

## LEADERSHIP COMMITTEE REPORTS 09-06-2021

Content	Report Number
Actions arising and minutes of previous meeting	-
<a href="#">Report on strategy KPIs and survey results</a>	R1
<a href="#">Report on citizenship &amp; a political policy making framework</a>	R2
<a href="#">Report on trustee recruitment</a>	R3
<a href="#">Report on SU alumni grant spending</a>	R4
<a href="#">Report on projects</a>	R5
<a href="#">Report on Top Ten</a>	R6

Actions arising from previous meetings	Action Owner	Started	Exp finish	Progress
Develop a new strategy and student survey report for the Board with Insights & Engagement Manager and President	Chief Executive	05-21	17/06/2021	On track
Add annual review of Student Survey trend data by Leadership Committee to governance calendar	Governance & Executive Support Manager	05-21	09/06/2021	Completed
To amend the alumni report for next meeting	Governance & Executive Support Manager	05-21	09/06/2021	Completed
To amend the projects report to make it a simple one page overview	Governance & Executive Support Manager	05-21	09/06/2021	Completed
To add a Top Ten overview to the reports	Governance & Executive Support Manager	05-21	09/06/2021	Completed

Decisions made without a meeting	Proposed by	Result
-	-	-

Meeting:	<b>Leadership Committee</b>		
Location:	<b>Microsoft Teams Meeting</b>		
Date & Time:	<b>Wednesday 12<sup>th</sup> May 2021 at 1pm</b>		
<b>Present:</b>			
Francesco Masala	President ( <i>Acting Chair</i> )		
Fritz Ho	Postgraduate Officer		
Tom Sawko	Sport Officer		
Annie Willingham	Education Officer ( <i>Left the meeting under item 10</i> )		
<b>In attendance:</b>			
Nicky Passmore	Chief Executive		
Mandy Wilson-Garner	Deputy Chief Executive		
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )		
Polly Hawker	Head of Activities ( <i>Left the meeting under item 8</i> )		
Helen McHenry	Head of Finance		
Michael Dalton	Head of Commercial Activities ( <i>Left the meeting under item 8</i> )		
Amy Young	Insights & Engagement Manager ( <i>Present for item 1 - 5</i> )		
Item			
1.	<b>Apologies for absence</b>		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Freya Jackson	Another meeting	Yes
	Charlie Slack	Another meeting	Yes
	The President was appointed as acting Chair for this meeting only.		
2.	<b>Notice of any other business</b>		
	The following item was identified for discussion under any other business: 1) Santander application		
3.	<b>Declaration of conflict of interest</b>		
	No one had any conflicts of interests to declare 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 the committee had adopted the Student Group policy via a decision without a meeting.		
5.	<b>Strategy and Performance Monitoring</b>		
	The Committee received a report on Student Life Survey ( <i>See R2 of the Committee reports</i> ).		
	The Insights & Engagement Manager reported that April was looking better than March with responses to most questions from students in the survey being more positive overall.		
	<b>(The Postgraduate Officer joined the meeting at this point)</b>		

