

STUDENTS' UNION, BATH SPA

UNIVERSITY COLLEGE

TO: Board of Governors

FROM: Students' Union President

DATE: 6.6.03

SUBJECT: S.U. Budget 2003/04

1. PURPOSE:

To agree the level of block grant payable to the Students' Union for 2003/04

2. BACKGROUND

2.1 The Students' Union is a free-standing organisation which has its own accounting structure, bank account, administrative staff and sabbatical officers. It derives some of its income from its commercial activities including 2 bars, and a shop. The balance of its income is paid as a block grant by the college. In 2002/03 this grant amounted to £102,965.

2.2 The Students' Union submits a budget proposal each year to the Board of Governors in support of their request for block grant funding.

2.3 Attached to this paper is the 2003/04 submission from the President of the Students' Union that incorporates:

- financial data, including the Students' Union projected income and expenditure for 2002/03 and budget proposals for 2003/04
- review of operations in 2002/03
- operating statements for 2003/04

3. 2003/04 BUDGET AND BLOCK GRANT REQUEST

The submission has been discussed with the Director of Finance and Commercial Activities. The Board of Governors will note that:

3.1 The block grant request in support of the Students' Union activities in 2002/03 includes an allowance for inflation of 3.5% on salaries and 2.5% on all other items on the 2002/03 figure.

3.2 An additional £5,000 is requested for the academic year 2003/04 to help fund an additional staff position of Membership Services Manager as agreed by the Board of Governors in 2002/03.

3.3 There were a number of criteria set by the Board of Governors in 2001/02 with regards to the three-stage increase of the Students' Union block grant. These points are an integral parts of the Students' Union strategic plan, which have been achieved in all the required criteria, and in many cases exceeded expectations. The Students' Union was expected to achieve a 26% minimum contribution of the running costs of the SU via its Commercial Services - as envisaged in the Unions 2002/05 business plan. For the year 2002/03 the Students' Union is likely to achieve 37% and is set to achieve 40% for 2003/04 and even higher for 2004/05, well above what was envisaged.

3.4 Surplus referred to in the budget are earmarked for the minor bar refurbishment due this summer, and saving for the pending relocation elsewhere onsite or offsite. Next academic year, we intend to maintain the standard of the bar by having a 5 year refurbishment cycle. The bar is the Students' Unions main source of income apart from the block grant, and in the increasingly competitive market, the Union will find it harder and harder to compete unless the high standards expected are maintained.

4. RECOMMENDATION

That the Board of Governors approves a block grant of £111,404 to support the Students' Union activities for the academic year 2003/04.

	NOTE	BUDGET 01/02	BUDGET 02/03	EST FIGS 02/03	BUDGET 03/04
INCOME					
GRANT	1	94,211	102,965	102,965	111,404
HEFCE FUNDING	2	0	6,750	4,200	13,000
BAR PROFITS	3	45,000	50,000	88,000	80,000
SHOP PROFITS	4	12,000	12,300	18,600	10,000
GAMES/VENDING M/Cs	5	8,508	8,721	10,223	10,479
INVESTMENT INCOME	6	2,818	2,888	2,650	1,000
PAYPHONE/PHONECARDS	7	1,500	1,000	1,400	1,435
BOARDS/FOYER ADVERTISING	8	4,200	4,305	4,024	4,125
MISCELLANEOUS:					
ISIC CARDS	9	45	45	15	15
BUS PASSES	10	7,695	7,887	12,000	12,300
TOTAL	11	175,977	196,862	244,077	243,757

	NOTE	BUDGET 01/02	BUDGET 02/03	EST FIGS 02/03	BUDGET 03/04
EXPENDITURE					
EXPENDITURE					
CENTRAL ADMINISTRATION		49,290	55,645	63,012	70,316
FINANCIAL ADMINISTRATION		18,716	19,976	22,785	23,785
MEDIA & COMMS.		9,215	8,288	8,230	24,144
REPRESENTATION		10,397	10,657	10,531	10,982
ENTERTAINMENTS		7,359	8,309	-7,515	-7,515
WELFARE & CAMPAIGNS		12,110	16,835	15,686	18,326
UNION ACTIVITY		1,518	4,207	4,250	5,853
SUPPORT SERVICES		150	154	0	0
EDUCATION & RESEARCH		3,557	6,038	5,527	6,048
EQUAL OPPORTUNITIES		871	893	720	1,525
SPORTS		4,585	7,601	9,465	14,422
CLUBS & SOCIETIES		3,543	5,428	4,207	5,628
VOLUNTEER BUREAU		0	10,940	6,962	12,689
GYM				-5,500	-1,660
MINIBUSES		4,744	4,863	32,201	10,220
TOTAL		126,055	159,834	170,561	194,764
SURPLUS/DEFICIT		49,922	37,028	73,516	48,994
% SU CONTRIBUTION		25	31	40	43

