

LEADERSHIP COMMITTEE REPORTS						
From	Period start date			To	Period end date	
	19	10	2020		11	11
<b>Overview of Charity's key details</b>						
<b>Charity name:</b>	The University of Bath Students' Union					
<b>Other names:</b>	The SU					
<b>Charity number:</b>	1143154					
<b>Charity address:</b>	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
<b>Governing document:</b>	Articles of Association					
<b>Constitution:</b>	Unincorporated association					
<b>Details of Charity's professional services</b>						
<b>Bank name:</b>	National Westminster Bank Plc					
<b>Bank address:</b>	39 Milsom Street, Bath, BA1 1DS					
<b>Auditor name:</b>	RSM UK Audit LLP					
<b>Auditor address:</b>	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
<b>Committee Membership</b>						
<b>Trustee name</b>	<b>Office</b>	<b>Start date</b>	<b>End date</b>	<b>Appointment</b>		
Francesco Masala	President	02/07/2019	28/06/2021	Elected by Members		
Annie Willingham	Education Officer	29/06/2020	28/06/2021	Elected by Members		
Ka Ho Ho	Postgraduate Officer	29/06/2020	28/06/2021	Elected by Members		
Freya Jackson	Community Officer	29/06/2020	28/06/2021	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	28/06/2021	Elected by Members		

Content	Report Number
<a href="#">Report on minutes of the previous meeting and actions arising</a>	R1
<a href="#">Report on Strategy and Performance Monitoring</a>	R2
<a href="#">Report on Project and Campaign Management</a>	R3
<a href="#">Report on Governance</a>	R4

**PURPOSE**

To:

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

**CONTENTS**

- Pages 1: Report
- Pages 2-4: Appendix 1: Leadership Committee minutes

**REPORT**

**1. MINUTES OF THE PREVIOUS MEETING**

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

**2. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING**

- 2.1. The Trustee Recruitment project plan was amended and recirculated to the committee. The advert for the vacant Independent Trustee role went live on 02/11/2020. Students have until the 15/11/2020 to apply.
- 2.2. The Chief Executive, Head of Commercial-Venues & Events, Community Coordinator and Marketing & Communications Manager met to explore activities that might draw more students into the venue during these times.
- 2.3. The Insight & Engagement Manager has provided the following update to Leadership Committee on how effective the changes previously made to ISA and PGA back in September have been to date.

**ISA Restructure:**

All positions have been filled in the first round and for the first time a postgraduate student has been elected to the Exec. We have also seen a much more diverse Exec being elected with students from a range of years and nationalities compared to previous years.

Year	No. of posts	No. of candidates	No. of additional withdrawn candidates	No. of by elections required	No. of votes
17/18	6	19	10	0	152 individual voters 586 total votes
18/19	6	7	3	2	81 individual voters 296 total votes
19/20	6	23	1	0	187 individual voters 607 total votes
20/21	5	21	6	0	66 individual voters 110 total votes

**PGA Restructure:**

The PGT Exec saw similar high levels of engagement in the election from PGT students, all positions were filled in the first round.

The Doctoral Exec, whilst experiencing some difficulties in getting all posts filled is now complete with the members being much more engaged as they are able to focus on issues specific to the doctoral experience. Additionally, in previous years The SU has been able to attend induction sessions for new doctoral students in person which has provided a way of engaging with students to stand in the election. This year all doctoral induction took place online through Moodle and The SU was not present in any virtual face-to-face sessions conducted by departments. Doctoral students have also reported to The SU that as they are busy catching up on lost research time they have little time to commit to extra roles.

**Old structure**

Year	No. of posts	No. of candidates	No. of additional withdrawn candidates	No. of by elections required	No. of votes
17/18	7	28 (8 doctoral)	6	0	210 individual voters 584 total votes
18/19	6	12 (3 doctoral)	4	0	168 individual voters 465 total votes
19/20	5	17 (2 doctoral)	1	0	163 individual voters 312 total votes

**New structure**

Year	No. of posts	No. of candidates	No. of additional withdrawn candidates	No. of by elections required	No. of votes
20/21 Doctoral Exec	4 (not inc. doctoral faculty reps)	3	0*	1	34 individual voters 58 total votes
20/21 Doctoral Faculty Reps (other half of Doctoral Exec)	4	3	2	1	37 total votes
20/21 PGT Exec	5	18	1	0	73 individual voters 114 total votes

\*After being elected (*but after the by-election period opened*) the Doctoral Exec Chair stood down (*reason unknown*). Having the more flexible structure in place has allowed for an open place member (*at the agreement of the rest of the exec*) to step up as Chair.

**3. DECISIONS MADE BY THE COMMITTEE WITHOUT A MEETING**

3.1. There have been no decisions made by the committee without a meeting.

<b>CONTACT:</b>	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
-----------------	---	--

APPENDIX 1: Leadership committee Minutes			
Meeting:	Leadership Committee		
Location:	Microsoft Teams Meeting		
Date & Time:	Monday 19 <sup>th</sup> October 2020 at 2.30pm		
<b>Present:</b>			
Freya Jackson	Community Officer ( <i>Chair</i> )		
Francesco Masala	President ( <i>Joined under item 9</i> )		
Fritz Ho	Postgraduate Officer		
Annie Willingham	Education Officer		
<b>In attendance:</b>			
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )		
Andrew McLaughlin	Chief Executive		
Mandy Wilson-Garner	Deputy Chief Executive		
Michael Dalton	Head of Commercial-Venues & Events ( <i>Joined under item 9</i> )		
Item			
1.	<b>Apologies for absence</b>		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Tom Sawko	Annual Leave	Yes
	Francesco Masala	Interviews	Yes
2.	<b>Notice of any other business</b>		
	The following item was identified for discussion under any other business: 1) Bars weekend opening times.		
3.	<b>Declaration of conflict of interest</b>		
	No conflicts of interests were declared in any items on the agenda.		
4.	<b>Minutes of the previous meeting and matters arising</b>		
	The Committee received a report on minutes of the previous meeting and matters arising ( <i>See R1 of the Committee reports</i> ).		
	They approved the previous minutes for the Chair to sign and noted that the following matters were still to be actioned:		
	<b>ACTION: The Insight &amp; Engagement Manager to provide a brief update to Leadership Committee in December on how effective the changes to ISA and PGA have been.</b>		
5.	<b>Strategy and Performance Monitoring</b>		
	The Committee received a report on strategy and performance monitoring ( <i>See R2 of the Committee reports</i> ).		
	The Committee discussed the Student Life Pulse survey and how this data could be used effectively within The SU. It was noted that term time data appeared to capture the impact of University strike action on student satisfaction.		

	<p><b>QUESTION:</b> The Chair asked if there was room on the survey for students to include more detail with their responses.  <b>ANSWER:</b> The Chief Executive explained that now the survey had been brought in-house the Insight &amp; Engagement Manager would be able to include it in future surveys.</p> <p><b>QUESTION:</b> An Officer asked about the 56% positive response to the question on ‘Overall, how satisfied or dissatisfied are you with your SU?’  <b>ANDWER:</b> The Chief Executive explained that this was a very good result compared to the other Student Unions that had participated in the external survey.</p>
<p>6.</p>	<p><b>Project/Campaign Management</b></p> <p>The Committee received a report on project/campaign management (<i>See R3 of the Committee reports</i>).</p> <p><b>1) Active Travel Client Brief</b></p> <p>The Committee approved the project to proceed and agreed to appoint the Club Development Officer as the project manager.</p> <p><b>2) Student Group Restructure Project</b></p> <p><b>QUESTION:</b> The Chair asked for clarification on what would happen to By-Elections.  <b>ANSWER:</b> The Secretary explained that By-Elections would be replaced by co-option. The minimum requirement would be for the Student Group to elect three committee members. They would then elect their own Chair and, where necessary, treasurer. If they then wanted more committee members they would be able to appoint these via co-option.</p> <p><b>QUESTION:</b> An Officer asked what would happen if members of Student Groups ‘rigged’ their committees.  <b>ANSWER:</b> The Chief Executive explained that if The SU received a report suggesting this had happened there would be an investigation which could lead to disciplinary outcomes.</p> <p>The Committee approved the project to proceed and confirmed the following:</p> <ul style="list-style-type: none"> <li>• Client: Sport Officer;</li> <li>• Sponsor: Chief Executive;</li> <li>• Project manager: Governance &amp; Executive Support Manager.</li> </ul> <p><b>3) Student Union Standpoints Project</b></p> <p>The Secretary advised that since the papers had been released there had been a slight change to the project timeline but that it should still be completed on time.</p> <p>The Committee approved the project to proceed and confirmed the following:</p> <ul style="list-style-type: none"> <li>• Client: Community Officer;</li> <li>• Sponsor: Chief Executive/Head of Student Voice and Engagement;</li> <li>• Project manager: Governance &amp; Executive Support Manager.</li> </ul> <p><b>4) Trustee Recruitment Project</b></p>