	<p>The Insights &amp; Engagement Manager reported on the additional meeting that had been had to discuss how The SU could use the Student Survey data more effectively going forward.</p> <p>The following recommendations had been reached:</p> <ul style="list-style-type: none"> <li>• use focus groups to drill down in to the data to find out more when concerns are identified in the data;</li> <li>• work with the SU and University marketing team to identify when in the year targeted communication around mental support should be sent out to students;</li> <li>• report to Leadership Committee only on the significant differences identified between current years data and previous years data.</li> </ul> <p>The Committee agreed with the recommendations and discussed what information should be reported to the Board. It was suggested that this should be the KPIs data, significant observations from the Student Survey and actions being taken in response. The Committee agreed that this report should be looked at and developed for the next Board meeting.</p> <p><b>ACTION: Chief Executive, Insights &amp; Engagement Manager and President to develop a new strategy and student survey report for the Board.</b></p> <p>An Officer suggested and it was agreed that the Committee should review all the trend data for the Student Survey at least once a year around the time of annual planning.</p> <p><b>ACTION: Governance &amp; Executive Support Manager to add annual review of Student Survey trend data by Leadership Committee to the governance calendar.</b></p> <p><i>(The Postgraduate Officer left the meeting at this point)</i></p>
6.	<p><b>Complaints &amp; Student Member disciplinary</b></p> <p>The Committee received a report on Complaints &amp; Student Member disciplinary (<i>See R3 of the Committee reports</i>).</p> <p>The Head of Activities explained that before the pandemic rugby had been banned from competing in varsity as disciplinary action. However, due to pandemic this had never happened and a decision now needed to be reached regarding whether the ban carries over to the next varsity. Their recommendation was that it should not as it will have been two years since the incident and most members at that time will have left. The Committee discussed and agreed with the recommendation.</p> <p>The Sport Officer suggested that going forward The SU needed to be more proactive in addressing behavioural issues with clubs such as rugby. There is clear evidence to support intervention and The SU should be running training with members joining Sports.</p> <p>The Head of Activities confirmed that the Club Development Officer was already working on training to address this specific issue.</p>
7.	<p><b>SU Alumni Spending</b></p> <p>The Committee received a report on SU alumni spending (<i>See R4 of the Committee reports</i>).</p> <p>An Officer reported that the University Radio Bath (<i>URB</i>) had recently submitted an application which the SU alumni panel had discussed at a recent meeting. They explained the specific details of the project. The panel after considering the application had decided to approve £1,084 for the Rodecaster Pro Quad 4 Bundle which will allow for podcasting. This potentially allows them the opportunity to gather evidence from its use and apply again in the future with better justification for the other specialised equipment requested.</p>

	<p>It was noted that this left over £12,000 in the fund. This could potentially be used with the spaces project, summer festival activities or possibly rolled over to next year.</p> <p>The Head of Activities reported that the Club Development Officer and Assistant Bars Manager had been carrying out a piece of work reviewing the past several years of alumni spending. This was because Student Groups did not always spend the full amount they requested. Next month they would be able to report a more accurate figure for the actual amount held in SU alumni fund.</p> <p>The Committee discussed and agreed that the alumni report could be condensed further so that it just reported on the previous months applications along with current total.</p> <p><b>ACTION: Governance &amp; Executive Support Manager to amend alumni report for next meeting.</b></p>
8.	<p><b>Project/Campaign Management</b></p> <p>The Committee received a report on current projects (<i>See R5 of the Committee reports</i>).</p> <p><b><i>(The Head of Activities and Head of Commercial Activities left the meeting at this point)</i></b></p> <p>The Committee discussed this report and the possible value of having the project leads present at meetings to answer specific questions about their projects. In its current form the report was too long and it was agreed that this should be condensed to a one page overview of current projects.</p> <p><b>ACTION: The Governance &amp; Executive Support Manager to amend the projects report to make it a simple one page overview.</b></p>
9.	<p><b>Top Ten Verbal update</b></p> <p><b><i>(The Postgraduate Officer left the meeting at this point)</i></b></p> <p>The Education Officer reported that The SU had been successful in getting the University to adopt a lecture recording policy.</p> <p>The Sport Officer reported that good progress was being made on getting the University to be more transparent on how student money is being spent.</p> <p>The President reported that good progress was being made to enact a universal Trans policy with the University.</p> <p>The Committee discussed and agreed that for the next meeting a Top Ten overview should be added to the reports.</p> <p><b>ACTION: The Governance &amp; Executive Support Manager to add a Top Ten overview to the reports.</b></p>
10.	<p><b>Head of Department's business</b></p> <p><b><i>(The Education Officer left the meeting at this point and meeting became in-quorate).</i></b></p> <p>The Deputy Chief Executive suggested and it was agreed that an additional meeting should be held to discuss any other business items. This meeting would include the Officers, Chief Executive, Deputy Chief Executive and the Governance &amp; Executive Support Manager.</p>

**ACTION: Governance & Executive Support Manager to arrange additional meeting for Officers, Chief Executive, Deputy Chief Executive to discuss AOB and other items.**

11. **Any other business**  
No items had been previously identified for discussion under any other business.

**The meeting ended at 2.40pm**

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

**PURPOSE**

To report on the strategy's key performance indicators, specifically those captured in the monthly Student Life Survey.