	NOTE	BUDGET 01/02	BUDGET 02/03	EST FIGS 02/03	BUDGET 03/04
CENTRAL ADMINISTRATION					
STAFF SALARIES	12	28,092	38,498	38,325	45,904
SABBATICAL SALARIES		3,437	6,050	5,877	6,083
INSURANCE		3,943	4,042	4,732	4,850
EQUIPMENT/FURNITURE	13	1,260	1,292	5,600	1,000
- MAINTENANCE & REPAIRS		4,000	100	0	0
- DEPRECIATION		252	258	258	1,300
COMPUTER EQUIPMENT	14	4,008	1,000	3,000	3,000
- MAINTENANCE & REPAIRS		0	0	200	205
- DEPRECIATION		1,736	1,779	1,500	1,538
STAFF TRAINING	15	0	0	1,100	2,000
TELEPHONE/FAX		1,407	1,442	1,060	1,087
PRINTING/STATIONERY/PHOTOCOPY	16	840	861	1,200	3,000
POSTAGE		315	323	160	350
TOTAL		49,290	55,645	63,012	70,316
FINANCIAL ADMINISTRATION					
STAFF SALARIES	17	11,888	13,475	16,387	17,198
SABBATICAL SALARIES		3,437	3,025	2,938	3,041
AUDIT FEES		1,726	1,769	1,825	1,871
BANK CHARGES		1,665	1,707	1,635	1,676
TOTAL		18,716	19,976	22,785	23,785
MEDIA & COMMUNICATIONS					
STAFF SALARIES	18	5,182	2,890	2,289	16,453
SABBATICAL SALARY	19	1,718	3,025	1,891	3,041
FRESHERS GUIDE		350	359	250	250
NEWSLETTER	20	1,600	1,640	3,200	3,500
PUBLICITY & PROMOTIONS		305	313	500	750
ELECTION GUIDE		60	62	100	150
TOTAL		9,215	8,288	8,230	24,144

	NOTE	BUDGET 01/02	BUDGET 02/03	EST FIGS 02/03	BUDGET 03/04
REPRESENTATION					
NUS AFFILIATION		8,347	8,556	8,596	8,897
AMSU AFFILIATION		275	282	275	285
S.W. AREA		1,300	1,333	1,300	1,300
CONFERENCE EXPS. FOR ABOVE		475	487	360	500
TOTAL		10,397	10,657	10,531	10,982
ENTERTAINMENTS					
STAFF SALARY	21	0	6,050	0	6,050
SABBATICAL SALARY		5,155	0	0	0
FRESHERS/ENTERTAINMENT	22	1,784	1,829	-4,656	-4,772
COMMERCIAL FAIR	23	-1,180	-1,210	816	836
SUMMER BALL/MARQUEE PARTY		2,000	2,050	2,000	2,050
GENERAL ENTERTAINMENT	24	-2,500	-2,563	-7,500	-7,688
PERFORMING RIGHTS SOCIETY		2,100	2,153	1,825	1,871
TOTAL		7,359	8,309	-7,515	-1,653
WELFARE & CAMPAIGNS					
STAFF SALARY	25		2,890	2,289	2,607
SABBATICAL SALARY		10,310	12,100	11,753	12,164
CAMPAIGNS	26	200	205	100	1,000
TELEPHONE		650	666	500	500
LEAFLETS/INFORMATION SHEETS	27	350	359	600	1,600
NACAB		600	615	444	455
TOTAL		12,110	16,835	15,686	18,326
UNION ACTIVITY					
EXPENSES		190	600	0	500
EXECUTIVE TRAINING	28	1,057	3,330	4,100	4,203
NON-EXECUTIVE TRAINING	29	191	196	0	1,000
ELECTIONS	30	80	82	150	150
TOTAL		1,518	4,207	4,250	5,853
SUPPORT SERVICES					
MOBILE PHONES	31	150	154	0	0
TOTAL		150	154	0	0

	NOTE	BUDGET 01/02	BUDGET 02/03	EST FIGS 02/03	BUDGET 03/04
EDUCATION & RESEARCH					
STAFF SALARY	25		2,890	2,289	2,607
SABBATICAL SALARY		3,437	3,025	2,938	3,041
EDUCATION	32	60	62	150	200
DEVELOPMENT	33	60	62	150	200
TOTAL		3,557	6,038	5,527	6,048
EQUAL OPPORTUNITIES					
OVERSEAS	34	20	21	20	75
MATURE STUDENTS	34	20	21	20	75
LESBIAN/GAY/BISEXUAL	34	375	384	300	75
WOMENS	34	20	21	20	75
ENVIRONMENTAL	34	40	41	20	75
DISABLED	34	20	21	20	75
BLACK	34			20	75
TRAINING/CONFERENCE/INFO. EXPS	35	376	385	300	1,000
TOTAL		871	893	720	1,525
SPORTS					
STAFF SALARY	25		2,890	2,289	2,607
SABBATICAL SALARY	19	1,718	1,513	918	1,521
AFFILIATIONS		212	217	200	205
LAUNDRY	36	55	56	170	300
CONFERENCE	37	0	60	225	260
FIRST AID	38	0	200	200	600
KITS	39	100	103	1,000	2,000
INSURANCE		105	108	353	362
PITCH HIRE/REFEREES		752	771	350	500
TRANSPORT	40	572	586	2,500	4,000
SPECIAL EQUIPMENT		508	521	450	500
COACHING		0	0	60	200
ADMINISTRATION		563	577	750	767
BUSA	41				600
TOTAL		4,585	7,601	9,465	14,422
CLUBS & SOCIETIES					
STAFF SALARY	25		2,890	2,289	2,607
SABBATICAL SALARY	19	1,718	1,513	918	1,521
GENERAL EXPENSES	42	1,825	1,025	1,000	1,500
TOTAL		3,543	5,428	4,207	5,628
VOLUNTEER BUREAU					
STAFF SALARIES	25		2,890	2,289	2,607
SABBATICAL SALARY	19	0	6,050	3,673	6,082
GENERAL EXPENSES	43	0	2,000	1,000	4,000