	<p>The Chief Executive reported that there had been a change to the scope of this project since it was last discussed. Following conversations with Ruqia Osman (<i>Former Education Officer</i>) it had been agreed to expand recruitment to include BAME students as opposed to narrowing it down to just black students.</p> <p>There is a lot of work that needs to be done to increase the diversity of the Board and this will need to happen over the next several appointments. As part of this it will be essential to recruit a black Trustee. The Board will have to be accountable for achieving this piece of work. Having a diverse Board will ensure that The SU is able to better respond to the needs of the student population as a whole.</p> <p>The Committee discussed the Trustee application pack and agreed that more work was required to communicate to students what they would get out of the role. It was agreed that a short video with past Officers explaining what they got from the role might be a better way of communicating this.</p> <p>The Secretary advised that if they wished to pursue this it would require changes to the project timeline, a shift of about two weeks, to allow for development time to create the video. This would be possible to do and still complete the project in line with the original deadline of 10/12/2020.</p> <p>The Committee approved the project to proceed, subject to their amendments, and confirmed the following:</p> <ul style="list-style-type: none"> <li>• Client: President;</li> <li>• Sponsor: Chief Executive;</li> <li>• Project manager: Governance &amp; Executive Support Manager.</li> </ul> <p><b>ACTION: Amendments to be made to Trustee Recruitment Project plan and re-circulated to Leadership Committee via email for information.</b></p>
7.	<p><b>Governance</b></p> <p>The Committee received a report on Governance (<i>See R4 of the Committee reports</i>).</p>
8.	<p><b>Chief Executive Recruitment</b></p> <p>The Committee received a report on Chief Executive recruitment (<i>See R5 of the Committee reports</i>).</p>
9.	<p><b>Any other business</b></p> <p>The following item had been previously identified for discussion under any other business. (<i>The President and Head of Commercial-Venues &amp; Events joined the meeting at this point</i>)</p> <p>1) Bars weekend opening times</p> <p>The Committee discussed changing the opening times for Bars at the weekend and agreed that at this time they felt reluctant to do so for the following reasons:</p> <ul style="list-style-type: none"> <li>• Winter might drive students indoors and they would need space to occupy;</li> <li>• It might not be clear to students that the bars were open at this time because the lower part of the student centre would present a closed appearance;</li> <li>• It wasn't clear where students were at this time and what they were doing.</li> </ul>

	<p>The Head of Commercial-Venues &amp; Events explained that traditionally weekends had not been a large source of income but with the income from Club Nights they could afford to take a slight hit. Now without Club Nights they needed to be prioritising savings where they could and this was one potential area where it could be achieved. They noted the amount that they would need to make to break even during these hours.</p> <p>The Committee agreed that further work needed to be done to try and draw students into the venue during this time before they were prepared to consider changing opening times. If this space was to be closed the University would also need to be consulted to check what impact this would have on the available spaces open to students at this time.</p> <p><b>ACTION: The Chief Executive, Head of Commercial-Venues &amp; Events, Community Coordinator and Marketing &amp; Communications Manager to explore activities that might draw more students into the venue during these times.</b></p>
--	---

The meeting ended at 4pm.

Item number	Action
4	The Insight & Engagement Manager is to provide a brief update to Leadership Committee in December on how effective the changes ISA and PGA have been.
6	Amendments to be made to Trustee Recruitment Project plan and re-circulated to Leadership Committee via email for information.
9	The Chief Executive, Head of Commercial-Venues & Events, Community Coordinator and Marketing & Communications Manager to explore activities that might draw more students into the venue during these times.

# REPORT ON STRATEGY AND PERFORMANCE MONITORING

---

## PURPOSE

To report on:

- the strategy's key performance indicators (*KPIs*);
- equality, diversity and inclusivity within The SU (*to be included in future reports*);
- overall statistics for complaints and Student Member disciplinary;
- external speaker applications;
- elections;
- staffing matters.

## CONTENTS

Page 1-3:	Report
Page 3:	Actions
Page 4:	Appendix 1: KPI questions data
Page 5:	Appendix 2: Word Cloud of words used by respondents to October 2020 survey
Page 6-7	Appendix 3: Student Life Survey
Page 8:	Appendix 4: Complaint Statistics
Page 9-12:	Appendix 5: Student Member disciplinary Statistics
Page 13:	Appendix 6: External Speaker Statistics
Page 13:	Appendix 7: Alumni Grant Statistics
Page 14:	Appendix 8: Elections Data
Page 15:	Appendix 9: Student Group Membership

## REPORT

### 1. STUDENT LIFE SURVEY (*October 2020*)

- 1.1. This report provides an overview of The SU Student Life Survey which replaces the Student Life Pulse survey previously co-ordinated by Alterline on behalf of The SU.
- 1.2. The survey was significantly reduced in length from the Student Life Pulse, with sections and questions removed which were no longer aligned with The SU's vision or used by The SU to improve the student experience.
- 1.3. Due to the current pandemic, questions relating to student concerns were retained in order to gather insight into students' wellbeing during the first term in particular.
- 1.4. The student population has been split into 11 random sampled respondent groups with each group being assigned a month between October 2020 and August 2021 when they will be surveyed.
- 1.5. 137 students responded to the survey, this is lower than the same month in 2019/20. During October all students were also surveyed by the University with their three question check in survey.
- 1.6. Responses to the strategy KPI questions showed a range from 24% agreeing that they can influence the decisions and actions of The SU to 80% agreeing that everyone can make a contribution to the community (*see appendix 1*)



## REPORT ON STRATEGY AND PERFORMANCE MONITORING

---

1.7. Overall, an average of 47% agreed with questions linked to 'feel', 39% agreed with questions linked to 'know' and 58% agreed with questions linked to 'do'.

1.8. Key insights to be highlighted for consideration are (see appendix 3)

- Less than half of respondents (44%) are satisfied that they are making new friends.
- 40% are satisfied that they have opportunities to try new things.
- Some high levels of agreement from respondents around contributions to the community.
- Only 20% are currently getting the social experience they want, when looking at open comments respondents were understanding that this was because of Covid-19 and that The SU were doing all that they good. Recognition was given to the East Village and societies providing opportunities to meet with friends.
- Over half of respondents, 56%, were satisfied with their life at the moment, first year respondents are more satisfied (62%). 58% of all respondents had been concerned about their mental health in the two weeks prior to completing the survey, first year respondents were less concerned (55%).
- 42% did not feel part of a community, when reviewing open comments respondents commented that it was difficult to feel part of a community due to living off-campus, restrictions with how many people they could meet at one time, lack of more informal social interactions on campus (not organised events) and self isolating in accommodation. It was expected that first year students may be more impacted in relation to feeling part of a community but a similar percentage of first years did not feel part of a community (44%).
- 46% of respondents had been concerned about loneliness in the two weeks before completing the survey, 41% of first year respondents were concerned about loneliness.

1.9. Respondents were asked to leave comments about anything which they were concerned about or suggestions for improvements, key themes emerging from the feedback were:

- Study spaces; respondents wanting to see more available, concerns what demand during busy periods (exams) will be like, and use of spaces e.g. where can students take zoom/Teams calls when on campus,
- Spaces on campus to socialise or eat lunches brought from home,
- Concerns from respondents of meeting people, both students already physically in Bath who are restricted by 'rule of 6' or households, and from those who will be arriving in Bath at a later date,
- Specific course related concerns; studio time for Architecture students much different to previous years, in-person teaching being delivered online, and more opportunities to be able to meet with students on their course,
- Accommodation concerns; maintenance issues (washing machines) taking too long to resolve, some accommodation groups keep going into self isolation due to large kitchen group numbers, differing levels of compliance between those sharing accommodation,
- Value for money; IPT being delivered online, respondents wanting to see cheaper bus prices and food and drink options, one respondent commented: *"I don't feel as if I'm getting my money's worth. I come from a low-income family and so university was something I had to really consider in terms of whether it was something I could afford. I want to feel as though I'm getting an experience and education worth £9250 a year."*,
- Positives from respondents were focused on staff being friendly and helpful and ensuring that students studying remotely are included, one respondent commented: *"The people here are lovely, it genuinely feels like home!"*.

## 2. Other Performance Data

2.1. Since the last report the following appendices have been updated:

- Student Life Pulse Survey monthly data;
- Complaint Statistics;

## REPORT ON STRATEGY AND PERFORMANCE MONITORING

---

- Student Member disciplinary Statistics;
- External Speaker Statistics;
- Alumni Grant Statistics.

2.2. A new appendix has been added giving information on overall student membership for each student group area.

---

<b>ACTIONS</b>
----------------

3. Trustees are asked to note the report.

<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	Telephone: 01225 386362 E-Mail: <a href="mailto:g.d.noakes@bath.ac.uk">g.d.noakes@bath.ac.uk</a>
-----------------	--	---

**APPENDIX 1: KPI questions data**

Question	October individual question %	October 2020 Average
I feel that my contribution to The SU matters	31%	47%
I feel a sense of belonging	58%	
I feel part of a community	53%	
I know how to influence the decisions and actions of The SU	28%	39%
I know how to contribute more to the community I am a part of	43%	
I know how students are making the community better	45%	
I can influence the decisions and actions of The SU	24%	58%
By contributing to my community I'm also gaining from it	70%	
Everyone can make a contribution to the community	80%	

**APPENDIX 2: Word Cloud of words used by respondents to October 2020 survey to describe The SU.**



**APPENDIX 3: Student Life Survey**

KPI questions highlighted	Oct-20	Nov-20	Dec-20
<b>Satisfaction with the following in students' life at present</b>			
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with making new friends"	44%		
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with fitting in"	61%		
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with exploring Bath"	67%		
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with opportunities to do the things I like in my spare time"	46%		
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with opportunities to try new things"	40%		
<b>Belonging and community</b>			
Students who selected 'agree' or 'strongly agree' in response to "I feel a sense of belonging"	58%		
Students who selected 'agree' or 'strongly agree' in response to "I feel part of a community"	53%		
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%		
Students who selected 'agree' or 'strongly agree' in response to "I know how students are making the community better"	45%		
Students who selected 'agree' or 'strongly agree' in response to "By contributing to my community I'm also gaining from it"	70%		
Students who selected 'agree' or 'strongly agree' in response to "Everyone can make a contribution to the community"	80%		
<b>Social experience</b>			
Students who selected 'agree' or 'strongly agree' in response to "I am getting the social experience I want"	20%		
Students who selected 'agree' or 'strongly agree' in response to "The SU has made a positive impact on my social life"	34%		
<b>Student wellbeing</b>			
Students who selected 'satisfied' or 'very satisfied' in response to "Overall, how satisfied are you with your life nowadays"	56%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your physical health in the last two weeks"	40%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your mental health and wellbeing in the last two weeks"	58%		

Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your personal safety in the last two weeks"	18%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your career prospects in the last two weeks"	51%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your accommodation in the last two weeks"	21%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your academic workload in the last two weeks"	61%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your academic achievement in the last two weeks"	64%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about balancing academic and social time in the last two weeks"	55%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about loneliness in the last two weeks"	46%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about bullying in the last two weeks"	4%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your employability in the last two weeks"	45%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about being able to pay for the things you need in the last two weeks"	33%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your level of debt in the last two weeks"	22%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about the effect of your other responsibilities on your academic achievement in the last two weeks"	20%		
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your sleep habits in the last two weeks"	32%		
<b>The SU</b>			
Students who selected 'agree' or 'strongly agree' in response to "The SU is welcoming and inclusive to all students"	78%		
Students who selected 'agree' or 'strongly agree' in response to "I feel that my contribution to The SU matters"	31%		
Students who selected 'agree' or 'strongly agree' in response to "I know how to influence the decisions and actions of The SU"	28%		
Students who selected 'agree' or 'strongly agree' in response to "I can influence the decisions and actions of The SU"	24%		

**APPENDIX 4: Complaint Statistics**

		SU Areas							
Complaints 2020-21		Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other	Total
Complainants	Undergraduate	0	0	0	0	0	0	1	1
	Postgraduate	0	0	0	0	0	0	0	0
	Public	0	0	0	1	0	0	0	1
	University	0	0	0	0	0	0	0	0
	Total	0	0	0	1	0	0	1	2
SU Response	No actions taken	0	0	0	0	0	0	0	0
	SU actions taken	0	0	0	0	0	0	1	1
	SU Appeal Stage 1	0	0	0	0	0	0	0	0
	SU Appeal Stage 2	0	0	0	0	0	0	1	1
		SU Areas							
Complaints 2019-20		Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other	Total
Complainants	Undergraduate	1	0	4	3	0	0	0	8
	Postgraduate	0	0	0	0	0	0	0	0
	Public	0	0	1	0	0	0	0	1
	University	0	0	0	0	0	0	0	0
	Total	1	0	5	3	0	0	0	9
SU Response	No actions taken	0	0	0	0	0	0	0	0
	SU actions taken	0	0	0	0	0	0	0	0
	SU Appeal Stage 1	0	0	0	0	0	0	0	0
	SU Appeal Stage 2	1	0	0	0	0	0	0	1
		SU Areas							
Complaints 2018-19		Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other	Total
Complainants	Undergraduate	1	0	2	1	0	0	0	4
	Postgraduate	0	0	0	0	0	0	0	0
	Public	0	0	0	0	0	0	1	1
	University	0	0	0	0	0	0	0	0
	Total	1	0	2	1	0	0	1	5
SU Response	No actions taken	0	0	0	0	0	0	0	0
	SU actions taken	1	0	1	1	0	0	0	3
	SU Appeal Stage 1	0	0	0	0	0	0	0	0
	SU Appeal Stage 2	0	0	0	0	0	0	1	1

**APPENDIX 5: Student Member Disciplinary Statistics**

	2020-21	Misconduct Reported											Total
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrassment	Breaching a sanction	Other	
	Total reported:	0	0	0	1	0	0	0	1	0	0	1	3
Respondent	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y2	0	0	0	1	0	0	0	0	0	0	0	1
	Undergraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Unidentified	0	0	0	0	0	0	0	0	0	0	1	1
Reporting Party	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Public	0	0	0	0	0	0	0	0	0	0	0	0
	University	0	0	0	0	0	0	0	1	0	0	0	1
	The SU	0	0	0	1	0	0	0	0	0	0	1	2
	Unidentified	0	0	0	0	0	0	0	0	0	0	0	
SU Response	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	SU Disciplinary	0	0	0	0	0	0	0	0	0	0	0	0
	SU Appeal Stage 1	0	0	0	1	0	0	0	0	0	0	0	1
	SU Appeal Stage 2	0	0	0	0	0	0	0	0	0	0	0	0
	University Referral	0	0	0	0	0	0	0	0	0	0	0	0
University	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	University Disciplinary	0	0	0	0	0	0	0	0	0	0	0	0
	Joint Disciplinary	0	0	0	0	0	0	0	1	0	0	0	1



2019-20		Misconduct Reported										Total	
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrassment	Breaching a sanction	Other	Total
Respondent	Total reported:	9	11	3	5	6	19	0	5	0	5	8	71
	Undergraduate Y1	5	4	3	3	3	8	0	2	0	2	5	35
	Undergraduate Y2	3	1	0	0	2	3	0	0	0	2	2	13
	Undergraduate Y3	1	1	0	0	0	2	0	1	0	1	0	6
	Undergraduate Y4	0	4	0	0	1	1	0	2	0	0	0	8
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Unidentified	0	0	0	2	0	5	0	0	0	0	1	8
	Reporting Party	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y2		0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y3		0	0	0	0	0	0	0	0	0	0	0	0
Undergraduate Y4		0	0	0	0	0	0	0	0	0	2	0	2
Undergraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y1		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y2		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y3		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y4		0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate Y5		0	0	0	0	0	0	0	0	0	0	0	0
Public		0	0	0	0	0	0	0	0	0	0	0	0
University		0	0	0	0	0	1	0	1	0	0	0	2
The SU		9	11	3	5	6	18	0	4	0	1	8	65
Unidentified	0	0	0	0	0	0	0	0	0	2	0	2	
SU Response	No action taken	3	0	2	0	1	2	0	0	0	0	2	10
	SU Disciplinary	6	11	1	3	4	5	0	0	0	5	0	35
	SU Appeal Stage 1	1	0	0	0	1	0	0	0	0	2	0	4
	SU Appeal Stage 2	0	0	0	0	0	0	0	0	0	0	0	0
	University Referral	0	0	0	0	1	7	0	5	0	0	5	18
University	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	University Disciplinary	0	0	0	0	0	0	0	0	0	0	3	3
	Joint Disciplinary	0	0	0	0	1	7	0	5	0	0	2	15

	2018-19	Misconduct Reported										Total	
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrasment	Breaching a sanction		Other
	<b>Total reported:</b>	6	5	1	3	5	12	0	7	0	0	2	41
Respondent	Undergraduate Y1	4	2	0	3	3	5	0	4	0	0	1	22
	Undergraduate Y2	1	2	0	0	0	1	0	1	0	0	0	5
	Undergraduate Y3	1	0	0	0	0	1	0	0	0	0	0	2
	Undergraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Unidentified	0	1	1	0	2	5	0	2	0	0	1	12
Reporting Party	Undergraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y3	0	0	0	0	0	0	0	3	0	0	0	3
	Undergraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Undergraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0	0	0	0
	Public	0	0	0	0	0	0	0	0	0	0	0	0
	University	0	0	0	0	0	0	0	0	0	0	0	0
	The SU	6	5	1	3	5	12	0	4	0	0	1	37
Unidentified	0	0	0	0	0	0	0	0	0	0	1	1	
SU Response	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	SU Disciplinary	6	5	1	3	4	5	0	3	0	0	0	27
	SU Appeal Stage 1	0	1	0	1	1	0	0	0	0	0	0	3
	SU Appeal Stage 2	0	0	0	0	0	0	0	3	0	0	0	3
	University Referral	0	0	0	0	1	7	0	4	0	0	2	14
University	No action taken	0	0	0	0	0	0	0	0	0	0	0	0
	University Disciplinary	0	0	0	0	1	2	0	4	0	0	1	8
	Joint Disciplinary	0	0	0	0	0	5	0	0	0	0	1	6

2019-20		SU Membership								
		Sports	Societies	Volunteering	Media	Diversity & Support	Politics & Activism	International	Postgraduate	None
Respondent	Undergraduate Y1	23	12	1	0	0	1	0	0	6
	Undergraduate Y2	10	2	0	0	0	0	0	0	1
	Undergraduate Y3	5	1	0	0	0	0	0	0	1
	Undergraduate Y4	6	1	0	0	0	0	0	0	2
	Undergraduate Y5	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0
Total Respondents		44	16	1	0	0	1	0	0	10

2018-19		SU Membership								
		Sports	Societies	Volunteering	Media	Diversity & Support	Politics & Activism	International	Postgraduate	None
Respondent	Undergraduate Y1	12	6	0	0	0	0	3	0	6
	Undergraduate Y2	3	1	0	0	0	0	1	0	1
	Undergraduate Y3	1	1	0	0	0	0	0	0	1
	Undergraduate Y4	0	0	0	0	0	0	0	0	0
	Undergraduate Y5	0	0	0	0	0	0	0	0	0
	Postgraduate Y1	0	0	0	0	0	0	0	0	0
	Postgraduate Y2	0	0	0	0	0	0	0	0	0
	Postgraduate Y3	0	0	0	0	0	0	0	0	0
	Postgraduate Y4	0	0	0	0	0	0	0	0	0
	Postgraduate Y5	0	0	0	0	0	0	0	0	0
Total Respondents		16	8	0	0	0	0	4	0	8

**APPENDIX 6: External Speaker Statistics**

Subgroup	Applications	Approved by SVC	Referred to Chief Executive	Approved by Chief Executive	Referred to University	Approved by University
Academic	0	0	0	0	0	0
D&S	2	2	0	0	0	0
ISA	0	0	0	0	0	0
P&A	7	2	0	0	4	4
PGA	0	0	0	0	0	0
Media	0	0	0	0	0	0
Societies	30	17	0	0	0	0
Sports	2	1	0	0	0	0
Volunteering	1	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Total</b>	<b>42</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>

**APPENDIX 7: Alumni Grant Statistics**

	Student Group	Project Title	Project Expenditure	Own budget	Crowdfunding	External Sponsor	Amount Requested	Decision	Amount given	Alumni Fund running total
September	Bath Basketball Society	Outdoor Basketball Sessions to Support Training and New Players	£163.87	£0.00	£0.00	£0.00	£163.97	Approved	£170.00	£26,830.00
	TEDx Bath University	TEDx Bath University Annual Conference 2020	£750.00	£200.00	£0.00	£0.00	£500.00	Partly Approved	£450.00	£26,380.00
	Bath Time							Approved	£420.00	£25,960.00
October	triathlon	Turbos	£450.00	£0.00	£0.00	£0.00	£450.00			£25,960.00
	PoleSoc	Enhancing the experience of PoleSoc with new equipment	£175.00	£0.00	£0.00	£0.00	£175.00			£25,960.00
	Trampoline	Coaching advancement	£6,289.00	£800.00	£0.00	£0.00	£1,200.00			£25,960.00
	Rowing	Hudson 4+ purchase	£13,680.00				£4,000.00	Not Approved		£25,960.00
	Backstage	Backstage Technical Services LED Lighting Fixtures	£7,600.00	£2,600.00	£0.00	£0.00	£6,000.00			£25,960.00
	Tennis	Increasing participation and accessibility in Tennis	£750.00	£0.00	£0.00	£0.00	£750.00	Approved	£750.00	£25,210.00

