

LEADERSHIP COMMITTEE REPORTS						
From	Period start date			To	Period end date	
	09	12	2020		13	01
<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="#">Governance – report on register of interests</a>	R1
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**PURPOSE**

To review the register of interests and identify any conflicts of interests in any items on the agenda.

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**REPORT****1. BACKGROUND**

- 1.1. The register of interests exists to record the current and past interests of Trustees (*including partners, family members and close friends*) that may potentially influence their ability to make decisions in the best interests of The SU.
- 1.2. In the event that a Trustee becomes aware of an interest that they have not declared on the register they should inform The SU as soon as practical so that it can be updated.
- 1.3. It is the responsibility of Trustees to declare potential interests as and when such matters arise at meetings. Failure to declare an interest which is later found to have unfairly influenced your decisions making may be grounds for removal from the Board in serious cases.
- 1.4. For the purposes of transparency and accountability the register of interest will be reviewed quarterly and published as part of these Board papers on the website.

**ACTIONS**

- 1.5. Trustees are asked to review the registered interests and declare any possible conflicts of interests a trustee may have in any item on the agenda (*whether listed on the register or not*).
- 1.6. In the event of any disagreement, Article 104 of the Articles of Governance states '*If any question arises as to whether a person has a conflict of interest, the question shall be decided by a majority decision of the others present and voting at the meeting*'

<b>CONTACT:</b>	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: <a href="mailto:g.d.noakes@bath.ac.uk">g.d.noakes@bath.ac.uk</a>
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## APPENDIX 1: REGISTER OF INTERESTS

Trustee	Name of organisation	Nature of organisation	Nature of Interest	Date of appointment	Ended	Date of entry
Rob Clay	Constellation Software Inc	Software	Director/employee	January 2007		21/06/2018
Marian McNeir	Bath & North East Somerset Council	Local Authority	Local councillor	1994	2010	21/06/2018
	University of Bath	University	Lecturer	1998	2015	21/06/2018
	Friends of Victoria Art Gallery	Charity	Trustee			21/06/2018
Jordan Kenny	University of Roehampton	University	Employee	01/08/2016		19/12/2019
	University of Bath Student Union	Student Union - Charity	President and Chair of Board	16/06/2015	25/06/2016	19/12/2019
	Federation Internationale du Sport Universitaire	Sport Governing Body – Charity	Education committee member Student committee member	01/01/2014	21/11/2019	19/12/2019
Kate Aldridge	University of Bath	University	Dr Andrew Chinery ( <i>Partner</i> ) employed as lecturer in computer science	24/11/2017		24/11/2019
	University of Bath	University	Gold Scholar Programme – Mentor and Donor	10/2018		24/11/2019
Valerie Copenhagen	-	-	-	-	-	-
Alexander Robinson	University of Bath	University	Student ( <i>Civil Engineering and Architecture</i> )			18/11/2019
	University of Bath	University	Casual Student Ambassador ( <i>Civil Engineering and Architecture</i> )	09/10/2019	03/2020	18/11/2019
Francesco Masala	University of Bath	University	Council Member	29/06/2020		30/11/2020
	Office for Students	HE Regulator	Student Panel Member	31/07/2020		01/09/2020
Annie Willingham	University of Bath	University	Council Member	29/06/2020		29/06/2020
Freya Jackson	-	-	-	-	-	-
Ka Ho Ho	-	-	-	-	-	-
Tom Sawko	-	-	-	-	-	-

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Trustee	Gifts received in relation to your involvement with The SU	Approximate value	Date received	From who	Date of entry
Rob Clay	-	-	-	-	-
Marian McNeir	-	-	-	-	-
Jordan Kenny	-	-	-	-	-
Kate Aldridge	-	-	-	-	-
Valerie Copenhagen	-	-	-	-	-
Alexander Robinson	-	-	-	-	-
Francesco Masala	-	-	-	-	-
Annie Willingham	-	-	-	-	-
Freya Jackson	-	-	-	-	-
Ka Ho Ho	-	-	-	-	-
Tom Sawko	-	-	-	-	-

**PURPOSE**

To:

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

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Pages 1: Report

Pages 2-5: Appendix 1: Leadership Committee minutes

**REPORT**

**2. MINUTES OF THE PREVIOUS MEETING**

- 2.1. The minutes of the previous meeting are attached as appendix 1 and require the committees approval before being signed by the Chair.
- 2.2. 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.

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

3.1. The table below reports on actions arising from previous meetings:

<b>Action</b>	<b>Update</b>
President to amend client brief and share with committee for decision without a meeting.	To be actioned
Deputy Chief Executive to oversee arranging a time for the Office 365 work to be carried out.	Completed

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

4.1. 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
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## APPENDIX 1: LEADERSHIP COMMITTEE MINUTES

Meeting:	<b>Leadership Committee</b>
Location:	<b>Microsoft Teams Meeting</b>
Date & Time:	<b>Wednesday 9<sup>th</sup> December 2020 at 3.30pm</b>
<b>Present:</b>	
Freya Jackson	Community Officer ( <i>Chair</i> )
Francesco Masala	President
Fritz Ho	Postgraduate Officer ( <i>Present for items 5.1 – 6.2</i> )
Tom Sawko	Sport 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
Polly Hawker	Head of Activities
Helen McHenry	Head of Finance
Charlie Slack	Head of Student Voice & Engagement
Amy Young	Insights & Engagement Manager ( <i>Present for items 1 - 5.1</i> )
Kelly Macrae	Office 365 Adoption Manager ( <i>Joined under item</i>
Linda Parkinson	Office 365 Adoption Manager ( <i>Joined under item</i>
Item	
1.	<b>Apologies for absence</b>  All Committee members were present for the meeting.
2.	<b>Notice of any other business</b>  No items were identified for discussion under any other business.
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 the previous meeting ( <i>See R1 of the Committee reports</i> ).  They approved the previous minutes and noted that there were no matters arising.
5.	<b>Strategy and Performance Monitoring</b>
5.1.	<b>Student Life Survey</b>  The Committee received a report on Student Life Survey ( <i>See R2 of the Committee reports</i> ).  <b>QUESTION:</b> An Officer asked how the survey works?