	NOTE	BUDGET 01/02	BUDGET 02/03	EST FIGS 02/03	BUDGET 03/04
GYM	44				
MEMBERSHIP	45			-7,550	-3,500
TRAINING				300	311
EQUIPMENT				0	0
SERVICING				1,200	1,230
GENERAL EXPENDITURE				550	300
TOTAL				-5,500	-1,660
MINIBUSES					
TAX	46	160	164	160	320
INSURANCE	46	864	886	908	1,900
FUEL	46	968	992	650	1,000
TESTS		300	308	0	0
REPAIRS & MAINTENANCE	46/47	1,452	1,488	483	1,000
DEPRECIATION	48	1,000	1,025	0	6,000
MINIBUS PURCHASE	49			30,000	0
TOTAL		4,744	4,863	32,201	10,220

NOTES TO BUDGET/BLOCK GRANT REQUEST FOR 2003/04

1. The figure set for the Students' Union block grant request for 2003/04 is £111,404. This figure incorporates a 3.5% increase for the salary costs and a 2.5% increase for all other costs in line with the University College precedent and an additional £5,000 funding increase agreed by Governors in 2002.
The Students' Union still sees the predicted budget for 2004/05 to be in the region of £119,275 as agreed by Governors in 2002.
2. The Students' Union has been working with the Centre For Development and Participation and Student Support Services to run a HEFCE funded project to increase participation in the local community by staff and students. It was predicted that the Students' Union would receive £6,750 for the academic year 2002/03 but due to changes in the funding this was reduced to £4,200. However, there will be an increase in funding for 2003/04. The Students' Union is should receive in the region of £13,000.
3. Bar profits continue to rise above budgeted figures due to increase use of both bars. Newton Park bar has seen the most increase in use due to, increase in range of events, increase in number of late bars from two per week to at least three, the instillation of a bottle bar to increase the flow of customers on nights when the bar is full. Freshers' week was extremely popular and resulting in a large increase on 2001/02.
Plans for the instillation of a goods lift in 2002/03 came in well below the expected figure of £15,000. The final cost was £5,405.
New costing structure for bar products due to changes in NUSSELL supply deals, has resulted in a decrease in price of some products.
Pricing restructure inline with recommendations set by the Commercial Services Committee.
No major capital investment has been made this year due to problems linked to the refurbishment plans.
Profits are expected to Plato or fall slightly in 2003/04 if bar refurbishment plans go ahead this summer, due to increased staffing costs.
4. The shop has shown above expected increase in turnover. The employment of more casual staff has facilitated this higher turnover but problems with lack of space have reached a peak. The shop has had to restrict the number of people entering the facility on a number of occasions.
It is envisaged that there is an increase in permanent staff in 2003/04 due to increasing problems with the reliability of casuals.
Minor capital investment is planed for the shop in 2003/04 to enable the facility to cope better with the increasing number of users.
5. Increased usage of the games machines and the photo booth as well as the instillation of games machines at Somerset Place and the increase in price to use the games, have helped to increase revenue.
6. Investment income has remained fairly constant in 2002/03 but is likely to fall in 2003/04 if the planed bar refurbishment for Newton Park is undertaken.
7. Payphone and phone card income has stabilised after years of decline, due to a continual promotional campaign and increased sales to International students in the summer months.
8. Promotions with both local and national companies have enabled us to continue with this additional source of revenue. Revenue has proved hard to secure and in some cases has resulted in a loss due to the collapse of some companies. We will continue with our work in this area in 2003/04 but do not expect any dramatic increase.
It is hoped that some advertising revenue may be obtained via the new Students' Union website www.bathspasu.co.uk, however this will be dependant on the number of hits the site gets.
9. The sale of ISIC cards continues to fall due to the increasing number of students buying them direct from the ISIC website.
10. Sales of bus passes to International students in the summer vacation, and the increase in students living offsite have enhanced profit.
11. Total income of the Students' Union is above expected for 2002/03 and is likely to remain so due to the increase in student numbers and the forever increasing professionalism of its staff. As well as, the increasing prudent management of funds.
12. Staff salary lower due appointing of the Membership Services Manager on a lower pay scale. This cost will increase as the salary is across two pay scales in 2002/03.
The increase in staffing costs in 2003/04 is due to the proposal that the Students' Union employs temporary staff to assist in the running of the General Office at Newton Park during the busiest times of the year to enable the office to cope with the increasing number of students and staff using the services.

