Manager to add annual review of Student Survey trend data by Leadership Committee to the governance calendar.==

(The Postgraduate Officer left the meeting at this point)

6.	**Complaints & Student Member disciplinary**

Complaints & Student Member disciplinary

The Committee received a report on Complaints & Student Member disciplinary *(See R3 of the Committee reports).*

The Head of Activities explained that before the pandemic rugby had been banned from competing in varsity as disciplinary action. However, due to pandemic this had never happened and a decision now needed to be reached regarding whether the ban carries over to the next varsity. Their recommendation was that it should not as it will have been two years since the incident and most members at that time will have left. The Committee discussed and agreed with the recommendation.

The Sport Officer suggested that going forward The SU needed to be more proactive in addressing behavioural issues with clubs such as rugby. There is clear evidence to support intervention and The SU should be running training with members joining Sports.

The Head of Activities confirmed that the Club Development Officer was already working on training to address this specific issue.

SU Alumni Spending

The Committee received a report on SU alumni spending *(See R4 of the Committee reports).*

An Officer reported that the University Radio Bath *(URB)* had recently submitted an application which the SU alumni panel had discussed at a recent meeting. They explained the specific details of the project. The panel after considering the application had decided to approve £1,084 for the Rodecaster Pro Quad 4 Bundle which will allow for podcasting. This potentially allows them the opportunity to gather evidence from its use and apply again in the future with better justification for the other specialised equipment requested.

It was noted that this left over £12,000 in the fund. This could potentially be used with the spaces project, summer festival activities or possibly rolled over to next year.

The Head of Activities reported that the Club Development Officer and Assistant Bars Manager had been carrying out a piece of work reviewing the past several years of alumni spending. This was because Student Groups did not always spend the full amount they requested. Next month they would be able to report a more accurate figure for the actual amount held in SU alumni fund.

The Committee discussed and agreed that the alumni report could be condensed further so that it just reported on the previous months applications along with current total.

ACTION: Governance & Executive Support Manager to amend alumni report for next meeting.

8.	**Project/Campaign Management** The Committee received a report on current projects *(See R5 of the Committee reports)*. *(The Head of Activities and Head of Commercial Activities left the meeting at this point)* The Committee discussed this report and the possible value of having the project leads present at meetings to answer specific questions about their projects. In its current form the report was too long and it was agreed that this should be condensed to a one page overview of current projects. **ACTION: The Governance & Executive Support Manager to amend the projects report to make it a simple one page overview.**
9.	**Top Ten Verbal update** *(The Postgraduate Officer left the meeting at this point)* The Education Officer reported that The SU had been successful in getting the University to adopt a lecture recording policy. The Sport Officer reported that good progress was being made on getting the University to be more transparent on how student money is being spent. The President reported that good progress was being made to enact a universal Trans policy with the University. The Committee discussed and agreed that for the next meeting a Top Ten overview should be added to the reports.

		<mark>**ACTION: The Governance & Executive Support Manager to add a Top Ten overview to the reports.**</mark>
10.		**Head of Department's business** *(The Education Officer left the meeting at this point and meeting became in-quorate).* The Deputy Chief Executive suggested and it was agreed that an additional meeting should be held to discuss any other business items. This meeting would include the Officers, Chief Executive, Deputy Chief Executive and the Governance & Executive Support Manager. <mark>**ACTION: Governance & Executive Support Manager to arrange additional meeting for Officers, Chief Executive, Deputy Chief Executive to discuss AOB and other items.**</mark>
11.		**Any other business** No items had been previously identified for discussion under any other business.