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**REPORT**

**1. STRATEGY KEY PERFORMANCE INDICATORS**

1.1. For the purposes of this report The SU Strategy KPIs reported on are those which are included in the Student Life Survey which are as follows:

**Growing community – students FEEL part of something**

Average % of students agreeing to the following statements:

- I feel a sense of belonging
- I feel part of a community
- I feel that my contribution to The SU matters

**Inspiring change – students KNOW how to make change**

Average % of students agreeing to the following statements:

- I know how to influence the decisions and actions of The SU
- I know how to contribute more to the community I am a part of
- I know how students are making the community better

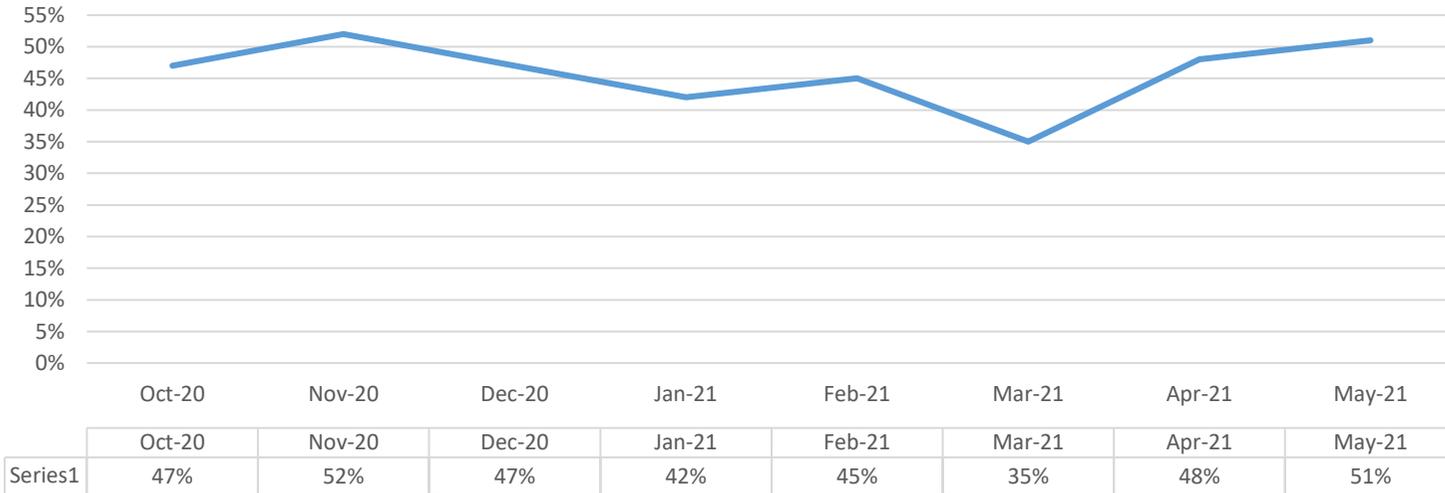
**Inspiring change – students FEEL they can make change**

Average % of students agreeing to the following statements:

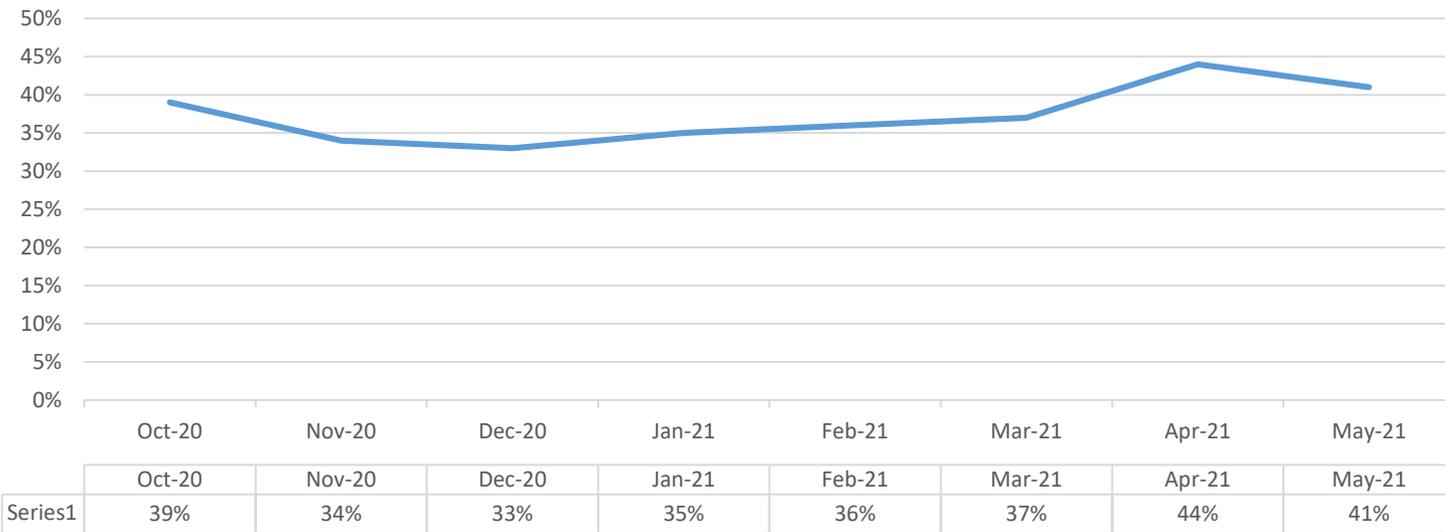
- I can influence the decisions and actions of The SU
- By contributing to my community I'm also gaining from it
- Everyone can make a contribution to the community