13. This expenditure is due to the refurbishment of the Newton Park offices to provide three sabbatical offices and a shared office space for the Events/Bars Manager, Shop Manager and the Membership Services Manager. Some of the costs are associated with building works, the remainder is associated with the refurbishment of the office space to meet the needs of those using them. This has included ensuring the welfare office is accessible to wheelchairs.
14. Three computers are to be replaced at the Newton Park office by the end of 2002/03 and a further three in 2003/04, due to increasing demand by staff and officers, and increase in minimum specifications required by the University College.
15. The Students' Union has reduced the staff training budget over the years to zero. But this academic year we plan to send three of the senior staff to AMSU convention.
In 2003/04 we expect the figure for staff training to be in the region of £2,000, as the Students' Union endeavours to meet our September 2004 deadline for achieving IIP status.
16. Printing and stationary costs are expected to increase in 2003/04 due to the planned re-branding of the Students' Union with a new logo to increase its corporate image.
17. Staff salaries are above expected due to the increase in National Insurance and the increase due to the regarding of the Finance/General Manager, to a level set for similar posts within the University College.
The membership services manager salary is lower due appointing of the on a lower pay scale. This cost will increase as the salary is across two pay scales.
18. It is envisaged that the Students' Union employs a Media & Publications Administrator to oversee the marketing of the Students' Union, the improvement of its publications, and to manage and find new sources of advertising and sponsorship income, in 2003/04.
19. Sabbatical salary for 2002/03 was below expected due to the resignation of the VP Student Activities and the post was not filled. The VP Student Activities elect will be in office as of 1st July, so the salary will be inline with that budgeted for 2002/03 plus the increase in cost of living.
20. The Students' Union continued to subsidise the cost of production of H20 (the student newspaper). The new newspaper team found it hard to secure much additional revenue to cover the increasing costs due to the expansion of the paper in 2002/03. The cost of production is expected to increase further in 2003/04, but prudent management of budgets by the team and the VP Student Activities should keep the increase to a minimum.
21. The Students' Union expected to employ an Assistant Bar Manager in 2002/03, but did not appoint due to no suitable candidate for the post. The Bars Manager's job description and hours of employment changed from 32 hours per week to 37 hours per week, and from 32 to 52 weeks per year. Job title now Events/Bars Manager, the increase in this salary is paid directly by the Bar.
It is envisaged that the post of Assistant Bars manager is re-advertised in 2003/04, and we will appoint to the post to coincide with the planned refurbishment of the Newton Park Bar.
22. Fresher' Week proved extremely successful due to the increased organisation and promotion, co-ordinated the Events/Bars Manager and Membership Services Manager
23. Revenue from Commercial Fair decreased due to the fall in number of companies attending and the increasing cost of staging the event.
24. Revenue from Events has increased due to the increase in use of the bars, better management of events to reduce costs, collaboration with other departments within the University College to provide events that not only cater for a wider variety of students but are also linked to their courses.
We have run a pub to club bus on a Tuesday night from both sites during 2002/03.
We held extremely successful Christmas and Valentines Balls, both of which were well attended and costs kept to a minimum.
Entry prices were also increased to cover the increasing costs of staff and security.
Some of the larger events were sponsored by local businesses; this raised a further £1,500.
25. Staff salary lower due appointing of the Membership Services Manager on a lower pay scale. This cost will increase as the salary is across two pay scales.
26. The VP Student Support will be conducting a number of large campaigns as well as raising student awareness of services offered in 2003/04.
27. The Students' Union continues to increase the range of welfare information made available to students at both sites and those at FE Colleges. The Students' Union will be producing a study skills handbook in 2003/04 that will cost in the region of £1,000.
28. External training costs for new officers have increased but are still essential. Sabbatical officers will be trained to provide in-house training courses for Officers, Subject Reps, Volunteers and students in 2003/04.
29. Non-Executive training costs have continued to fall in 2002/03. IN 2003/04 the Students' Union plans to increase the range and professionalism of training provided to Non-Executive

Officers, Subject Reps, Volunteers and students. In-house trainers and the production of suitable materials will facilitate this.