**ANSWER:** The Insights & Engagement Manager explained that monthly surveys are taken throughout the year which are reported to the Leadership Committee. At the end of the year all the results are compiled into a single end of year report. The purpose is to help The SU identify and address areas where it appears to be underperforming.

**QUESTION:** An Officer asked how does The SU account for the differences in the number of responses received monthly when determining if there has been an increase or not.

**ANSWER:** The Insights & Engagement Manager explained that this was currently difficult to do because this was the first year The SU had done it this way. Next year this would be easier to do as The SU would have a year's worth of monthly data to compare back to.

***(The Postgraduate Officer joined the meeting at this point)***

The Committee discussed the 11% drop in percentages for the *'I know how to contribute more to the community I am a part of'* between the October and November surveys. This was considered surprising given the high number of student voice activities that had taken place during this period. It was agreed that The SU needed to get better at communicating to its members the ways in which they influenced the decisions of The SU.

The Chief Executive explained that this report was the essential report for monitoring the performance of The SU. Going forward this might also be used by the Committee to help identify particular areas for more specific research to be carried out on.

***(The Insights & Engagement Manager left the meeting at this point)***

#### 5.2. **Complaints & Student Member disciplinary**

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

#### 5.3. **External Speakers**

The Committee received a report on External Speakers (*See R4 of the Committee reports*).

#### 5.4. **SU Alumni Grant**

The Committee received a report on SU Alumni Grant (*See R5 of the Committee reports*).

The Head of Activities reported that The SU needs to make sure that it spends the full alumni grant before the end of the academic year. If this is not achieved The SU may see a reduced grant next year. Therefore it is being proposed that The SU spend some of this money on some of its projects that will be of benefit to students such as the 1 East Meeting room refurbishment.

The Head of Activities explained that historically most applications The SU receives for this grant come predominately from the sports clubs. They noted that any student group can apply for this and that they were keen to see an improvement in both range and quality of applications coming in.

**QUESTION:** An Officer asked for more details regarding the £420 that was approved.

**ANSWER:** The Secretary explained the column recording the student groups the applications came from had accidentally been missed out of the report. The £420 had been given to Bath time to help them get an online digital platform to publish their issues.

<p>5.5.</p>	<p><b>Annual Planning Round</b></p> <p>The Committee received a report on Annual Planning (<i>See R6 of the Committee reports</i>).</p> <p>The Chief Executive explained that this was the time of the year when budget managers would be thinking about their area’s priorities for the next year. This was therefore an opportunity for the Officers to give input into what they believed should be the strategic priorities for areas.</p> <p>The Chief Executive explained that immediate priorities for budget managers should be to continue to make savings wherever they can. While it was looking increasingly like The SU would see through the year with the help of its reserves it was important to start generating surplus budget to restore the reserves to pre COVID-19 levels. Therefore the current restrictions in place such recruitment freezes would remain for the foreseeable future.</p> <p>The Head of Finance reported that they were confident that once The SU could resume club nights again it would start turning over a profit that would help to quickly restore the reserves to pre COVID-19 levels. They noted that The SU was financially doing a lot better than other Student Unions in the sector with many others having to make staffing cuts.</p> <p>The Committee discussed the need to recognise student leaders differently this year as they would not be getting a hoody. The reasons for this would need to be clearly communicated to them and another way of celebrating their contributions found. Whatever was agreed would need to be applied consistently across The SU.</p> <p>The Committee thanked the Head of Finance for the hard work they had done during this difficult financial year.</p>
<p>6.</p> <p>6.1.</p> <p>6.2.</p>	<p><b>Project/Campaign Management</b></p> <p><b>Harm Reduction Campaign</b></p> <p>The Committee received a report on Harm Reduction Campaign (<i>See R7 of the Committee reports</i>).</p> <p>The Chief Executive noted that they had sent some feedback previously for this client brief about the need to link this piece of work to the strategy in terms of what The SU is getting from it. This piece of work would contribute to The SU strategic objective of helping to build student communities. However, the client brief needed to better highlight this.</p> <p>The Deputy Chief Executive noted that The SU needed to be mindful about how much resource it commits to this joint project as without the University it wouldn’t be able to sustain it long term.</p> <p><b>ACTION: President to amend client brief and share with committee for decision without a meeting.</b></p> <p><b>Impact Reporting Project</b></p> <p>The Committee received a report on Impact Reporting Project (<i>See R8 of the Committee reports</i>).</p> <p>The Committee approved the project to proceed and agreed that a business case was not necessary.</p>