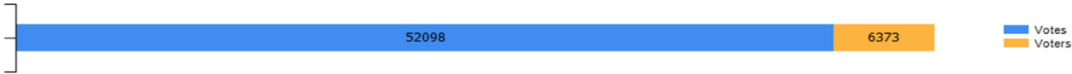
APPENDIX 8: Election Data

2020/21 Elections

Total votes and voters

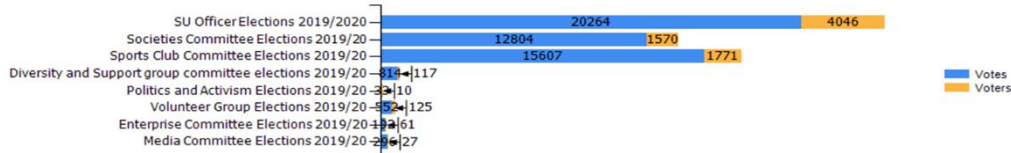


Overall individual votes and voters

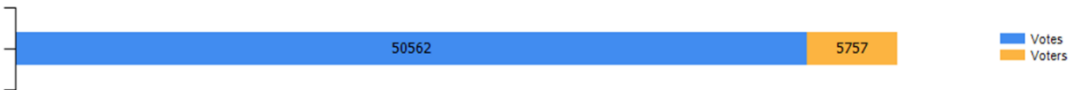


2019/20 Elections

Total votes and voters

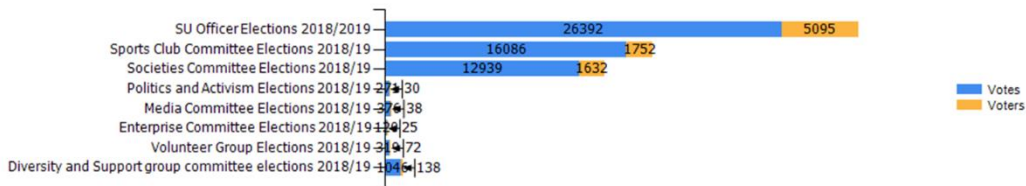


Overall individual votes and voters

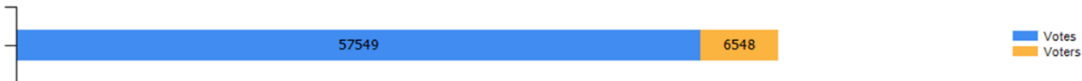


2018/19 Elections

Total votes and voters



Overall individual votes and voters



**APPENDIX 9: Student Group Membership**

<b>Student Membership</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Diversity & Support	262	277	324	246
Media	114	129	96	53
Politics and Activism	0	49	51	93
Volunteering	1222	1017	702	451
Sports	5544	5480	5401	4556
Societies	4878	4850	5149	3578
Overall Total	12020	11802	11723	8977

# REPORT ON PROJECT AND CAMPAIGN MANAGEMENT

---

## PURPOSE

To report to the committee on:

- new client briefs/business cases received;
- the progress of ongoing projects/campaigns;
- projects/campaigns that have come to an end.

## CONTENTS

Page 1-2:	Report
Page 3:	Actions for the committee
Page 4-8:	Appendix 1: Student Group Restructure Project
Page 9-13:	Appendix 2: SU Standpoints Project
Page 14-18:	Appendix 3: Trustee Recruitment Project

## REPORT

### 1. STUDENT GROUP RESTRUCTURE PROJECT UPDATE

1.1. This project is proceeding according to the project plan (*appendix 1*) and there are currently no issues to report.

### 2. STUDENT UNION STANDPOINTS PROJECT UPDATE

- 2.1. As can be seen from the project plan (*appendix 2*) phase 1 of the project will be completed at the Leadership Committee meeting to be held on 11/11/2020. This project is seeking to create a single Standpoints document to capture The SU position on various matters across the University to guide it when making decisions in the interests of students.
- 2.2. The primary focus of phase 1 was to review the existing Student Policies that were the result of the old Policy Round mechanism. A decision had previously been taken in January 2020 to cease continuing with this in favour of it being replaced by a single '*stances*' document based on the Aalto Student Union model.
- 2.3. The rationale for this decision was that there had been for some time a long steady decline in number of students participating in policy rounds. Attempts had been made to address this by lowering the quorum for passing policies from 5% to 2% of total membership. Despite this in 2016/17 a policy was passed to address the '*issue*' that only one out six policies submitted in November reached the required 2% quoracy. The '*fix*' was for policies that did not reach the 2% quoracy to be automatically submitted to the next policy round for a second vote.
- 2.4. It is worth noting that these policies strictly speaking do not meet the definition of a policy as understood outside of the Student Union sector. The Cambridge dictionary defines a policy as '*a set of ideas or a plan of what to do in particular situations that has been agreed to officially by a group of people, a business organization, a government, or a political party*'. Many of the policies submitted to policy rounds are better described as petitions to carry out actions on behalf of students. This may go some way to explaining why after adoption these policies are largely forgotten (*less than 10 people visited the webpage where these policies are held since January*).
- 2.5. A good policy identifies a particular situation and sets out a clear process to guide decision making within the organisation. Without a clear understanding of how an organisation already works it is

## REPORT ON PROJECT AND CAMPAIGN MANAGEMENT

extremely difficult for someone external to write a policy for it. As can be seen from the table below most policies were only ever partly achieved usually because the remaining actions were realistically unachievable.

2.6. The SU Board of Trustees are now fully responsible for approving and reviewing policies. This change makes sense given that the Board has always been legally responsible and accountable for the organisation's governance. However, it should be noted that there is nothing in theory preventing a student from proposing a policy to the Board for consideration.

2.7. The table below reports the outcome of the review carried out as part of phase 1 of the project:

Policy Title	Standpoint identified	Achieved	Unachievable/outdated
Accessible Web Content	Equality	X	✓
Increased Performance Reviews For SU Officers	None	✓	✓
Political Campaigns Sub-Group	None	✓	X
5:1 Pay Ratio	Governance	X	X
Guarantor Scheme	None	✓	X
Opening up access to HE for refugees in the UK	Equality/International	Partly	X
Boycott The NSS	TBC	Partly	✓
Bath Says 'TEF-Off'	TBC	X	✓
Transparency On Vice Chancellor's Pay	Governance	✓	X
Cease boycotting the NSS	TBC	Partly	✓
We Need More Mental Health Support	Wellbeing & Support	Partly	X
Cut the Rent	Accommodation	Partly	✓
Affordable Accommodation	Accommodation	Partly	✓
Democratic Engagement	Democracy	Partly	✓
Healthy Campus	None	X	✓
Zero Tolerance to Sexual Harassment	Wellbeing & Support	Partly	✓
Financial Transparency	None	Partly	✓
Enhancing Democracy	None	✓	✓
Free Education Now	Tuition fees	Partly	X
Support Trade Unions	None	X	✓
University Governance Reform	None	Partly	✓
Social and Events	None	✓	✓
Responsible Union	Environment & Ethics	NA	✓
Student Group Website	None	✓	✓
Cooperative Solutions to our Bus Nightmare	Travel	X	✓

2.8. Having completed this exercise it is the agreed recommendation of the Governance & Executive Support Manager, Student Voice Coordinator and Community Officer that all of these policies can be removed because they:

- ✓ have achieved their purpose and are no longer needed;
- ✓ are recommending actions/practices that are unachievable or outdated.

2.9. This exercise has been successful in identifying a number of standpoint topics and these will be incorporated into the final standpoints document. As part of this project standpoints will be mapped out to show how they were conceived and developed.

### 3. TRUSTEE RECRUITMENT PROJECT UPDATE

3.1. This project is proceeding according to the project plan (*appendix 3*) and Trustee recruitment went live on the 02/11/2020.

3.2. An email went out to former officers during the half term week to seek videos that might be used to help produce a promotional video for recruiting students to become Trustees. This has not been completed yet but if possible will be completed for release during the second week of recruitment.



## REPORT ON PROJECT AND CAMPAIGN MANAGEMENT

---

<b>ACTIONS FOR THE COMMITTEE</b>
----------------------------------

4. The committee are asked to:
- decide if the old student policies should be removed.

<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
-----------------	--	--

<b>APPENDIX 1: Student Groups Restructure Project Plan</b>
--

<b>Project Title:</b>	<b>Student Groups Restructure</b>	
<b>Planned Activity:</b>	To create a Student Group structure for a 21 <sup>st</sup> Century Student Union	
<b>Strategy Strands:</b>	Citizen-Shift: To facilitate opportunities for Student to come together and encourage everyday participation in our cause Culture-Shift: To strengthen our distinctive culture and working practices and create a culture focused on impact	
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• To identify the core purpose of what Student Groups exist to achieve;</li> <li>• To create a structure that will empower Student Groups to achieve this core purpose.</li> </ul>	
<b>Project Group</b>		
Client:	<i>Tom Sawko (Sport Officer)</i>	
Sponsor:	<i>Polly Hawker (Head of Activities)</i>	
Project Manager:	<i>Greg Noakes (Governance &amp; Executive Support Manager)</i>	
Project Teams:	Elections team	<i>Ben Palmer (Student Voice Coordinator)</i> <i>Rajiv Edwards</i>
	Consultation team	<i>Andrew McLaughlin (Chief Executive)</i> <i>Tom Sawko (Sport Officer)</i> <i>Amy Young (Insights &amp; Engagement Manager)</i>
	Training team	<i>Sam Cook (Peer Support Manager)</i> <i>Josie Waithe (Skills &amp; Development Coordinator)</i>
Internal Stakeholders:	Advice & Support Team Student Activities Team Student Volunteering Team Media & Marketing Team Finance Team Student Voice Team	
External Stakeholders:	Student Groups Executive Committees Students	
<b>Approval</b>		
Client brief approved by:	Client, Sponsor, Chief Executive (01/10/2020)	
Project plan approved by:	Leadership Committee (19/10/2020)	