30. There has been a steady increase in the costs of promoting elections.
31. The Students' Union no longer pays for the use of mobile phones for Sabbatical officers.
32. Increase in costs associated with the new Subject Reps system introduced in 2002/03.
33. Increase in printing costs.
34. The VP Student Support intends to increase the profile and representation of minority groups within the University College, in 2002/03.
35. Training costs for Union Reps. Will increase in 2003/04 as aim to achieve our goal of IIP status by September 2004.
36. Increase in laundry costs associated with the increase in activity of the sports teams in 2002/03. This is expected to increase further in 2003/04 as teams enter BUSA for the first time and play an increasing number of games.
37. Cost of BUSA conference/training for the VP Student Activities, who will be responsible for co-ordinating the Bath Spa teams that enter BUSA.
38. In 2002/03 many Clubs and Societies had qualified first-aid members, this meant that few members were trained in order for us to meet Health and Safety requirements. The number of Clubs and Societies requiring First-Aid training for 2003/04 has increased dramatically as a result so has the costs associated with training.
39. The Students' Union was required to pay for two sports kits after a sponsorship deal fell apart in 2002/03.
All teams entering BUSA will require at least one new kit to play.
40. There was an increase in transport costs associated with Bath Spa sports teams entering a South West League in 2002/03. With the teams entering BUSA in 2003/04 these costs are expected to increase further.
41. Cost associated with entering Bath Spa sports teams into BUSA for the first time.
42. A number of new Clubs and Societies intend to start in 2003/04 this will result in increased expenditure involved in running an activity for the first time.
43. General costs for the Volunteering bureau were lower than expected in 2002/03 due to the late start of the project. Costs are expected to increase next year as the project get firmly underway.
44. The Students' Union has taken over the management of the Gym (fitness rooms) at Newton Park. This has meant there is an additional source of revenue in the short term but could be costly in the long run when the equipment needs replacing. Any revenue from this section will be needed to replace equipment when required.
45. The sum entered as membership fees from the Gym in 2002/03 is actually 2001/02 plus 2002/03. We expected to have to transfer the fees from 2001/02 to the University College (as they were then managing the facility) but it was decided that the Union could keep it and put it towards the long term running costs.
The figure for membership fees for 2003/04 is therefore expected to be considerably lower than that for 2002/03.
46. The Students' Union intends to purchase a new minibus within this academic year to replace the minibus sold in 2000/01. Therefore all running costs, tax, insurance etc. will be doubled.
47. Repair costs are low for 2002/03 due to the amount spent on the minibus over the previous two or three years. Repair costs are expected to increase again in 2003/04 due to the age of the existing minibus.
48. Depreciation for the existing minibus is zero. But for 2002/03 the new minibus will depreciate in value by 20%.
49. The purchase of a new minibus in 2002/03 will cost in the region of £30,000.

REVIEW OF OPERATING STATEMENT: PLAN FOR 2002/03

OBJECTIVE 1. To promote Equal Opportunities.

- To work with the Disabilities Office to ensure that students with disabilities and students with special needs are represented and their needs prioritised.
 - *Students' Union Students with Disability Rep. Working alongside the University College Disability Officer and Student Support Services, dealing with students problems.*
- To endeavour to make certain that all Union developments and major purchases are suitable for the needs of students with disabilities and students with special needs.
 - *Students' Union welfare office accessible to wheelchairs.*
 - *Big screen TV purchased for the Newton Park bar area.*
- Ensure the Equal Opportunities and related policies are implemented and policed by all Union Officers
 - *Ongoing.*
 - *President now sits on the University College Race Relations Group.*

OBJECTIVE 2. To improve communication with Union membership.

- To secure the appointment of a Membership Services Manager to oversee the management of Union Communications.
 - *Membership Services Manager in post on 1st July 2002.*
- To secure the appointment of an Entertainment's Manager to oversee the promotion of Union social events.
 - *Advertised for Assistant Bars Manager/ Entertainment's Manager but no one appointed.*
 - *Bars Manager's job description and hours of employment changed from 32 hours per week to 37 hours per week, and from 32 to 52 weeks per year. Job title now Events/Bars Manager.*
 - *Office Administrators at both sites used to produce any Ents' promotional materials not created by the Events/Bars Manager.*
 - *Clubs and Societies trained on how to make a good poster and on effective promotion of events through various forms of media.*
 - *Templates created for use by anyone holding an event.*
 - *Events promoted at least seven days in advance.*
 - *All events promoted via the website.*
 - *Communications officer distributes any promotional materials at least twice a week. If further distribution required a student is hired.*
- To continue to improve the S.U. newsletter by:
Gaining more input from Union Officers, Clubs & Societies, and students.
Procuring revenue from sponsorship/ advertising
 - *Increased input from Union Officers, Clubs and Societies and students. Publication now fortnightly and at least 20 pages.*
 - *New student lead editorial team, with VP Student Activities overseeing them.*
 - *H20 published online as well as hard copies circulated at both sites.*
 - *Two regular advertisers secured but this is insufficient to fund the paper directly from advertising revenue.*
 - *The Students' Union continued to support the paper to the sum of £3,200.*
- Develop and promote the web site to provide up-to-date and relevant information for the entire membership including those based at Further Education Colleges.
 - *4 year hosting contract signed with oncampusuk, November 2002.*
 - *Site developed and launched using a Content Management System in February 2003.*

- *Site promoted to all students using a number of different media, including students at FE Colleges. Registration process due for September 2003, along with a major promotion campaign.*
- *All Students' Union information now online at www.bathspasu.co.uk, including welfare leaflets.*
- *All Clubs and Societies have their own sections on the site, updateable by themselves.*
- Continue to increase the use of the web-site by members.
 - *See above.*
- Continue to review and improve publicity materials produced by the Union and make sure that they are made available to the entire membership including those based at Further Education Colleges.
 - *Ongoing review process.*
 - *All Students' Union publications available online at www.bathspasu.co.uk for access by all students particularly those at FE Colleges.*

OBJECTIVE 3. To extend and improve the representation of students at all levels.