<p>6.3.</p>	<p><i>(The Office 365 Adoption Managers joined the meeting and the Postgraduate Officer left the meeting at this point)</i></p> <p><b>Previously Approved Projects</b></p> <p>The Committee received a report on Previously Approved Projects <i>(See R9 of the Committee reports)</i>.</p> <p>The Committee confirmed that it approved the Active Travel project plans for how the £10,000 given by the University was being proposed to be spent.</p>
<p>8.</p> <p>8.1.</p>	<p><b>Strategy and Performance Monitoring</b> <i>(this agenda item was brought forward for discussion)</i>.</p> <p><b>Statement of Work</b></p> <p>The Committee received a report on Statement of Work <i>(See R11 of the Committee reports)</i>.</p> <p>The Office 365 Adoption Managers explained the statement of work to the Committee and noted that there was a limited window of opportunity for this taking place if The SU wanted to proceed.</p> <p>The Committee discussed and agreed for this piece of work to proceed recognising that it would bring many benefits to staff.</p> <p><b>ACTION: Deputy Chief Executive to oversee arranging a time for the Office 365 work to be carried out.</b></p> <p>The Chair thanked The Office 365 Adoption Managers for attending the meeting.</p> <p><i>(The Office 365 Adoption Managers left the meeting at this point)</i></p>
<p>7.</p> <p>7.1.</p>	<p><b>Governance</b></p> <p>The Committee received a report on making changes to the Activity Officer Role <i>(See R10 of the Committee reports)</i>.</p> <p>The Committee discussed and agreed to the proposed changes. This change would need to be clearly communicated out to potential candidates standing for election to this role.</p>
<p>9.</p>	<p><b>Any other business</b></p> <p>No items had been previously identified for discussion under any other business.</p>
<p><b>The meeting ended at 5pm</b></p>	
<p><b>Item number</b></p>	<p><b>Action</b></p>
<p>6.1</p>	<p>President to amend client brief and share with committee for decision without a meeting.</p>

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8.1	Deputy Chief Executive to oversee arranging a time for the Office 365 work to be carried out.
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**PURPOSE**

To report on the strategy’s key performance indicators and survey results, specifically the monthly Student Life Survey.

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Page 3-5: Appendix 1: Student Life Survey data and analysis

Page 6: Appendix 2: Background, methodology and response rates of Student Life Survey

**REPORT**

**1. STRATEGY KEY PERFORMANCE INDICATORS**

1.1. The SU Strategy KPIs included in the Student Life Survey are reported below.

		OCT 2020	OCT 2020 AVE	NOV 2020	NOV 2020 AVE	DEC 2020	DEC 2020 AVE	TERM 1 AVE
Growing community – students FEEL part of something	I feel that my contribution to The SU matters	31%	<b>47%</b>	36%	<b>52%</b>	31%	<b>47%</b>	<b>49%</b>
	I feel a sense of belonging	58%		61%		57%		
	I feel part of a community	53%		59%		53%		
Inspiring change – students KNOW how to make change	I know how to influence the decisions and actions of The SU	28%	<b>39%</b>	26%	<b>34%</b>	22%	<b>33%</b>	<b>35%</b>
	I know how to contribute more to the community I am a part of	43%		32%		37%		
	I know how students are making the community better	45%		45%		40%		
Inspiring change – students FEEL they can make change	I can influence the decisions and actions of The SU	24%	<b>58%</b>	29%	<b>58%</b>	26%	<b>55%</b>	<b>57%</b>
	By contributing to my community I'm also gaining from it	70%		68%		65%		
	Everyone can make a contribution to the community	80%		78%		75%		

1.2. Participation data also forms part of The SU Strategy’s KPIs. This includes the overall % of students taking part in SU groups or community activities and the overall % of students who take part in SU activities where they are shaping the community around them. The Insight and Engagement Manager will be working with individual areas across The SU to audit how current participation is being recorded and with the Web Developer and Digital Technology Lead on extraction of the data from The SU website. It is hoped that these KPIs will be able to be reported to a Leadership Committee meeting soon.

1.3. Other survey related KPIs are from the Staff Survey which has not yet been conducted in 2020/21 and therefore no data is available to report.

1.4. The final KPI relates to The SU’s financial contribution and is not covered in this report.

1.5. Key insights from the above available KPI data indicate that:

- Despite the different start to 2020/21 experienced by new students and returning students over half of respondents each month feel a sense of belonging and part of a community, this is a similar level of agreement to 2019/20. First year students agree less that they feel a sense of belonging (55% 94/171) than students in other years (62% 117/192)..

- Students appear to not feel that their contribution to The SU matters, discussions on this were had at the December meeting of Leadership Committee where including explicit references to “contributing” would start to be used.
- Student knowledge of how to influence decisions and actions, how to contribute to their community and how students are making the community better has remained fairly consistent over the first three month period. There was a peak in the October data set, most likely due to the promotion of the range of elections and opportunities available during this time. Similar questions have traditionally seen low levels of student agreement in previous iterations of the Student Life Survey which led to the inclusion of the Citizen Shift strand in the SU Strategy.
- There is a strong sense of students feeling that they are gaining from contributing to their community and that everyone can make a contribution.

**ACTIONS**

2. 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
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## APPENDIX 1: STUDENT LIFE SURVEY TERM 1