	<b>Actions</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Deadline</b>	<b>Progress</b>
Project Phase 1	1 Meet to review current Student Group model and identify issues: <ul style="list-style-type: none"> <li>• By-elections resulting from failure to fill core roles;</li> <li>• Repeating by-elections over the year to fill roles that haven't been filled;</li> <li>• Treasurer not required by all Student Groups;</li> <li>• Inconsistency in how Student Groups are managed across The SU;</li> <li>• Inconsistency in training given to Student Groups across The SU;</li> <li>• Regular changing of committee roles and their JD;</li> <li>• Regular changing and updating of Student Group constitutions;</li> <li>• Historic incompatible procedures contained within constitutions i.e. disciplinary;</li> <li>• Committees are operationally focused.</li> </ul>	Sponsor Project Manager Internal Stakeholders	NA		Completed
	2 Develop draft Student Group policy that addresses identified issues.	Project Manager Internal Stakeholders	NA	14/08/2020	Completed
	3 Meet to discuss: <ul style="list-style-type: none"> <li>• If MSL will allow proposed shift from elected roles to open committee positions;</li> <li>• Any other implications that changes might have for elections.</li> </ul> Decisions made: <ul style="list-style-type: none"> <li>• Use ranked voting with top two candidates taking role of Chair and Vice-Chair;</li> <li>• Vice-Chair to perform requirements of Treasurer where Student Group has budget;</li> <li>• All other positions (<i>up to max 12</i>) will be generic committee positions.</li> <li>• Alternatively have 12 generic committee positions with two roles elected from within.</li> </ul> Potential issues: <ul style="list-style-type: none"> <li>• 12 is still a large number for a committee. Consider smaller size of 6.</li> <li>• Vice-Chair might not want to be treasurer.</li> </ul>	Project Manager Elections team	NA	02/09/2020	Completed
Project Phase 2	4 Meet to: <ul style="list-style-type: none"> <li>• discuss project plan and determine if this should proceed to Leadership Committee;</li> <li>• decide Client, Sponsor and Project Manager for the project.</li> </ul> Decision made: <ul style="list-style-type: none"> <li>• Client (<i>Tom Sawko</i>), Sponsor (<i>Polly Hawker</i>), project manager (<i>Greg Noakes</i>).</li> <li>• Approval of project plan to proceed to Leadership Committee;</li> <li>• Adding an initial meeting to introduce all project members to project;</li> <li>• Adding a new action to research existing issues.</li> </ul> Potential issues: <ul style="list-style-type: none"> <li>• Might not get enough interaction with consultation due to ongoing Covid-19. Action 7 securing participants should resolve this.</li> </ul>	Client Sponsor Project Manager Chief Executive President	NA	02/10/2020	Completed

Project Phase 3	5	<p>Meet to:</p> <ul style="list-style-type: none"> <li>• discuss project plan;</li> <li>• identify any potential issues;</li> <li>• identify any other staff that might be needed.</li> </ul> <p>Decision made:</p> <ul style="list-style-type: none"> <li>• Research should include past student committee members with experience;</li> </ul> <p>Potential issues:</p> <ul style="list-style-type: none"> <li>• Some student groups aren't elected until the beginning of September (<i>PG Exec/IS Executive</i>) and can sometimes feel unfairly missed out.</li> </ul>	All teams		08/10/2020	Completed
	6	To carry out research into the existing issues for Student Committee members. To further fine tune the project's success criteria based on this research.	Insight & Engagement Manager	NA	30/10/2020	
	7	<p>Meet to:</p> <ul style="list-style-type: none"> <li>• discuss project plan and determine if this should proceed;</li> <li>• discuss the Student Group policy and provide feedback/amendments.</li> </ul> <p>Decisions made:</p> <ul style="list-style-type: none"> <li>• Project approved to proceed;</li> <li>• Client, Sponsor and Project Manager confirmed.</li> </ul>	Leadership Committee	NA	19/10/2020	Completed
	8	<p>Develop consultation to identify answers to:</p> <ul style="list-style-type: none"> <li>• why student groups exist in the 21<sup>st</sup> century;</li> <li>• how student groups should set up to achieve this;</li> <li>• what student groups should be doing for the student community;</li> <li>• why sub-groups exist in the 21<sup>st</sup> century;</li> <li>• how sub-groups should be set up to achieve this;</li> <li>• what sub-groups should be doing for the student community.</li> </ul>	Consultation team Project Manager	NA	30/10/2020	
	9	Identify and actively secure key participants from students within the student body for the consultation.	Consultation team Project Manager	NA	30/10/2020	
10	Advertise consultation for wider internal/external stakeholders to attend.	SU areas	NA	30/10/2020 to 13/11/2020		
11	<p>Carry out consultation to answer:</p> <ul style="list-style-type: none"> <li>• why student groups exist in the 21<sup>st</sup> century;</li> <li>• how student groups should be set up to achieve this;</li> <li>• what student groups should be doing for the student community;</li> <li>• why sub-groups exist in the 21<sup>st</sup> century;</li> <li>• how sub-groups should be set up to achieve this;</li> <li>• what sub-groups should be doing for the student community.</li> </ul> <p>Share draft Student Group policy to gather initial feedback.</p>	Consultation team Project Manager Key participants Stakeholders	NA	wc 16/11/2020		

	12	Meet to: <ul style="list-style-type: none"> <li>identify and analyse key findings of consultation;</li> <li>determine any changes to be made to the draft Student Group policy;</li> <li>identify future training needs for student Committee members;</li> <li>determine if any changes need to be made to the project plan.</li> </ul>	Consultation team Training team Project Manager Sponsor Client	NA	20/11/2020	
	13	Write up report summarising consultation findings and recommendation for changes going forward. Finalise Student Group policy.	Project Manager	NA	02/11/2020	
	14	Share consultation report and final Student Group policy internally for final feedback	Project Manager Internal Stakeholders	NA	02/11/2020 to 09/12/2020	
	15	Meet to: <ul style="list-style-type: none"> <li>review progress on project to date;</li> <li>discuss the consultation findings/recommendations;</li> <li>decide whether to adopt the draft Student Group policy;</li> <li>make any other required decisions that might have been identified as needed.</li> </ul>	Leadership Committee	NA	09/12/2020	
	16	Publish consultation outcome along with Student Group policy to students.	Consultation team Marketing team	NA	01/2021	
Project Phase 4	17	Develop training for student committee members to cover essential areas of committee responsibilities.	Project Manager Training team	NA	01/04/2021	
	18	Run Student Group Elections	Elections team	NA	TBC	
	19	Run Student Group Training	Activities Area	NA	TBC	
	20	Meet to: <ul style="list-style-type: none"> <li>review Student Group Elections to identify any issues resulting from new changes;</li> <li>review Student Group Training to identify any issues resulting from new changes.</li> </ul>	Elections team Internal Stakeholders Project Manager	NA	TBC	
Project Phase 5	21	Meet to: <ul style="list-style-type: none"> <li>review progress on project to date;</li> <li>review progress made towards success criteria;</li> <li>make any other required decisions that might have been identified as needed.</li> </ul>	Leadership Committee Sponsor	NA	06/2021 12/2021 06/2022 12/2022	
	22	Meet to: <ul style="list-style-type: none"> <li>review how successful project was against its success criteria;</li> <li>to identify any lessons that can be learnt for future projects.</li> </ul>	Leadership Committee Sponsor	NA		
Project	<b>All issues identified:</b>					
	•					
	<b>All decisions made:</b>					
•						
<b>Success Criteria:</b>						

<ul style="list-style-type: none"> <li>• Changes will positively increase the number of Student Committee members who respond positively to 'Overall, how satisfied or dissatisfied are you with your SU?'</li> <li>• Changes will positively increase the number of Students Committee members who respond positively to 'I can influence decisions made by the SU'</li> <li>• Changes will positively increase the number of students who engage with The SU through Student Groups</li> <li>• Changes will reduce the number of student groups that are disaffiliated or go to By-Election due to not filling core roles</li> </ul>
<b>Evaluation Method:</b> <ul style="list-style-type: none"> <li>• Student Life Pulse survey</li> <li>• MSL Student Group memberships</li> </ul>

Risk Assessment Matrix					Risk Rating Bands		
Trivial	Minor	Moderate	Serious	Fatal	LOW RISK (1-8)	MEDIUM RISK (9-12)	HIGH RISK (15-25)
1	2	3	4	5			
2	4	6	8	10			
3	6	9	12	15			
4	8	12	16	20			
5	10	15	20	25			
					Continue, but review periodically.	Continue, but monitor controls in place regularly.	Must not proceed until risks are reduced to a lower level ( <i>Medium</i> ).