The meeting ended at 2.40pm

Item	Action	Action Owner	Exp Finish
5	Develop a new strategy and student survey report for the Board with Insights & Engagement Manager and President	Chief Executive	17/06/2021
5	Add annual review of Student Survey trend data by Leadership Committee to governance calendar	Governance & Executive Support Manager	09/06/2021
6	To amend the alumni report for next meeting	Governance & Executive Support Manager	09/06/2021
8	To amend the projects report to make it a simple one page overview	Governance & Executive Support Manager	09/06/2021
9	To add a Top Ten overview to the reports	Governance & Executive Support Manager	09/06/2021

COMMITTEE MINUTES

APPENDIX 3: FINANCE & AUDIT COMMITTEE MINUTES 20/05/2021

Meeting:	**Finance & Audit Committee**
Location:	**Microsoft Teams Meeting**
Date & Time:	**Thursday 20th February 2021 at 9am**

Present:	
Francesco Masala	President *(Acting Chair)*
Jordan Kenny	Independent Trustee
Rob Clay	Independent Trustee
Kate Aldridge	Independent Trustee

In attendance:	
Gregory Noakes	Governance & Executive Support Manager *(Secretary)*
Helen McHenry	Head of Finance
Nicky Passmore	Chief Executive

Item	
1.	**Apologies for absence**

Name	Reason	Accepted
Tom Sawko	Annual Leave	Yes
Valerie Copenhagen	Not known	Yes

	The President was appointed as acting Chair for this meeting only.
2.	**Notice of any other business**
	No items were identified for discussion under any other business.
3.	**Declaration of conflict of interest**
	No one had any conflicts of interests to declare in any items on the agenda.
4.	**Minutes of the previous meeting and matters arising**
	The Committee received a report on matters arising from previous meeting *(see R1 of the Committee reports)*.
	They approved the previous minutes and noted the following actions was still to be completed:
	ACTION: The Head of Finance, Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU through the pandemic.
	ACTION: Secretary to add reserves planning as an item to Agenda for next meeting.
	The Head of Finance explained that they had not been able to do the reserves planning for this meeting but would have this ready for the next meeting in August.
	The Committee noted that identifying charity grants to apply for had been an action for the past six months and questioned whether this was a real priority at this time.
5.	**Finance & Audit**

	The Committee received a report on finance and audit matters *(see R2 of the Committee reports)*.

The Head of Finance reported on the latest management accounts which were reporting a better than expected variance against budget. This was due to the savings made in keeping bar closed for longer, furloughing staff, less activity due to restrictions and higher staff vacancies.

The Head of Finance reported on an updated year end forecast.

QUESTION: A Trustee asked about the high Establishment and Asset and Finance costs in months 10-12 in the forecast.
ANSWER: The Head of Finance explained that these were annual costs for cleaning, for audit fees, for VAT adjustments and Edge maintenance expenditure. The Trustee commented on the high cost of cleaning (£19.6k) but the Head of Finance advised that the University have costed out this work and believe it would actually exceed £100k.

The Head of Finance reported that the University were looking at reviewing the methodology behind the block grant. It would be important to make sure that The SU was benchmarked against student unions of similar backgrounds. The Chief Executive advised that it was important that a long term funding agreement was agreed with the University.

QUESTION: A Trustee asked for an update on the additional grant previously given by the University to support The SU.
ANSWER: The Chief Executive advised that there was a risk that the University could take this additional grant back as it had not all been.

A discussion will need to be had with the University about the Volunteering Coordinator role to explain that due to the reduced levels of work this year the team was able to manage without it but next year it will be needed as work levels are expected to return to normal.

QUESTION: A Trustee asked if there was any risk of any big unexpected expenditures hitting The SU within the next two months.
ANSWER: The Head of Finance advised that this was very unlikely. |
| 6. | **Financial Scenario Planning**

The Committee received a report on financial scenario planning *(See additional paper)*.

The Head of Finance explained that these scenario plans were still a work in progress and noted that the most likely worst case scenario was scenario three. Scenario three assumes a return to normal activity but one where commercial income is lower and fails to meet its target. If this were to happen The SU would need to make savings of £75,000 to avoid dipping into its reserves.

The Chief Executive reported on a historical agreement in terms of graduation commission that The SU had been benefiting from. This year the University had decided to review this and agreed with The SU to a tiered model that would spread the cost more evenly across the students so that those from lower incomes were not disadvantaged.