KPI questions highlighted	Oct-20	Nov-20	Dec-20	Term 1 Average*
<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%	39%	44%	42%
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with fitting in"	61%	68%	63%	64%
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with exploring Bath"	67%	58%	28%	51%
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%	46%	40%	44%
Students who selected 'satisfied' or 'very satisfied' in response to "How satisfied or dissatisfied are you with opportunities to try new things"	40%	38%	33%	37%
<b>Belonging and community</b>				
Students who selected 'agree' or 'strongly agree' in response to "I feel a sense of belonging"	58%	61%	57%	59%
Students who selected 'agree' or 'strongly agree' in response to "I feel part of a community"	53%	59%	53%	55%
Students who selected 'agree' or 'strongly agree' in response to "I know how to contribute more to the community I am a part of"	43%	32%	37%	37%
Students who selected 'agree' or 'strongly agree' in response to "I know how students are making the community better"	45%	45%	40%	43%
Students who selected 'agree' or 'strongly agree' in response to "By contributing to my community I'm also gaining from it"	70%	68%	65%	68%
Students who selected 'agree' or 'strongly agree' in response to "Everyone can make a contribution to the community"	80%	78%	75%	78%
<b>Social experience</b>				
Students who selected 'agree' or 'strongly agree' in response to "I am getting the social experience I want"	20%	19%	20%	20%
Students who selected 'agree' or 'strongly agree' in response to "The SU has made a positive impact on my social life"	34%	29%	36%	33%
<b>Student wellbeing</b>				
Students who selected 'satisfied' or 'very satisfied' in response to "Overall, how satisfied are you with your life nowadays"	56%	52%	57%	55%
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%	32%	36%	36%
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%	54%	55%	56%

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%	15%	9%	14%
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%	46%	47%	48%
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 current accommodation in the last two weeks"		25%	14%	20%
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your accommodation next year in the last two weeks"		38%	34%	36%
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%	70%	66%	66%
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%	64%	65%	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%	55%	54%	55%
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about loneliness in the last two weeks"	46%	34%	42%	41%
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about bullying in the last two weeks"	4%	2%	4%	3%
Students who selected 'concerned' or 'very concerned' in response to "How concerned have you been about your employability in the last two weeks"	45%	35%	39%	40%
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%	25%	34%	31%
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%	17%	23%	21%
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%	16%	20%	19%
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%	45%	50%	42%
<b>The SU</b>				
Students who selected 'agree' or 'strongly agree' in response to "The SU is welcoming and inclusive to all students"	78%	74%	74%	75%

Students who selected 'agree' or 'strongly agree' in response to "I feel that my contribution to The SU matters"	31%	36%	31%	33%
Students who selected 'agree' or 'strongly agree' in response to "I know how to influence the decisions and actions of The SU"	28%	26%	22%	25%
Students who selected 'agree' or 'strongly agree' in response to "I can influence the decisions and actions of The SU"	24%	29%	26%	26%

**\*Term average calculated by dividing by number of months surveyed**

Key areas of note (not KPI related as discussed in 1.5):

- Term 1 data shows that respondents were finding it difficult to make new friends and take part in opportunities to try new things. This echoes the data that shows around 40% of respondents were concerned about loneliness and over 50% being concerned about their mental health. Open comments from the December survey supported this with many respondents saying that the Covid-19 restrictions in term 1 meant that they were restricted as to who they could socialise with (only households), being unable to meet other students on their course and finding it difficult to make friendships. Respondents also commented on missing societies and sports opportunities to engage in activities to meet others and help them manage their mental health.
- Respondents were most concerned about their academic workload, something which was echoed in the University's Check In surveys which saw students commenting on the increase in workload this academic year. Respondents to the December survey commented that in addition to the large workloads students did not have social activities to balance this with.
- Gradual increases can be seen through term 1 in respondents concerned with their sleeping habits which may be linked to workload and concerns about their wellbeing and mental health.
- Nearly half of respondents showed concern with their career prospects in term 1 showing that students are thinking ahead at the impact this year will have on their careers.
- Due to Covid-19 restrictions the social offer has been considerably less than in previous years which shows in 20% agreeing that they are getting the social experience they want and 33% agreeing that The SU has had a positive impact on their social life. Open comments from the December survey show recognition that due to Covid-19 restrictions respondents were unable to engage with The SU as they would like to and that The SU was providing opportunities for students to come together. Particular mentions were made of the East Village set up and activities run by sports clubs.

Three quarters of respondents in term 1 agreed that The SU is welcoming and inclusive to all students.

## STRATEGY & PERFORMANCE - REPORT ON STRATEGY KPIs AND SURVEY RESULTS

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### APPENDIX 2: BACKGROUND AND METHODOLOGY OF STUDENT LIFE SURVEY FOR REFERENCE

The SU Student Life Survey replaces the Student Life Pulse survey previously co-ordinated by Alterline on behalf of The SU.

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.

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.

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.

In the first term the University ran all-student surveys in week 4 (October) and week 8 (November) and Student Services with a PhD student in HSS launched an all-student survey (December).

Response rate:

Month	Number of respondents	% of eligible respondents
October 2020	137	10%
November 2020	70	5%
December 2020	157	11%

**PURPOSE**

To report on complaints and Student Member disciplinary.

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- Page 1: Actions
- Page 2: Appendix 1: Complaints statistics
- Page 3-4: Appendix 2: Student Member disciplinary statistics

**REPORT**

**1. COMPLAINTS**

- 1.1. Since the start of this academic year there have been two complaints received which both related to the student experience area of The SU. One case was historic in nature having happened several years ago and the other related to a Freshers' week ticket from this year.
- 1.2. The historic case reached the Complaints & Disciplinary committee and a decision was made in favour of the complainant with actions being taken to resolve the matter. The other case reached the Chief Executive who decided that as tickets are clearly marked non-refundable a parent's request for a refund should be declined.
- 1.3. The three tables contained in appendix 1 show complaint statistics for the last three years.

**2. STUDENT MEMBER DISCIPLINARY**

- 2.1. Student member disciplinarys are down for this academic year due to the COVID-19 restrictions imposed on the activities of the bars areas. The few reports received have mostly been related to non-compliance with the restrictions put in place.
- 2.2. There has been one student member disciplinary appeal that reached a stage 1 appeal which was unsuccessful.
- 2.3. The tables contained in appendix 2 show student member disciplinary statistics for the last three years.