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Gross Risk	Movement
1	Failure to engage internal Stakeholders lead to failure to implement policy	3	3	9	<ul style="list-style-type: none"> <li>• Internal stakeholders will be consulted and have opportunity to shape policy.</li> </ul>	3	2	6	-3
2	Failure to engage external Stakeholders lead to failure to implement policy	3	3	9	<ul style="list-style-type: none"> <li>• External stakeholders will be consulted and have opportunity to shape policy.</li> </ul>	4	2	6	-3
Assessor:		Date:			Review date:				

<b>APPENDIX 2: Student Union Standpoints Project</b>
--

<b>Project Title:</b>	<b>Student Union Standpoints</b>
<b>Planned Activity:</b>	To write a policy that sets out the core Standpoints that guides the Student Union in making decisions
<b>Strategy Strands:</b>	Culture-Shift: To strengthen our distinctive culture and working practices and create a culture focused on impact
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• To identify the Student Unions' core Standpoints;</li> <li>• To embed these core Standpoints within The SU so that they guide and inform decision making at all levels.</li> </ul>
<b>Project Group</b>	
Client:	Freya Jackson ( <i>Community Officer</i> )
Sponsor:	Andrew McLaughlin ( <i>Chief Executive</i> )
Project Manager:	Greg Noakes ( <i>Governance &amp; Executive Support Manager</i> )
Project Team:	Ben Palmer ( <i>Student Voice Coordinator</i> ) Any Young ( <i>Insights &amp; Engagement Manager</i> ) Chloe Whittaker ( <i>Education Manager</i> )
Internal Stakeholders:	Officers Advice & Support Team Student Activities Team Student Volunteering Team Media & Marketing Team Finance Team Student Voice Team Board of Trustees
External Stakeholders:	Students Specifically identified Student Groups ( <i>tbc</i> )
<b>Approval</b>	
Client brief approved by:	Client, Sponsor, Project Manager ( <i>02/10/2020</i> )
Project plan approved by:	Leadership Committee ( <i>19/10/2020</i> )

	<b>Actions</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Deadline</b>	<b>Progress</b>
Project Phase 1	1 Meet to: <ul style="list-style-type: none"> <li>• discuss project plan and determine if this should proceed to Leadership Committee;</li> <li>• decide Client, Sponsor and Project Manager for the project;</li> <li>• decide project team members;</li> <li>• decide success criteria for project;</li> <li>• identify potential risks.</li> </ul> Decisions made: <ul style="list-style-type: none"> <li>• Client (<i>Freya Jackson</i>), Sponsor (<i>Andrew McLaughlin</i>), Project Manager (<i>Greg Noakes</i>);</li> <li>• Approval of project plan to proceed to Leadership Committee;</li> <li>• Adding an initial meeting to introduce all project members to project;</li> <li>• Adding additional action of how standpoints will be amended post adoption.</li> </ul>	Client Sponsor Project Manager	NA	02/10/2020	Completed
	2 Meet to: <ul style="list-style-type: none"> <li>• discuss project plan;</li> <li>• identify any potential issues;</li> <li>• identify any other staff that might be needed.</li> </ul>	Project team		09/10/2020	Completed
	3 Meet to: <ul style="list-style-type: none"> <li>• discuss project plan and determine if this should proceed;</li> <li>• confirm Client, Sponsor and Project Manager for the project.</li> </ul>	Leadership Committee	NA	15/10/2020	Completed
	4 Meet to review existing student policies to: <ul style="list-style-type: none"> <li>• identify any core standpoints within that need to be kept in the 'Standpoints' policy;</li> <li>• determine the policies that need to be removed on grounds of: <ul style="list-style-type: none"> <li>✓ policy achieved its purpose;</li> <li>✓ impractical or unachievable in its aims;</li> <li>✓ recommending poor practices;</li> <li>✓ conflicting with another existing policy.</li> </ul> </li> </ul>	Client Project Manager Student Voice Coordinator	NA	28/10/2020	Completed
	5 Write up report for Leadership Committee on existing Student Policies setting out: <ul style="list-style-type: none"> <li>• those to be recommended for removal and why;</li> <li>• those to be incorporated into the new 'Standpoints' policy;</li> <li>• those to be kept and why.</li> </ul>	Project Manager	NA	04/11/2020	Completed
	6 Share report with Independent Trustee ( <i>Kate Aldridge</i> ) to check and verify.	Project Manager	NA	04/11/2020	Completed
	7 Meet to: <ul style="list-style-type: none"> <li>• review progress on project to date;</li> <li>• receive report and decide what policies should be kept, removed or incorporated;</li> </ul>	Leadership Committee	NA	11/11/2020	



		<ul style="list-style-type: none"> <li>make any other required decisions that might have been identified as needed.</li> </ul>				
Project Phase 2	7	<p>Meet to:</p> <ul style="list-style-type: none"> <li>identify core Standpoints for the new 'Standpoints' policy from:               <ul style="list-style-type: none"> <li>✓ past SU Top Tens';</li> <li>✓ past referendum results;</li> <li>✓ past campaigns;</li> <li>✓ past Student Group policies.</li> </ul> </li> <li>identify core standpoints that might need further consultation with specific interest groups.</li> </ul>	Project Manager Project Team	NA	28/11/2020	
	8	Develop draft 'Standpoints' policy that includes previously identified Standpoints.	Project Manager Project Team	NA	31/12/2020	
	9	Share draft 'Standpoints' policy and gather feedback to fine tune content.	Project Manager Project Team Internal Stakeholders Interest Groups	NA	23/02/2021	
	10	Share draft 'Standpoints' policy at Summit to gather final feedback.	Project Manager Project Team External Stakeholders	NA	TBC	
	11	<p>Meet to:</p> <ul style="list-style-type: none"> <li>review feedback and determine any changes to be made to the draft Standpoints policy;</li> <li>identify ways to incorporate into induction for officers/student leaders/staff members;</li> <li>identify ways that it can be promoted to the student body at large;</li> <li>determine if any changes need to be made to the project plan.</li> </ul>	Project Manager Project Team Peer Support Manager	NA	24/03/2021	
	12	<p>Write up report for Leadership Committee on Standpoints policy setting out:</p> <ul style="list-style-type: none"> <li>feedback received on it;</li> <li>how it will be incorporated into induction for officers/student leaders/staff members;</li> <li>how it will be generally promoted to the student body at large.</li> </ul>	Project Manager	NA	03/03/2021	
	13	<p>Meet to:</p> <ul style="list-style-type: none"> <li>review progress on project to date;</li> <li>receive report and decide if policy should be recommended to Board for adoption;</li> <li>make any other required decisions that might have been identified as needed.</li> </ul>	Leadership Committee	NA	10/03/2021	
Project	14	Develop induction material on Standpoint policy for officers/student leaders/staff members.	Project Manager Project Team	NA	19/03/2021	
	15	Meet to receive report and decide if policy should be adopted.	Board of Trustees	NA	25/03/2021	
	16					

Project Review	<b>All issues identified:</b>				
	<ul style="list-style-type: none"> <li>•</li> </ul>				
	<b>All decisions made:</b>				
	<ul style="list-style-type: none"> <li>•</li> </ul>				
<b>Success Criteria:</b>					
<ul style="list-style-type: none"> <li>• Changes will positively increase the number of students who respond positively <i>'The SU represents the views of students effectively'</i></li> <li>•</li> </ul>					
<b>Evaluation Method:</b>					
<ul style="list-style-type: none"> <li>•</li> </ul>					

Risk Assessment Matrix					Risk Rating Bands		
Trivial	Minor	Moderate	Serious	Fatal	LOW RISK (1-8)	MEDIUM RISK (9-12)	HIGH RISK (15-25)
1	2	3	4	5			
2	4	6	8	10			
3	6	9	12	15			
4	8	12	16	20			
5	10	15	20	25			
					Continue, but review periodically.	Continue, but monitor controls in place regularly.	Must not proceed until risks are reduced to a lower level ( <i>Medium</i> ).

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Gross Risk	Movement
1	Failure to engage internal Stakeholders lead to failure to implement policy	3	3	9	<ul style="list-style-type: none"> <li>Internal stakeholders will be consulted and have opportunity to shape;</li> <li>Project team comprising key staff from Voice team;</li> <li>Final policy will be gradually integrated into induction for new staff going forward.</li> </ul>	3	2	6	-3
2	Failure to engage external Stakeholders lead to failure to implement policy	3	3	9	<ul style="list-style-type: none"> <li>External stakeholders will be consulted and have opportunity to shape policy;</li> <li>Policy will be developed and informed by previous student opinion;</li> <li>Interest groups will be consulted on specific elements relating to their specialist areas;</li> <li>Using SUnit to share policy;</li> <li>Final policy will be gradually integrated into induction for Officers/Student leaders going forward.</li> </ul>	4	2	6	-3

Assessor: Gregory Noakes	Date:	Review date:
--------------------------	-------	--------------

<b>APPENDIX 3: Trustee Recruitment Project</b>
--

<b>Project Title:</b>	<b>Trustee Recruitment</b>	
<b>Planned Activity:</b>	To recruit a new Independent Trustee for the Board	
<b>Strategy Strands:</b>	Citizen-Shift: To facilitate opportunities for Student to come together and encourage everyday participation in our cause Culture-Shift: To strengthen our distinctive culture and working practices and create a culture focused on impact	
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• To increase the diversity of the Board by recruiting a black student as our 2<sup>nd</sup> Student Independent Trustee</li> </ul>	
<b>Project Group</b>		
Client:	Francesco Masala ( <i>President</i> )	
Sponsor:	Andrew McLaughlin ( <i>Chief Executive</i> )	
Project Manager:	Greg Noakes ( <i>Governance &amp; Executive Support Manager</i> )	
Project team:	Marketing	Helen Webb ( <i>Marketing &amp; Communications Manager</i> )
	Candidate support	Andrew McLaughlin ( <i>Chief Executive</i> )
	Interview Panel	Francesco Masala ( <i>President</i> ) Alexander Robinson ( <i>Independent Trustee</i> ) Ruqia Osman
Internal Stakeholders:	Board of Trustees Media & Marketing Team	
External Stakeholders:	Students	
<b>Approval</b>		
Client brief approved by:	Client, Sponsor and Project Manager ( <i>02/10/2020</i> )	
Project plan approved by:	Leadership Committee ( <i>19/10/2020</i> )	