- To secure the appointment of a Membership Services Manager to oversee the promotion of Union Elections and Course Representation. To ensure adequate representation of the Student Body.
 - *Membership Services Manager in post on 1st July 2002.*
- To continue to implement a University College wide Subject Representative system in October 2002. Ensuring increased representation at all School committees.
 - *Limited success due to not all subjects promoting the system and little or now support from Heads of Schools, and late return of Subject Rep. Details by most Departments.*
 - *Two Subject Rep training sessions run by SWANUS.*
 - *Subject Rep handbook produced.*
 - *Ongoing*
- To look at provision for minority groups within the Union and the University College, with the aim of ensuring full representation of and support groups for these members.
 - *Ongoing*
- To promote the appeals and complaints procedure to the student body and give adequate support for all who take up cases.
 - *Appeals and Complaints procedures promoted via Students' Union website, H20, and leaflets.*

OBJECTIVE 4. To improve on environmental issues.

- To review the Unions' environmental policy passed in 1998, and look at ways to improve the policy and implement it more effectively throughout the Union.
 - *Not achieved due to priorities of Environmental Officer. Will be reviewed in 2003/04.*

OBJECTIVE 5. To improve welfare and support within the University College.

- To secure the appointment of a Membership Services Manager to oversee the promotion, management and development of Welfare provision within the Union.
 - *Membership Services Manager in post on 1st July 2002.*

- To continue to have a good working relationship with the University College Student Support Department, in order to ensure that the welfare provision is continually improved.
 - *Ongoing.*
 - *Good working relationship formed with all University College departments, particularly Student Support Services.*
- Review welfare provision and lobby the University College to improve student support services.
 - *Ongoing*
- Make relevant welfare and support literature freely available to students at both sites as well as those based at Further Education Colleges.
 - *All Students' Union support literature available in hard copy at Newton Park and Sion Hill, and online for those at FE Colleges.*
 - *Support leaflet range increased.*
- Re-establish the Welfare Committee and minority support groups within the University College.
 - *LGB group re-established, and now is meeting regularly.*
 - *Establishing other minority support groups is ongoing.*
 - *Welfare Committee was not re-established due to too few Students' Union officers interested in becoming members of the committee, a general group was established instead to help with campaigns and discuss issues instead.*

OBJECTIVE 6. To promote participation in extracurricular activities at BSUC.

- To secure the appointment of a Membership Services Manager to oversee the promotion, management and development of extracurricular activities within the University College. Ensuring the prudent management of this service in line with funding secured via the University Colleges HE Active Community Fund bid.
 - *Membership Services Manager in post on 1st July 2002.*
 - *Extracurricular activities promoted including, Clubs and societies and Volunteering.*
 - *Due to the late start of the funding from the HEACF budget so little undertaken with regards to volunteering.*
- To establish, develop and promote a Student Volunteering Unit within the University College, with the aim to place students with local organisations, starting October 2002.
 - *Volunteering project not handed over until January 2003, when it was handed over to Student Support Services with the Students' Union as the minor partner.*
 - *Volunteer bureau not established due to poor handover from CDP, which was then compounded by management conflicts with Student Support Services. Student Support Services staff member due in post in summer 2003 and Bureau due to open in September 2003.*
 - *Volunteering @ Bath Spa website established and promoted. Website promotes volunteering in Bath and Bristol.*
 - *Volunteering promoted via H2O and Freshers' Mag, as well as a poster campaign linked to an online survey*
 - *Volunteering notice board established on both sites.*
 - *A number of volunteering organisations attended Freshers' fair in September to recruit members, including, Millennium Volunteers, Red Cross, Mentoring Plus and Time 2 Share.*
- To implement a system of risk assessments of all activities organised by the Union, the outcome of such assessments to be incorporated into the planning and budgets of the Union

- *Yearly risk assessments undertaken for all Clubs and Societies, which are taken into consideration when budgeting for the academic year. Furthermore, individual risk assessments are undertaken on any large event/activity undertaken by a Club/Society.*
 - *All Club/Society members must give full details when participating in an activity offsite.*
 - *Risk assessments undertaken on all facilities run by the Students' Union, and regular inspections undertaken to ensure the facilities do not fall below the required level to meet health and safety requirements.*
 - *Risk assessments undertaken for all Students' Union events, and the health and safety of those attending the event kept at a high standard to ensure their safety.*
- To continue to support and develop Clubs & Societies, through funding and Union policy and increased management from VP Student Activities and Membership Services Manager.
 - *Support given to Clubs and Societies by increased management from VP Student Activities and Membership Services Manager.*
 - *Fairer and more understandable funding mechanism drawn up and implemented in September 2002.*
 - *New Clubs and Societies handbook written and implemented.*
 - *A series of forms created to enable Clubs and Societies to function without having to have constant face-to-face contact with Students' Union staff member. These have proven effective, and have enabled the Students' Union to establish files on every Club/Society that we can use to provide a history of the Clubs and Societies.*
 - To increase the profiles of Clubs & Societies.
 - *Clubs and Societies promoted via Freshers' Mag, Freshers' Fair, H20, individual website areas on www.bathspasu.co.uk, as well as poster campaigns.*
 - *Sports teams took part in a South West University and College League, with some very good results.*
 - *Sports Clubs entered into BUSA for 2003/04.*
 - *Charity fundraising work undertaken and advertised in local press.*
 - To continue the Wednesday Afternoon Free Campaign, by reviewing the need, participation, and implications within the University College, before presenting the findings to University College.
 - *Ongoing.*