**ACTIONS**

- 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>
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APPENDIX 1: COMPLAINTS STATISTICS

Complaints 2020-21		SU Areas							Total
		Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other	
Complainants	Undergraduate	0	0	0	1	0	0	0	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	2	0	0	0	2
SU Response	No actions taken	0	0	0	0	0	0	0	0
	SU actions taken	0	0	0	1	0	0	0	1
	SU Appeal Stage 1	0	0	0	1	0	0	0	1
	SU Appeal Stage 2	0	0	0	1	0	0	0	1
Complaints 2019-20		SU Areas							Total
Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other			
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	1	0	5	3	0	0	0	9
	SU Appeal Stage 1	0	0	0	0	0	0	0	0
	SU Appeal Stage 2	1	0	0	0	0	0	0	1
Complaints 2018-19		SU Areas							Total
Officer	Student Voice	Student Groups	Student Experiences	Peer Support	Advice & Support	Other			
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 2: STUDENT MEMBER DISCIPLINARY STATISTICS

2020-21		Misconduct Reported										Total	
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrasment	Breaching a sanction		Other
Respondent	Total reported:	0	0	0	1	0	0	0	1	0	0	1	3
	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	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	Harrasment	Breaching a sanction		Other
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	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

# STRATEGY & PERFORMANCE - REPORT ON COMPLAINTS & STUDENT MEMBER DISCIPLINARY

R4

2018-19		Misconduct Reported														
		Unauthorised entry	Disruptive behaviour	Loss of property	Risking harm	Bullying	Violent Behaviour	Discrimination	Sexual misconduct	Harrasment	Breaching a sanction	Other	Total			
Respondent	Total reported:	6	5	1	3	5	12	0	7	0	0	2	41			
	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			

**PURPOSE**

To report on external speaker applications.

**CONTENTS**

Page 1: Report

Page 1: Actions

**REPORT****1. EXTERNAL SPEAKERS**

1.1. Since the start of this academic year there have been 41 applications received. The table below reports on those approved internally and those referred to the University in accordance with the Events & External Speakers policy.

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	29	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>41</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>

1.2. There are no known issues to report.

**ACTIONS**

2. 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
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**PURPOSE**

To report on SU Alumni grant spending.

**CONTENTS**

Page 1:	Report
Page 1:	Actions
Page 2:	Appendix 1: Alumni Grant Spending to Date

**REPORT****1. BACKGROUND**

- 1.1. The Alumni Fund exists to support projects which will enhance the University experience. Grants made can support new innovations in academic contexts, fund new equipment or enable new activities to be piloted.
- 1.2. Each year the Alumni Fund generously grants a pot of £20,000 to The SU to be used to help enhance and enrich the student experience.
- 1.3. Any Student Group registered as part of The SU can apply for a proportion of the grant to help fund their own project to enhance their activities within the student community.
- 1.4. Approval is be conditional on an application demonstrating that a project:
  - will deliver positive and lasting benefit to the student community in line with our charitable objects;
  - will be affordable and achievable in terms of its objectives;
  - will be partly funded by the Student Group and/or an external sponsor.

**2. SU ALUMNI APPLICATIONS**

- 2.1. The table below reports on SU applications received and their outcomes.

**ACTIONS**

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: g.d.noakes@bath.ac.uk
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**APPENDIX 1: ALUMNI GRANT SPENDING TO DATE**

	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	Digital platform for publishing issues	£0.00	£0.00	£0.00	£0.00		Approved	£420.00	£25,960.00
October	triathlon	Turbos	£450.00	£0.00	£0.00	£0.00	£450.00	Not Approved		£25,960.00
	PoleSoc	Enhancing the experience of PoleSoc with new equipment	£175.00	£0.00	£0.00	£0.00	£175.00	Not Approved		£25,960.00
	Trampoline	Coaching advancement	£6,289.00	£800.00	£0.00	£0.00	£1,200.00	Not Approved		£25,960.00
	Rowing	Hudson 4+ purchase	£13,680.00				£4,000.00	Not Approved	£0.00	£25,960.00
	Backstage	Backstage Technical Services LED Lighting Fixtures	£7,600.00	£2,600.00	£0.00	£0.00	£6,000.00	Approved	£6,000.00	£19,960.00
	Tennis	Increasing participation and accessibility in Tennis	£750.00	£0.00	£0.00	£0.00	£750.00	Approved	£750.00	£19,210.00
Decem November	Handball	Outdoor Handball	£360.00	£0.00	£0.00	£0.00	£360.00	Approved	£360.00	£18,850.00
	Mountaineering	Climbing Shoes	£359.88	£179.88	£0.00	£0.00	£180.00	Approved	£540.00	£18,310.00
	ChaOS	Live Performances Recording	£1,135.83	£367.07	£270.00	£0.00	£498.76	Approved	£498.76	£17,811.24
Decem	Space Soc	Team Bath Roving	£1,000.00	£250.00	£0.00	£250.00	£500.00	Approved	£500.00	£17,311.24
	Rugby	New rugby balls x15	£660.00	£400.00	£0.00	£0.00	£260.00	Not Approved	£0.00	£17,311.24

**PURPOSE**

To report on previously approved projects.

**CONTENTS**

Page 1-3: Report

Page 1-3: Actions

**REPORT**

**1. PROJECT MANAGEMENT**

1.1. The Project Management policy ([found here](#)) sets out the process to be followed by The SU for approving projects. A project is any piece of work which was not already planned for as part of the annual planning process.