Project area: Trustee Recruitment		Responsibility	Cost	Deadline	Progress	
Project Phase 1	1	Client, Sponsor and Community Officer receive project plan and give initial approval to proceed.  Potential issues: <ul style="list-style-type: none"> <li>• Previous feedback from candidates suggested need to support students by prepping them for the interview stage. This will ensure we get best out of them;</li> <li>• Interview panel ends up all male;</li> <li>• Would a student have knowledge of the Board to help with interviews.</li> </ul> Decision made: <ul style="list-style-type: none"> <li>• Ask Ruqia Osman (<i>former education officer</i>) if she would be happy to be on the panel;</li> <li>• If not, recruit black student to be on panel for the student perspective element;</li> <li>• Applications will be open to everyone but advert will be clear that it's looking for a black student;</li> <li>• Third interviewer will need to be female.</li> </ul>	Greg Noakes Francesco Masala Andrew McLaughlin Freya Jackson	NA	08/10/2020	Completed
	2	Amend Trustee Recruitment & Induction policy to reflect proposed new recruitment process.	Greg Noakes	NA	08/10/2020	Completed
	3	Pre-book meetings for interviews and preparing interview panel in advance of November.	Greg Noakes	NA	08/10/2020	Completed
	4	Ask Ruqia Osman if she would be happy to be on interview panel. If not, recruit a black student leader/representative to sit on the interview panel in November.	Francesco Masala Freya Jackson	NA	15/10/2020	Completed
	5	Leadership Committee review and approve: <ul style="list-style-type: none"> <li>• Amended Trustee recruitment &amp; induction policy;</li> <li>• Trustee recruitment project plan;</li> <li>• Trustee application pack (<i>see appendix 1</i>);</li> <li>• Interview panel success criteria (<i>see appendix 2</i>);</li> <li>• Interview panel (<i>See project team areas above for details</i>).</li> </ul> <b>Potential issues:</b> <ul style="list-style-type: none"> <li>• Restricting recruitment to black students might be too restricting;</li> <li>• Trustee role profile alone might not be enough to generate student interest in the role;</li> </ul> <b>Decisions made:</b> <ul style="list-style-type: none"> <li>• Widen the recruitment from black students to BAME students;</li> <li>• Create a video to market out the Trustee role using past Trustees explaining what they got out of the role;</li> <li>• Add new action to project plan to create video and adjust project timeline to account for this.</li> </ul>	Greg Noakes Officers	NA	19/10/2020	Completed

Project Phase 2	6	Create promotional video to use for Trustee recruitment that explains: <ul style="list-style-type: none"> <li>the role of the Trustees;</li> <li>benefits that past Trustees have gained from the role and how it's helped their career.</li> </ul>	Marketing Team	NA	30/10/2020	ongoing
	7	Interview panel receive training and instruction for interviews.	Andrew McLaughlin Greg Noakes	NA	30/10/2020	
	8	Marketing Team publishes and promotes advert for recruitment. Officer Team to actively promote out amongst their own internal networks.	Helen Webb Officers	NA	30/10/2020	Completed
	9	Candidates submit applications to the Sponsor.	Students	NA	15/11/2020	
	10	Sponsor meets with candidates to discuss role and support them with preparing for the interview	Andrew McLaughlin	NA	15/11/2020	
	11	Agree candidates to invite to interview on a rolling basis as applications received. Candidates formally invited to interview following meeting with sponsor.	Interview Panel Greg Noakes	NA	15/11/2020	
Project phase 3	12	Candidates are interviewed by the panel between 2-5 <sup>th</sup> November and assessed based on success criteria. Sponsor attends meeting and acts as support advocacy for candidates.	Interview Panel Andrew McLaughlin	NA	20/11/2020	
	13	Successful candidate receives Trustee training ahead of December Board meeting.	Greg Noakes	NA	26/11/2020	
	14	Board decides based on report received if they will make appointment.	Board	NA	10/12/2020	
	15	Board reviews appointment process to determine if any lessons can be learnt for future appointments.	Board	NA	10/12/2020	
<b>Issues identified:</b> <ul style="list-style-type: none"> <li>Current policy states Leadership committee should carry out shortlisting but committee could agree amendment to allow interview panel to do this.</li> <li>Previous feedback from candidates suggested need to support students by prepping them for the interview stage. This will ensure we get best out of them.</li> <li>Interview panel ends up all male.</li> <li>Would a student on the interview panel have the necessary knowledge of the Board to help with interviews.</li> <li>Restricting recruitment to black students might be too restricting.</li> <li>Trustee role profile alone might not be enough to generate student interest in the role.</li> </ul>						
<b>Decisions:</b> <ul style="list-style-type: none"> <li>Current policy will be amended by Leadership Committee to reflect proposed new practice ahead of use.</li> <li>Ask Ruqia Osman (<i>former education officer</i>) if she would be happy to be on the panel.</li> <li>If not, recruit black student to be on panel for the student perspective element.</li> <li>Applications will be open to everyone but advert will be clear that it's looking for a black student.</li> <li>Third interviewer will need to be female.</li> <li>Widen the recruitment from black students to BAME students;</li> <li>Create a video to market out the Trustee role using past Trustees explaining what they got out of the role;</li> <li>Add new action to project plan to create video and adjust project timeline to account for this.</li> </ul>						
<b>Success Criteria:</b>						

	<ul style="list-style-type: none"><li>• <b>SHORT TERM:</b> successfully recruit a black student to the Board.</li><li>• <b>MEDIUM TERM:</b> appointment successfully adds value to Board discussions from having a unique perspective.</li><li>• <b>LONG TERM:</b> appointment successfully retained on the Board for their full term of office.</li></ul>
	<p><b>Evaluation Method:</b></p> <ul style="list-style-type: none"><li>• Board to evaluate effectiveness of appointment as part of its periodic reviews of the Board's effectiveness.</li></ul>

Risk Assessment Matrix					Risk Rating Bands		
Trivial	Minor	Moderate	Serious	Fatal	LOW RISK (1-8)	MEDIUM RISK (9-12)	HIGH RISK (15-25)
1	2	3	4	5			
2	4	6	8	10			
3	6	9	12	15			
4	8	12	16	20			
5	10	15	20	25			
					Continue, but review periodically.	Continue, but monitor controls in place regularly.	Must not proceed until risks are reduced to a lower level ( <i>Medium</i> ).

	Risk(s) identified	Impact	Likelihood	Gross Risk	Controls & measures	Impact	Likelihood	Gross Risk	Movement
1	Failure to diversify the Board leads to student disengagement with The SU	4	4	16	<ul style="list-style-type: none"> <li>This Trustee recruitment project.</li> <li>Trustee recruitment &amp; induction policy requires people from backgrounds under represented on Board be recruited.</li> <li>Trustees keep under review the Board's diversity via audit.</li> <li>Leadership committee keep succession plans under review.</li> </ul>	4	3	12	4
2	No black Students apply for the role.	3	4	12	<ul style="list-style-type: none"> <li>Targeted recruitment drive towards black students.</li> <li>Specifically seeking a black student for appointment.</li> <li>Current vacancy does not impact on Board's ability to operate.</li> <li>Able to repeat recruitment process again in the spring.</li> </ul>	3	3	9	3
3	Unconscious bias on the interview panel hinders recruitment	4	3	12	<ul style="list-style-type: none"> <li>Training for interview panel members.</li> <li>Recruitment of black student leader/representative for the panel.</li> <li>Role ring fenced for a black student.</li> <li>Chief Executive supporting candidates as an advocate.</li> </ul>	4	2	8	4
4	No suitable candidates found to fill Trustee vacancy.	3	3	9	<ul style="list-style-type: none"> <li>Not seeking specific skills for the Board.</li> <li>Current vacancy does not impact on Board's ability to operate.</li> <li>Able to repeat recruitment process again in the spring.</li> </ul>	3	2	6	3
Assessor: Governance & Executive Support Manager		Date: 24/09/2020			Review date: 10/12/2020				



**PURPOSE**

To report on:

- Board Background Checks
- Board succession planning and recruitment;
- Board skills & diversity;
- Committees and link trustees;
- Legal compliance.

**CONTENTS**

Page 1:	Report
Page 1-2:	Actions
Page 4:	Appendix 1: Board Skills Audit
Page 5:	Appendix 2: Board Diversity Audit
Page 6:	Appendix 3: Committee Membership and Link Trustees Appointments

**REPORT****1. BOARD BACKGROUND CHECKS**

1.1. The table below provides details of the backgrounds checks completed by Trustees for 2020/21:

Trustee name	Skills audit	Diversity audit	Disqualification check	Register of interests
Rob Clay	✓	✓	✓	✓
Jordan Kenny	✓	✓	✓	✓
Alexander Robinson	✓	✓	✓	✓
Valerie Copenhagen	✓	✓	✓	✓
Kate Aldridge	✓	✓	✓	✓
Marian McNeir				
Francesco Masala	✓	✓	✓	✓
Tom Sawko	✓	✓	✓	✓
Freya Jackson	✓	✓	✓	✓
Ka Ho Ho	✓	✓	✓	✓
Annie Willingham	✓	✓	✓	✓

1.2. The Charity Commission has been partially updated with changes to the Board's membership based on the responses that have been received to date (*see above*).

**2. BOARD SUCCESSION PLANNING AND RECRUITMENT**

2.1. The table below provides the end dates for all current Independent Trustees descending in order of when they will expire and detailing whether they are eligible for a second term.

Trustee name	End date	Appointment	Eligible for 2 <sup>nd</sup> term
Rob Clay	12/10/2021	Appointed by the Board	No
Jordan Kenny	19/12/2022	Appointed by the Board	Yes
Alexander Robinson	19/12/2022	Appointed by the Board	Yes
Valerie Copenhagen	19/12/2022	Appointed by the Board	Yes
Kate Aldridge	19/12/2022	Appointed by the Board	Yes

Marian McNeir	28/07/2023	Appointed by the Board	No
Vacancy	-	-	-

- 2.2. Under our Articles of Governance an Independent Trustee's term of office is initially 3 years with possibility of re-appointment for a further 3 years. They can only serve a total maximum of 6 years.
- 2.3. Independent Trustees are appointed by the Board but responsibility for recruiting and making recommendations on who should be appointed is delegated to the Leadership committee. The process for this is outlined within the Trustee Recruitment and Induction policy. All SU policies can be found on [policy page](#)<sup>1</sup> of the governance section of the website.
- 2.4. Under our Articles of Governance there is a minimum requirement for at least one of the Independent Trustees to also be a student. While there is no restriction on how many students can be on the Board it is advised that this should never exceed more than two. This is to ensure that there are a reasonable number of Trustees on the Board without personal connections to The SU which might otherwise cause conflicts of interests.