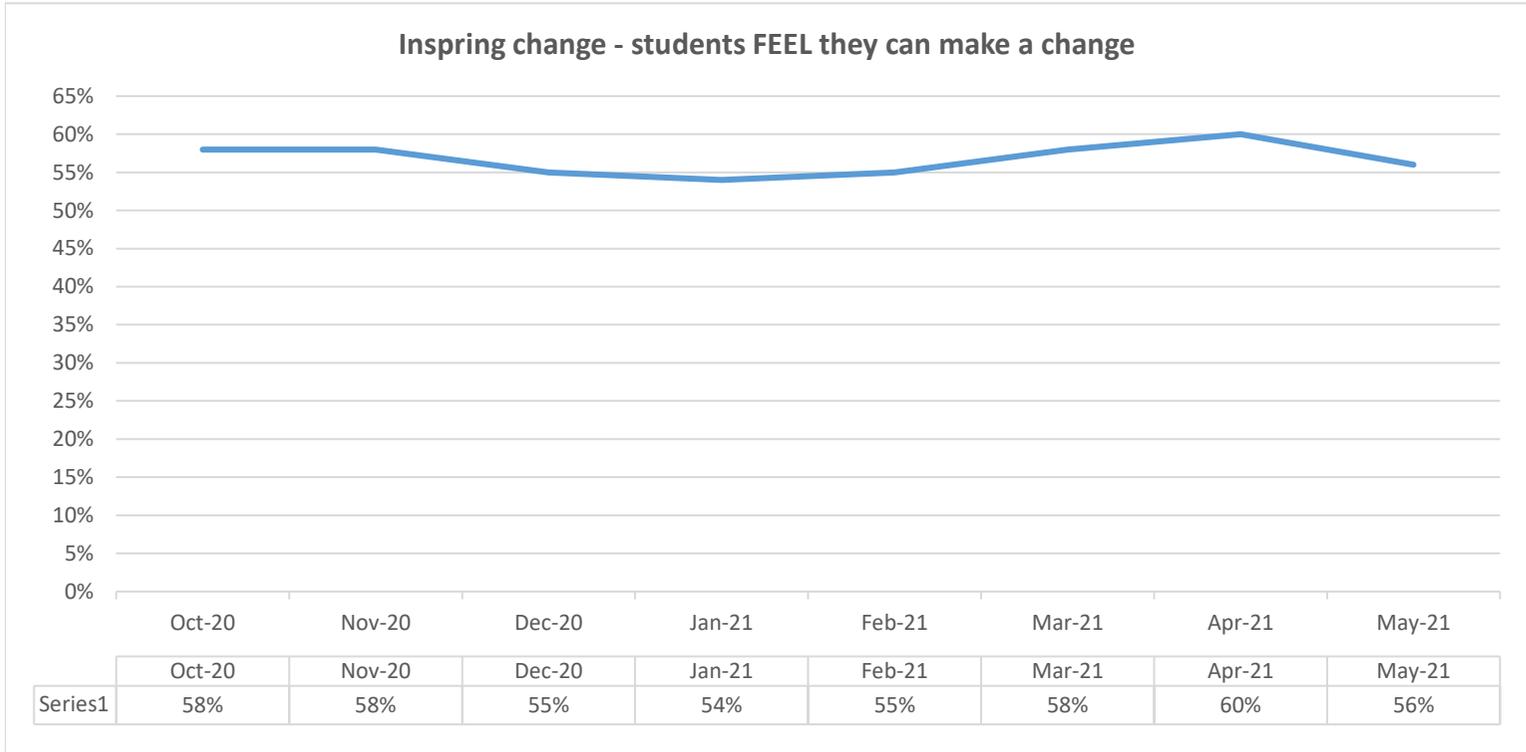
1.2 The following graphs show monthly data on the three KPIs as outlined above. For further detail on individual questions which contribute to the KPIs, see Appendix 1.