The Chief Executive reported on The SU plan to apply for the government's Kick Start programme for a role within the kitchen and possibly with the volunteering team. These would be for six months and would incur a small cost as The SU would need to contribute to pensions |

and topping up the salary to the minimum wage. In the long term they would save The SU £8,000.

(Kate Aldridge left the meeting at this point)

The Committee discussed how The SU would save £85,000 under the most likely worst case scenario and agreed that suggestions proposed for making savings were sensible.

ACTION: Head of Finance to finalise the scenario plans to share with the Finance & Audit Committee via email before being submitted to the Board.

The Chief Executive advised that there has been a trend over the past few years of Universities cutting Student Union block grants and that The SU will need to become better at diversifying its income streams in order to be more financially sustainable going forward.

7.	**Annual Planning Update**
	The Committee received a verbal report on annual planning.
	The Chief Executive explained that one of their first tasks on arriving at The SU had been to look at the budget. They had made the decision to keep the arts budget separate in order for The SU to maintain better oversight over it. This had been done because there had been a degree of confusion over who owned the arts strategy and who was responsible for the equipment. An agreement had been reached which was that The SU would only perform space and programme activity. This means the University will be responsible for the arts strategy and management of equipment.
	The Chief Executive explained that once the arts was separated out from the rest of the budget it became clear that The SU was an organisation which was shrinking. Going forward one of their priorities to achieve before the end of year was to secure a long term block grant agreement. Securing a long term block grant will ensure that The SU is better able to plan beyond the current financial year. It is important that the University understand that The SU is a separate organisation and that it stops treating them like a department.
	VAT Review
	The Head of Finance reported that the University were carrying out a review of VAT arrangement on the recharge of salaries to the SU which could have a significant impact if it is deemed that VAT should be added. If this happened The SU would have to ask the University for an increase to the block grant to cover it. The Committee discussed and agreed that this should be added as a risk to the risk register.
	ACTION: The Governance & Executive Support Manager to add VAT being applied to salary recharges as a risk to the risk register.
	The Head of Finance reported that VAT arrangements needed to be reviewed for Summer Ball, Freshers'' week and non-business apportionment. For Summer Ball and Freshers' week VAT needs to be applied to non-Bath student tickets. While for non-business apportionment the method of calculation needs to be reviewed as no current record exists of how this was carried out previously.
	Audit Recommendation Update
	The Head of Finance reported that The SU was on track to address both audit recommendations going forward.

	Finance Team Update The Head of Finance reported that a new Finance Manager had been successfully appointed to the Finance team who would start on the 7th of June. They would bring great value to The SU as they were very experienced having previously worked for a much bigger organisation. This would be especially useful when work began on reviewing The SU finance policies and procedures. They suggested and the Committee agreed that they should be invited to attend future meetings to present the management accounts.
8.	**Any other business** **1) Insurance Renewal** The Chief Executive explained that The SU had previously negotiated their insurance for three years which allowed for savings to be made. They question the Committee on whether they were happy for this to be an operational decision. The Committee discussed and agreed that they were happy for the Chief Executive to make this decision. The Finance & Audit committee formally thanked the President and Sport Officer for all the work they had done on the committee over the past year.
9.	**To set the date and time of future meetings** The Committee agreed the following dates and times for future committee meetings: • Thursday 26 August 2021 9-11am • Thursday 18th November 2021 9-11am • Monday 14th March 2022 9-11am • Thursday 19th May 2022 9-11am

The meeting ended at 11am.

Item	Action	Action Owner	Exp Finish
4	Work with Sport Officer and Valerie Copenhagen to identify charity grants to apply for to help support The SU	Head of Finance	26/08/2021
4	Reserves planning to be brought to the next meeting for discussion.	Head of Finance	26/08/2021
6	Finalise the scenario plans to share with the Finance & Audit Committee via email before being submitted to the Board	Head of Finance	04/06/2021
7	Add VAT being applied to salary recharges as a risk to the risk register	Governance & Executive Support Manager	04/06/2021