### 3. BOARD SKILLS & DIVERSITY

- 3.1. The Board skills audit (*appendix 1*) and diversity audit (*appendix 2*) were last updated in autumn 2020. This is not a complete picture as we are still awaiting one form.
- 3.2. The skills audit shows no major areas of concern in the collective knowledge, experiences and skills of the Board.
- 3.3. The following are the areas where more Trustees might potentially benefit from further training:
- Charity Sector;
  - Local community/businesses;
  - Trustee responsibilities;
  - Finance;
  - HR;
  - Health & Safety;
  - Media & Marketing.

### 4. COMMITTEES AND LINK TRUSTEES

- 4.1. The Board's committee membership and link trustees appointment (*appendix 3*) was last updated in summer 2020.

### 5. LEGAL COMPLIANCE

- 5.1. All charities (*including Student Unions*) must comply with:
- [Charities Act 2011](#)
  - [Charities \(Protection and Social Investment\) Act 2016](#)
  - Trustees Acts 1925 and 2000
  - Charity Commission regulation see the [full list of guidance](#)
  - [Statement of Recommended Practice \(SORP\)](#) for charity accounting and submission of annual returns, reports and accounts.
  - laws on trading, political activities, fundraising, GDPR and employment.
  - their governing document ([Articles of Governance](#)).

<sup>1</sup> If this link no longer works this means there has been a change to the website since this report was published.

5.2. In addition to the above the University Council is responsible for ensuring that The SU adheres to the Education Act 1994 section 22. This act predates Student Unions becoming registered charities with the Charity Commission as previously they had been exempt charities. There is a potential issue that the Act gives certain responsibilities to the University Council which, arguably post charities act 2011, should belong with the Board of Trustees. It should be noted that the enforcement of the Education Act 1994 is not monitored by any government body.

<b>ACTIONS</b>
----------------

6. Trustees are asked to note the report.

<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
-----------------	--	--

**APPENDIX 1: BOARD SKILLS AUDIT**

The skills audit below gives a collective overview of the Board’s strengths and weaknesses.

Board Skills Audit	Desirable/essential	Independent Trustees	Officers
Knowledge of the Student Union Sector	Essential	4	4
Knowledge of issues, nationally and locally, affecting students and Higher Education	Essential	4	4
Knowledge of the legal duties and responsibilities of a Charity Trustee	Essential	4	4
Knowledge of the role of the Board and how this differs to the role of senior management	Essential	4	4
Knowledge of the Charity Sector	Essential	3	3
Knowledge of the importance of adhering to an organisations policies	Desirable	5	5
Knowledge of my own strengths, weaknesses and commitment to personal development	Desirable	4	4
Knowledge of and/or connections to the local community/business	Desirable	3	3
Experience of being a trustee/director of a Charity/company	Essential	3	2
Experience of chairing a committee/Board	Essential	4	3
Experience of strategic planning and setting clear objectives	Essential	4	3
Experience of risk management and how to prioritise, assess and mitigate against risk	Essential	4	3
Experience of financial planning, monitoring, decision making, compliance and control	Essential	4	3
Experience of complying with legal, regulatory and financial frameworks and statutory guidance	Essential	3	3
Experience of setting clear expectations for improvement, outcomes and how progress should be reported	Essential	4	3
Experience of reviewing governance structures	Essential	3	2
Experience of engaging and working with a range of different stakeholders	Desirable	4	4
Experience of human resource (HR) policy and processes	Desirable	3	2
Experience of Health & Safety policy and processes	Desirable	3	3
Experience of campaigning, advocacy and democratic processes	Desirable	3	3
Experience of media and marketing	Desirable	3	4
Experience of change management activities such as re-structures/reorganisations	Desirable	3	2
Ability to ask questions and challenge leaders in an appropriate way	Essential	4	4
Ability to interpret data and statistics to identify strengths, weaknesses and areas for development	Essential	5	4
Ability to listen, reflect and learn from a range of viewpoints including impartial advice before reaching own view	Essential	5	4
Ability to work in a team and build positive working relationships with a range of personalities	Essential	5	4
Ability to discuss a sensitive issue in an appropriate manner and bring people together in adversarial situations	Essential	4	4
Ability to maintain confidentiality regarding sensitive matters discussed in confidence	Essential	5	5
Ability to relate to students by understanding their needs and perspectives	Essential	4	5

Key	Meaning
1	Very weak – future trustee recruitment/training should target this area
2	Weak – future trustee recruitment/training should target this area
3	Okay – future training should target this area
4	Strong – No action required
5	Very strong – No action required

**APPENDIX 2: BOARD DIVERSITY AUDIT**

The audit below gives a collective overview of the current Board’s strengths and weaknesses in terms of diversity.

		Independent Trustees	Officers		
Gender:	Male	60%	60%		
	Female	40%	40%		
	Prefer not to say	0%	0%		
Marital status:	Married	20%	0%		
	Single	60%	100%		
	In a civil partnership	0%	0%		
	Other	20%	0%		
	Prefer not to say	0%	0%		
Age band:	18 – 29	40%	100%		
	30 –39	40%	0%		
	40 – 49	0%	0%		
	50 – 59	20%	0%		
	60 – 65	0%	0%		
	Over 65	0%	0%		
	Prefer not to say	0%	0%		
Sexual orientation:	Heterosexual	80%	60%		
	Homosexual	20%	20%		
	Bisexual	0%	20%		
	Transsexual	0%	0%		
	Undergone gender reassignment	0%	0%		
	Prefer not to say	0%	0%		
Disabilities:	None	60%	100%		
	Physical disability	20%	0%		
	Mental disability	0%	0%		
	Prefer not to say	20%	0%		
Race/nationality/ethnic origin:	White	English	40%	0%	
		Scottish	0%	0%	
		Welsh	0%	20%	
		Irish	0%	0%	
		British	60%	20%	
	Other white background	Other white background	0%	40%	
		Mixed	White and Black Caribbean	0%	0%
			White and Black African	0%	0%
			White and Black British	0%	0%
			White and Asian	0%	0%
	Other mixed background	0%	0%		
	Asian	Indian	0%	0%	
		Pakistani	0%	0%	
		Bangladeshi	0%	0%	
		British	0%	0%	
		Other Asian background	0%	20%	
	Black	Caribbean	0%	0%	
		African	0%	0%	
		British	0%	0%	
		Other black background	0%	0%	
Chinese		0%	0%		
Other ethnic group	0%	0%			
Prefer not to say	0%	0%			
Religion:	Christian	40%	0%		
	Jewish	0%	0%		
	Sikh	0%	0%		
	Muslim	0%	0%		
	Hindu	0%	0%		
	Buddhist	0%	20%		
	Rastafarian	0%	20%		
	None	60%	60%		
	Other religion	0%	0%		
	Prefer not to say	0%	0%		

**APPENDIX 3: COMMITTEE MEMBERSHIP AND LINK TRUSTEE APPOINTMENTS**

<b>Finance &amp; Audit committee</b>			
Tom Sawko ( <i>Chair</i> )		Officer	
Francesco Masala		Officer	
Rob Clay		Independent Trustee	
Valerie Copenhagen		Independent Trustee	
Kate Aldridge		Independent Trustee	
Jordan Kenny		Independent Trustee	
Meeting dates: <ul style="list-style-type: none"> <li>Monday 27<sup>th</sup> July 2020 2-4pm</li> <li>Thursday 27<sup>th</sup> August 2020 9-11am</li> <li>Thursday 22<sup>nd</sup> October 2020 9-11am</li> <li>Thursday 19<sup>th</sup> November 2020 9-11am</li> <li>Monday 15<sup>th</sup> March 2021 9-11am</li> <li>Thursday 20<sup>th</sup> May 2021 9-11am</li> </ul>			
<b>Leadership committee</b>			
Freya Jackson ( <i>Chair</i> )		Officer	
Francesco Masala		Officer	
Tom Sawko		Officer	
Ka Ho Ho		Officer	
Annie Willingham		Officer	
Vacancy		Officer	
Meeting dates: <ul style="list-style-type: none"> <li>Wednesday 8<sup>th</sup> July 2020 3.30pm</li> <li>Wednesday 12<sup>th</sup> August 2020 3.30pm</li> <li>Wednesday 9<sup>th</sup> September 2020 3.30pm</li> <li>Wednesday 14<sup>th</sup> October 2020 3.30pm</li> <li>Wednesday 11<sup>th</sup> November 2020 3.30pm</li> <li>Wednesday 9<sup>th</sup> December 2020 3.30pm</li> <li>Wednesday 13<sup>th</sup> January 2021 3.30pm</li> <li>Wednesday 10<sup>th</sup> February 2021 3.30pm</li> <li>Wednesday 10<sup>th</sup> March 2021 3.30pm</li> <li>Wednesday 14<sup>th</sup> April 2021 3.30pm</li> </ul>			
<b>Complaints &amp; Disciplinary committee</b>			
Marian McNeir ( <i>Chair</i> )		Independent Trustee	
Alexander Robinson		Independent Trustee	
Freya Jackson		Officer	
Kate Aldridge ( <i>Reserve member</i> )		Independent Trustee	
Vacancy ( <i>Reserve member</i> )		Independent Trustee	
Annie Willingham ( <i>Reserve member</i> )		Officer	
Meeting dates: Meets as and when necessary.			
<b>Name</b>	<b>Link Trustee</b>	<b>Staff contacts</b>	<b>Officer contact</b>
Rob Clay	Finance & Commercial activities	Head of Finance Head of Commercial activities	Tom Sawko
Valerie Copenhagen Kate Aldridge	Equality, Diversity and Inclusion	Deputy Chief Executive	Freya Jackson
Jordan Kenny	Student Representation	Head of Student Voice	Tom Sawko Francesco Masala
Valarie Copenhagen	Student Activities	Head of Activities	Tom Sawko Francesco Masala
Marian McNeir	Student Advice, Community and Support	Advice & Community Manager Peer Support Manager	Ka Ho Ho
Alexander Robinson	Student Communications and Marketing	Head of Marketing	Annie Willingham
Jordan Kenny	Governance, Strategy and Management	Chief Executive	Francesco Masala