1.2. In short all projects must be signed off by Leadership Committee before they are started. For this purpose the committee should receive a client brief. If the project has financial implications or is complex the Leadership Committee may want to consider requesting a business case after they have considered the client brief.

1.3. Where a project is started without the permission of the Leadership Committee this should be reported immediately and a client brief submitted before further work continues. Just because a project has been started does not mean that Leadership Committee are obligated to approve it retrospectively.

1.4. The role of Leadership Committee is to:

- decide whether to approve projects;
- ensure that projects are always making the best use of staff time and resources;
- review and hold staff accountable for progress made on projects;
- review the outcome of completed projects.

1.5. The Leadership Committee reserves the right to:

- request an update on any project;
- stop any projects (*this should be exercised when a project either; has not received approval, is exceeding its objectives, is not making any notable progress, is no longer a good use of staff time and resources*).

1.6. There are currently a total of nine projects in operation across The SU.

**2. EQUALITY, DIVERSITY & INCLUSIVITY (ED&I) STRATEGY PROJECT SUMMARY**

Client:	Freya Jackson ( <i>Community Officer</i> )
Sponsor:	Mandy Wilson-Garner ( <i>Deputy Chief Executive</i> )
Project Manager:	Ben Palmer ( <i>Student Voice Coordinator</i> )
Planned Activity:	
Objectives:	Identify the biggest challenges that require ED&I focus, including which identity groups are the most under-represented or excluded at present. Assess and communicate the impact of the existing ED&I work The SU delivers.
Success Criteria	Participation data is identifying areas of improvement. Students show initial interest in being involved in project process. Staff teams demonstrate buy-in. Dates of focus groups and interviews with 'experts' arranged. Survey planning begins. Survey released, interviews with 'experts' & focus groups conducted.

	Research is starting to indicate impact of existing SU ED&I work and beginning to identify a range of potential priority themes. Students & staff engage positively with consultation. Final ED&I priorities collaboratively decided. SMART Targets set. Students and staff engage in building action plan to achieve goals. Students and staff feel actions are not tokenistic but look to address challenges.
Client brief approved:	10/12/2020 ( <i>Board of Trustees</i> )
Business case approved:	None requested.
Last progress report received:	

### 3. STUDENT GROUP RESTRUCTURE PROJECT SUMMARY

Client:	Tom Sawko ( <i>Sport Officer</i> )
Sponsor:	Polly Hawker ( <i>Head of Activities</i> )
Project Manager:	Greg Noakes ( <i>Governance &amp; Executive Support Manager</i> )
Planned Activity:	To create a Student Group structure for a 21 <sup>st</sup> Century Student Union
Objectives:	To identify the core purpose of what Student Groups exist to achieve; To create a structure that will empower Student Groups to achieve this core purpose.
Success Criteria	Increase the number of Student Committee members who respond positively to 'Overall, how satisfied or dissatisfied are you with your SU?' Increase the number of Students Committee members who respond positively to 'I can influence decisions made by the SU' Increase the number of students who engage with The SU through Student Groups Reduce the number of student groups that are disaffiliated or go to By-Election due to not filling core roles
Client brief approved:	01/10/2020
Business case approved:	None requested.
Last progress report received:	09/12/2020 ( <i>Leadership Committee</i> )

### 4. STUDENT UNION STANDPOINTS PROJECT SUMMARY

Client:	Freya Jackson ( <i>Community Officer</i> )
Sponsor:	Charlie Slack ( <i>Head of Student Voice &amp; Engagement</i> )
Project Manager:	Greg Noakes ( <i>Governance &amp; Executive Support Manager</i> )
Planned Activity:	To write a policy that sets out the core Standpoints that guides the Student Union in making decisions
Objectives:	To identify the Student Unions' core Standpoints; To embed these core Standpoints within The SU so that they guide and inform decision making at all levels.
Success Criteria	Changes will positively increase the number of students who respond positively 'The SU represents the views of students effectively'
Client brief approved:	02/10/2020
Business case approved:	None requested.
Last progress report received:	09/12/2020 ( <i>Leadership Committee</i> )

### 5. ACTIVE TRAVEL PROJECT SUMMARY

Client:	Tom Sawko ( <i>Sport Officer</i> )
Sponsor:	Polly Hawker ( <i>Head of Activities</i> )
Project Manager:	Matt Price ( <i>Club Development Officer</i> )
Planned Activity:	To facilitate students in a shift towards a sustainable, active way of travelling
Objectives:	To inform all students of the ways in which active travel is facilitated by the SU. To inspire students that don't already, to consider active travel as a main form of transport. To increase the accessibility of safe, active travel for those that don't have the know-how/resource. To normalise active travel across the board, with an increase in the student uptake of walking and cycling as a primary mode of transport. To increase the number of students that contribute to the SU, University and BANES active travel plans.
Success Criteria	Increase in the number of students who are using active travel methods to access campus.