OBJECTIVE 7. To provide varied regular entertainment for all students at a reasonable cost

- To secure the appointment of an Entertainment's Manager to manage, develop and promote social events and provide continuity and support for the Bar Manager, as well as forging a better working relationship between the bar and the University College authorities.
 - *Advertised for Assistant Bars Manager/ Entertainment's Manager but no one appointed.*
 - *Bars Manager's job description and hours of employment changed from 32 hours per week to 37 hours per week, and from 32 to 52 weeks per year. Job title now Events/Bars Manager.*
 - *Increased security guards employed at Newton Park on event nights to increase the supervision of the venue.*
 - *Events/Bars Manager meets with Head of Security on a regular basis to discuss and resolve any issues.*
 - *President meets with Assistant Director on matters of discipline.*
- To investigate ways of widening access to entertainment.
 - *Range of events offered increased to cater for the forever changing student body. This has included Salsa and Jazz nights in Frshers' Week, increased Comedy and open Mic nights.*

- *Now working with Commercial Music and CMT to organise a number of events relating to these courses, this has included up to 20 University College Bands playing in one week.*
- *Weekly pub to Club bus organised in partnership with the Works Club in Bristol, providing an alternative for Tuesday nights.*
- To continue to look at ways to improve both Newton Park and Sion Hill bars.
 - *Bottle bar installed at Newton Park. This has proved very popular.*
 - *Range of drinks changed as directed by NUSSL.*
 - *Investigation into much needed bar refurbishment at Newton Park; this was shelved due to plans for the University College.*

OBJECTIVE 8. Develop the Students' Unions Commercial Services to a level expected within the University sector.

- To secure the appointment of a Membership Services Manager to oversee the promotion of Commercial Services to members at both sites as well as those based at Further Education Colleges.
 - *Membership Services Manager in post on 1st July 2002.*
- To strive to secure new sources of income to allow for continued improvement of services.
 - *In September 2003 the Students' Union took over the management of the University College Gym. This has enabled us to widen the range of services we offer by linking services such as Aerobics classes to the Gym facility.*
- Review current services with regards to increasing services to members.
 - *Ongoing*
- To draw up proposals for a shop at Somerset Place and present them to the University College for negotiations.
 - *Shop proposal presented to the University College but was not implemented because it was not viable due to restrictions on what it could sell, due to the refectory.*
- *To look at the financial implications of opening the shop at weekends and conferencing time during the summer vacation*
 - *Ongoing*
- To look at the financial implications of opening the bar during conferencing time over the summer and for longer hours during the week.
 - *Not undertaken due to the shelving of the bar refurbishment plans.*
- Ensure that redevelopment plans are drawn up for the Newton Park bar refurbishment in summer 2003 in line with University College plans.
 - *Initial plans drawn up but shelved due to plans the University College has for the Students' Union area.*
 - *Worked with the University College to draw up plans for the conversion of the Sports Hall in to a new Students' Union building. This idea was shelved due to its cost.*
- Continue to develop advertising opportunities in order to increase revenue for the Union.
 - *This has proved hard due to the competitive nature of the industry.*

OBJECTIVE 9. To improve the financial and general administration of the Students' Union

- To make sure that the Union achieves a 26% contribution from it's commercial services towards the general running costs of the Union.
 - *42% Achieved*

- To secure the appointment of a Membership Services Manager to improve the management of non-commercial areas of the Union.
 - *Membership Services Manager in post on 1st July 2002.*
 - *The Membership Services Manager also assists with the management of all Students' Union staff.*

- To continue to ensure that the Union facilitates financial prudence in all areas.
 - *Prudent management of Students' Union finances and increasing the effective management of its services have resulted in an increased surplus that can be used for the eventual bar refurbishment, and adds to the financial stability of the Students' Union as a whole.*

- To construct and implement a staff appraisal and training policy to enable all staff to have access to appropriate training.
 - *Due for implementation in September 2003.*

- Continue to improve the general administration of Union at both sites.
 - *Continual improvement of all administration processes.*

- To research the possibility of the Students' Union working towards Investors in People accreditation, with the aim to achieve IIP status by September 2004.
 - *Initial meetings with IIP representatives revealed a number of weaknesses in the Students' Union staffing management as well as Volunteers and Union Officers. This has led to the development of staff and officer handbooks as well as the development of staff and officer training programmes, due for introduction in September 2003.*