**Growing community - students Feel part of something**



**Inspiring change - students KNOW how to make change**





**2. Updates on Student Life Survey data**

2.1 Leadership Committee are asked to note the following actions which have been taken in response to the Student Life Survey data.

As reported at the May 2021 Leadership Committee meeting a small group of staff and Officers met to look at the student concerns data from 2020-21 and the three year trend data collected between 2017-18 and 2019-20, the following actions were agreed:

- Student concerns data to be analysed by key student demographics to identify any trends amongst specific communities of students **June 2021 (I&E Manager)**

- Create insight reports for SU areas of relevant Student Life Survey data (not restricted to the student concerns data but any relevant data from the survey) **June 2021 (I&E Manager)**
- Focus groups to be held to provide further insight into the student lifecycle and impacts on student wellbeing and concerns **Semester 1 2021/22 (I&E Manager)**
- Work with Marketing and Advice & Support to identify key points in the academic year for messages to students and create a calendar of communications accordingly **Summer 2021 (I&E Manager, Marketing team, Advice & Support team)**
- Share three year student concerns data with Student Communications Manager (University Communications Team) who is looking at the student lifecycle **June 2021 (I&E Manager)**.

2.2 The Insight & Engagement Manager presented the student concerns data to the University Health & Wellbeing Steering Group (Chaired by Vice President Student Experience). The data was well received and a number of recommendations were presented by the Mental Health Project Officer (Student Services) in response to the data including the recommendation for the Loneliness Working Group to be reformed to focus on this key issue.

<b>ACTIONS</b>
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3. Members of Leadership Committee are asked to note the report and discuss resulting actions.

<b>CONTACT:</b>	Amy Young ( <i>Insight and Engagement Manager</i> )	E-Mail: susay@bath.ac.uk
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**APPENDIX 1: FULL BREAKDOWN OF QUESTIONS INCLUDED IN THE KPI CALCULATIONS**

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

## PURPOSE

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

These aims include:

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

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

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

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## REPORT

### 1.BACKGROUND

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

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

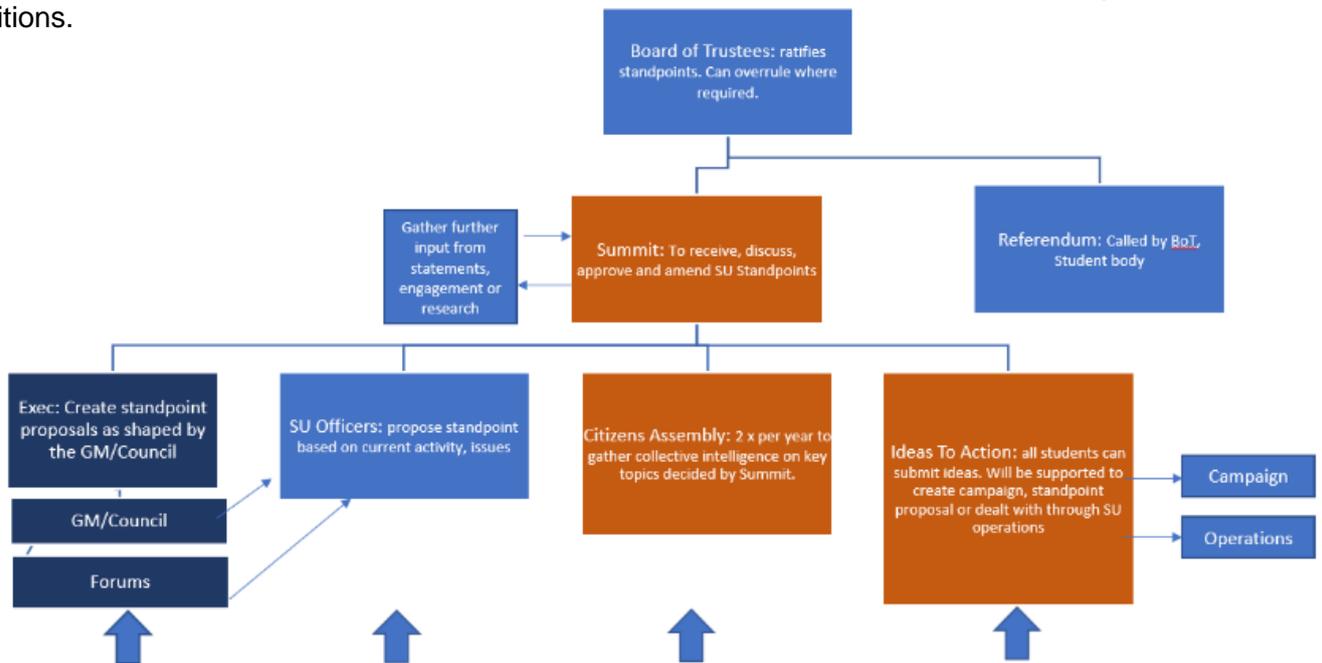
It is also worth noting that recent government activity around freedom of speech has detailed an expectation for any student to be able to submit policy proposals, and has become clear that there are no current adequate or accessible mechanisms for students to be able to do this through our existing structures other than via an SU officer to the Board of Trustees.