	Increase in the number of students who are aware of what support The SU provide towards Active Travel. Increase in the number of students regularly feeding into the Active Travel Advisory Group. Increased positive attitudes towards active travel
Client brief approved:	19/10/2020 ( <i>Leadership Committee</i> )
Business case approved:	None requested.
Last progress report received:	09/12/2020 ( <i>Leadership Committee</i> )

## 6. AUDIT TENDERING PROJECT SUMMARY

Client:	Tom Sawko ( <i>Sport Officer</i> )
Sponsor:	Mandy Wilson-Garner ( <i>Deputy Chief Executive</i> )
Project Manager:	Greg Noakes ( <i>Governance &amp; Executive Support Manager</i> )
Planned Activity:	To complete tendering process for Auditors
Objectives:	To successfully complete the tendering process for Auditors
Success Criteria	Successfully complete tendering process for auditors
Client brief approved:	22/10/2020 ( <i>Finance &amp; Audit Committee</i> )
Business case approved:	None requested.
Last progress report received:	17/12/2020 ( <i>Finance &amp; Audit Committee</i> )

## 7. CLIMATE SHIFT - GREEN IMPACT PROJECT SUMMARY

Client:	Francesco Masala ( <i>President</i> )
Sponsor:	Mandy Wilson-Garner ( <i>Deputy Chief Executive</i> )
Project Manager:	Suzanne Snook ( <i>Community Coordinator</i> )
Planned Activity:	
Objectives:	Complete the Green Impact Award with a "good" rating for this year. Committing the SU to achieve change and undertake sustainability work for next year. Create a culture shift within the SU organisation when it comes to sustainability and "green" choices
Success Criteria	Achieve "good" rating in the Green Impact award by May 2020 Continue green impact award to achieve "very good" or "excellent" / further develop sustainability activities for the foreseeable future. Survey data from Student Pulse survey to measure the impact of the award. There is currently no previous data to measure this against apart from wider campus data from the NSS.
Client brief approved:	22/10/2020 ( <i>Leadership Committee</i> )
Business case approved:	None requested.
Last progress report received:	09/12/2020 ( <i>Leadership Committee</i> )

## 8. CLIMATE SHIFT – STUDENT AND OTHER ACTIVITY PROJECT SUMMARY

Client:	Francesco Masala ( <i>President</i> )
Sponsor:	Anna Boneham ( <i>Volunteering and Societies Manager</i> )
Project Manager:	Suzanne Snook ( <i>Community Coordinator</i> )
Planned Activity:	
Objectives:	Lobby the University around the climate action framework. Develop and raise awareness around "green" student activities. Culture change for non-green students. Encourage non-green groups to make their activities more sustainable. Encourage and empower students without green-group memberships to make more sustainable choices.
Success Criteria	Reaction from University. See a change in University policy, commitment to becoming Carbon neutral and divestment from Barclays. See an increase to membership numbers for green groups, particularly People and Planet, currently at 96 members. Participation number for sustainable events. Clicks on webpage/engagement on social. Climate emergency statement in place in SU Survey data from Student Pulse survey to measure the impact of the award. There is currently no previous data to measure this against apart from wider campus data from the NSS.

Client brief approved:	11/03/2020 ( <i>Leadership Committee</i> )
Business case approved:	None requested.
Last progress report received:	09/12/2020 ( <i>Leadership Committee</i> )

## 9. CULTURESHIFT – PEOPLE PROJECT SUMMARY

Client:	Andrew McLaughlin ( <i>Chief Executive</i> )
Sponsor:	Mandy Wilson-Garner ( <i>Deputy Chief Executive</i> )
Project Manager:	Mandy Wilson-Garner ( <i>Deputy Chief Executive</i> )
Planned Activity:	
Objectives:	<p>Attract – a more diverse, suitably skilled and value-led workforce including initiatives such as employer branding &amp; marketing, recruitment &amp; selection and induction &amp; onboarding.</p> <p>Staff Engagement – including building a culture of project management, health &amp; wellbeing, Cause culture change and cross &amp; inter-department co-operation</p> <p>Grow – developing staff through a training &amp; development programme and rewarding them through a staff reward &amp; recognition scheme.</p>
Success Criteria	<p>Webpages and processes in place and understood/used by LMs.</p> <p>All SU Job profiles updated.</p> <p>Increase in quality and number of applicants</p> <p>Vast majority of our posts are filled first time with the right calibre of staff.</p> <p>Monitor recruitment costs.</p> <p>Updated in house induction procedures in place</p> <p>Feedback mechanisms in place, used, monitored and actioned; including electronic online feedback mechanism</p> <p>The SU is perceived as an excellent place to work. Monitor staff engagement, involvement and support (staff survey measure).</p> <p>Employment models in place and are being used, as appropriate</p> <p>Wellbeing Group established Wellbeing Plan in place with a timeline of annual wellbeing initiatives</p> <p>Monitor attendance and wellbeing responses in staff survey as well as absence rates etc</p> <p>Managers to receive specific training relating to mental health and health and safety.</p> <p>Review Absence and Sick Pay Policy.</p> <p>Attendance rates to be reported.</p> <p>Review and further develop the EBF framework to ensure behaviours reflect the move to a more “cause-led, student led culture</p> <p>Equality and Diversity training and other appropriate/related training.</p> <p>Staff survey results will reflect that staff feel they are well managed in all areas</p> <p>100% of staff have a meaningful SDPR and PDP process.</p> <p>Suite of training &amp; development opportunities in place. Staff training and development monitored by LMs and centrally.</p> <p>Staff survey results improve in the area of training and development.</p> <p>All staff have meaningful goals linked to area plans and the strategic plan that are regularly monitored</p> <p>Succession Plan in place.</p> <p>All staff involved in business planning annually.</p> <p>A range of flexible working practices in place, understood and used where appropriate.</p> <p>Review reward and benefits and investigate other incentives.</p> <p>Staff promoted and recognised internally or other ways of incentives and recognition.</p>
Client brief approved:	11/03/2020 ( <i>Leadership Committee</i> )
Business case approved:	None requested.
Last progress report received:	