Operating Statement Plan for 2003/04

OBJECTIVE 1. To promote Equal Opportunities

- To Work with the Disabilities Office to ensure that students with disabilities and students with special needs are represented and their needs prioritised
- To endeavour to make certain that all Union developments and major purchases are suitable for the needs of students with disabilities and students with special needs
- To work with minority group representatives to ensure that minority students' individual needs are taken into account when planning events etc.
- Ensure that the Equal Opportunities and related policies are implemented and policed by all Union Officers
- Continue to implement a 'no platform policy' to ensure that parties such as the BNP have no voice in the University College

OBJECTIVE 2. To improve communication with Union membership

- To continue to improve the S.U. newsletter by:
Gaining more input from Union Officers, Clubs & Societies, and students.
Procuring revenue from sponsorship/ advertising
- Continue to develop and promote the web-site in order to provide up-to-date and relevant information for the entire membership including those based at Further Education Colleges
- Continue to increase the use of the web-site by members
- Continue to review and improve publicity materials produced by the Union and make sure that they are made available to the entire membership including those based at Further Education Colleges
- To visit Partner Further Education Colleges and have consultation sessions with the franchise students
- Investigate the feasibility of employing a media services co-ordinator who would be responsible for overseeing all publicity material produced by the Union
- Continue to improve communication between Sabbaticals and the Executive and the student body as a whole

OBJECTIVE 3. To extend and improve the representation of students at all levels

- To build on last years limited success and continue to implement a University College wide Subject Representative system in October 2003
- Ensure increased representation on all School Committees
- To investigate and review the provision for minority groups within the Union and the University College, with the aim of ensuring full representation of and support groups for these members
- To continue to promote the appeals and complaints procedure to the students body and give adequate support for all who take up cases

OBJECTIVE 4. To improve on environmental issues

- To review the Unions' environmental policy passed in 1998, and look at ways to improve the policy and implement it more effectively throughout the Union

OBJECTIVE 5. To improve welfare and support within the University College

- To continue to have a good working relationship with the University College Student Support Department, in order to ensure that the welfare provision is continually improved
- Review welfare provision and lobby the University College to improve student support services
- Continue to make relevant welfare and support literature freely available to students at both sites as well as those based at Further Education Colleges
- Continue with the re-establishment of the Welfare Committee and minority support groups within the University College

- Implement a Welfare Volunteers Scheme

OBJECTIVE 6. To promote participation in extracurricular activities at BSUC

- To continue to establish, develop and promote a Student Volunteering Unit within the University College, in partnership with Student Support Services, with the aim to place students with local organisations
- Continue with a system of risk assessments; assessing all of the activities organised by the Union, with the outcome of such assessments to be incorporated into the planning and budgets of the Union
- To continue to support and develop Clubs & Societies, through funding and Union policy as well as increased management
- To continue to increase the profiles of Clubs & Societies (particularly at Sion Hill)
- To continue the Wednesday Afternoon Free Campaign, by reviewing the need, participation, and implications within the University College, before presenting the findings to the Director
- To lobby the University College for increased sporting facilities and the improvement of existing ones, inline with those required for participation in BUSA
- Ensure all appropriate teams are entered into BUSA and ensure sufficient support and funding is given to these teams
- To lobby the University College for an effective management system for existing sporting facilities
- To continue with the management of the Gym and to lobby the University College for the improvement of these facilities

OBJECTIVE 7. To provide varied regular entertainment for all students at a reasonable cost

- To continue to widen access to entertainments provided by the Union
- To continue to work with University College Security to ensure the safety of students attending events, the student body and both campuses
- To investigate ways in which we can improve the range of weekend activities available to students at both sites
- To continue to look at ways to improve both Newton Park and Sion Hill bars

OBJECTIVE 8. Develop the Students' Unions Commercial Services to a level expected within the University sector

- **To strive to secure new sources of income to allow for continued improvement of services**
- **To continue to investigate the financial implications of opening the shop at weekends and conferencing time during the summer vacation**
- **To continue to investigate the financial implications of opening the bar for longer periods and during the day at weekends and conferencing time during the summer vacation**
- **Continue to develop advertising opportunities in order to increase revenue for the Union**
- **To review staffing levels within the Unions' Commercial Services to ensure that there is sufficient cover and supervision for their effective management**

OBJECTIVE 9. To improve the financial and general administration of the Students' Union

- **To ensure that the Union achieves a contribution of at least 26% from its commercial services towards the general running costs of the Union**
- **To continue to ensure that the Union facilitates financial prudence in all areas**
- **To implement a staff appraisal and training policy to enable all staff to have access to appropriate training**
- **To continue to improve the general administration of the Union at both sites**
- **To ensure that the Union achieves IIP status by September 2004**
- **To ensure the implementation of Union Staff and Officer Handbooks**

OBJECTIVE 10. To improve the University Colleges amenities and services

- **To continue to investigate students' satisfaction of University College amenities and services and present the findings to the Director**

- **To lobby the University College for improved library and computing facilities but not to the detriment of other existing services**
- **To lobby the University College for a Student Charter outlining the rights and responsibilities of the institution and the student**