## 10. IMPACT REPORTING PROJECT SUMMARY

Client:	Francesco Masala ( <i>President</i> )
Sponsor:	Chief Executive ( <i>President</i> )
Project Manager:	Helen Webb ( <i>Marketing &amp; Communications Manager</i> )
Planned Activity:	
Objectives:	<p>To demonstrate to students how students are growing communities and affecting change</p> <p>To demonstrate to University stakeholders how The SU delivers impact</p> <p>To recognise the impact of funders and act as a lever for future income</p>

Success Criteria	Reflecting stories linked to KPI questions will help to cement and improve student responses to the KPI questions Stakeholders will demonstrate ongoing support for The SU through funding, praise and decision-making. Alumni and other funders increasing support. Engagement In student activities will increase
Client brief approved:	09/12/2020 ( <i>Leadership Committee</i> )
Business case approved:	None requested.
Last progress report received:	09/12/2020 ( <i>Leadership Committee</i> )

## ACTIONS

11. 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>
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# GOVERNANCE – LEADERSHIP COMMITTEE TERMS OF REFERENCE

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## PURPOSE

To provide a copy of the Leadership Committee terms of reference.

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## REPORT

### 1. TERMS OF REFERENCE

- 1.1. The terms of reference sets out the membership, meeting procedures, powers and responsibilities of the Leadership Committee. These exist to ensure that decisions across The SU governance are made being made at the appropriate level as determined by the Board of Trustees.
  - 1.2. The Leadership Committee cannot make decisions on things or exercise powers which sit outside their terms of reference without first getting them amended by the Board of Trustees.
  - 1.3. Committee members should always remain vigilant that the committee is not exceeding its terms of reference.
  - 1.4. The procedures to be followed for amending these can be found within the terms of reference themselves.
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<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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# GOVERNANCE – LEADERSHIP COMMITTEE TERMS OF REFERENCE

## APPENDIX 1: Leadership Committee terms of reference

### LEADERSHIP COMMITTEE TERMS OF REFERENCE

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#### Committee Membership

- a) The total membership of the committee shall be up to 8 committee members.
- b) The committee members will be:
  - the 6 elected officers.
- c) The committee will elect its own Chair from its own committee members;
- d) A committee member will be disqualified and removed from the committee if they:
  - fail to attend two consecutive meetings without the recorded permission of the committee;
  - commit a disciplinary offence either in The SU or University.

#### Committee Procedures

- a) The committee will meet as and when necessary to fulfil their responsibilities;
- b) The committee secretary will arrange meetings in accordance with [Articles 84 to 87](#) of The SU's Articles of Governance.
- c) The committee may only hold meetings and vote on matters if they have a minimum of 3 committee members present;
- d) The committee will conduct meetings in accordance with [Articles 90 to 96](#) of The SU's Articles of Governance;
- e) The committee will keep minutes and papers of meetings in accordance with [Articles 97 to 99](#) of The SU's Articles of Governance;
- f) The committee may take decisions without a meeting in accordance with [Articles 101 to 102](#) of The SU's Articles of Governance;
- g) The committee will handle any conflicts of interest that arise at a meeting in accordance with [Article 103](#) of The SU's Articles of Governance;
- h) The committee may make recommendations (*including proposing changes to these Terms of References*) to the Board of Trustees for consideration and decision.
- i) The committee may adopt new policies and/or amend existing policies subject to final ratification by the Board.

### Committee Responsibilities

#### Project/Campaign Management Responsibilities

- a) To receive and approve client briefs for projects/campaigns.
- b) To appoint project managers for approved projects/campaigns.
- c) To determine if a project requires a business case and where this should be submitted to:
  - Chief Executive (*below £5,000*);
  - Leadership Committee (*between £5,000 to £10,000*);
  - Finance & Audit Committee (*above £10,000 or/and medium risk identified*);
  - Board of Trustees (*above £50,000 or/and medium risk identified*).
- d) To receive and review reports relating to:
  - ongoing projects/campaigns.
  - end of project/campaign.
- e) To identify and determine when there is a need to end a project/campaign prematurely.
- f) To review the following policy and agree any amendments subject to ratification by the Board:
  - Project & Campaign Management policy.

#### Strategy and Performance Monitoring Responsibilities

- a) To review and agree any draft strategy for recommendation to the Board for approval.
- b) To receive and review reports relating to:
  - the strategy's key performance indicators (*KPIs*);
  - equality, diversity and inclusivity within The SU;
  - overall statistics for Student Member misconduct and disciplinary;
  - overall statistics for complaints received by The SU;
  - staffing matters (*such as vacancies, restructure, sickness, etc*)
  - any other strategic and performance matter that the committee itself may determine is necessary.
- c) To make (*where necessary*) key decisions relating to the implementation of the strategy.

#### Student Group Responsibilities

- a) To review and determine the number and nature of the Executive committees that should exist within The SU.
- b) To determine whether a Student Group should be disaffiliated from The SU where it is brought to their attention.
- c) To review the following policies and agree any amendments subject to ratification by the Board:
  - Student Group policy.
  - Events policy.
  - Marketing & Media policy.
  - Volunteering policy.

#### Trustee Recruitment Responsibilities

- a) To recruit potential candidates for appointment as Independent Trustees to the Board by:
  - identifying potential gaps in the skills and backgrounds on the Board;
  - determining the criteria to be used in recruiting a new Independent Trustee;
  - determining the timetable for recruitment;
  - appointing a panel to shortlist and assess potential candidates;

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- reviewing and agreeing the panel's recommended candidates for appointment to the Board.
- b) To review the following policies and agree any amendments subject to ratification by the Board:
- Trustee Recruitment and Induction policy.
  - Trustee Roles & Responsibilities policy.