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

**2.PROPOSED SOLUTIONS**

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

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



**2.1 Standpoints**

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

The common model across SUs in the UK is to create SU ‘Policy’ through their Union Councils. Policies generally include a set of objectives or prescribed actions which mandate (usually) the officer team. This highly prescriptive approach can result in officers being tied to specific courses of action which can limit the Officers ability to act according to opportunity and intuition to progress issues effectively. The model used at Aalto is about creating a single sentence outlining the stance of the student community on a topic (e.g. *All students should be able to access lecture recordings within 24 hours of the lecture*).

By looking at either single, or multiple, standpoints officers can be given a steer on how to approach emerging issues and can demonstrate their rationale for taking a particular stance. It also provides a clear

<sup>1</sup> Aalto University policy document <https://www.aay.fi/en/aay-as-an-organisation/representative-council>

framework for student representatives to understand the political position of the student body on a host of topics.

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

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

A draft Standpoint proposal form is outlined in appendix 2.

## **2.2 SUmmit**

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

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

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

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

## **2.3 Ideas to Action**

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

Students will be able to suggest changes they would like to see take place within the SU or University via the SU website. These ideas will be triaged by staff members through to the SU Operations group, to be supported to develop a campaign, a Standpoint proposal, or a change to the operational delivery of an element of the SU (meeting with the relevant staff member).

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

## **2.4 Citizens Assembly**

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

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

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

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

### **3 CONSULTATION AND STAKEHOLDER ENGAGEMENT**

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

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

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

### **4 TIMESCALE**

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

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

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

### **5 RESOURCE IMPLICATIONS**

These activities were noted in the creation of next year's financial activity through the annual planning process in January but further scoping of the costs may require some funding to support the development. Anticipated costs may include refreshments for evening meetings, potential need to purchase technology currently not available such as table microphones and a small amount of stationery.

In terms of staffing, it is anticipated that this work will be supported primarily by the Head of Student Voice & Engagement (oversight and development), Student Voice Coordinator (Standpoints, Ideas to Action triage and standpoint development), Insight & Engagement Manager (Coordination of SUMmit meetings, Citizens Assembly) and the broader SU Voice team in supporting processes around undertaking research and Engagement to provide briefings on emerging issues. Student Staff will be used to take notes in the meetings and assemblies. Marketing & Communications team would be required to provide support for promotional activity, development of new webpages and communications around new Standpoints.

### **6 REVIEW AND PERFORMANCE MONITORING**

A review will be undertaken at the end of the next year to identify the effectiveness of the individual elements (Standpoints, SUMmit, Ideas to Action, Citizens Assembly) and to identify where changes will need to be made. A report will be made to the Board of Trustees and will include:

- Number of Standpoints proposed, created and detail of where they have been submitted from
- Number of submissions to Ideas to Action and which route they were directed into (Operational, Campaign, Standpoint).
- Attendance at Summit meetings and any relevant feedback from participants.
- Attendance figures and outcomes from Citizens Assemblies.
- Any relevant data relating to student awareness of being able to 'make a change'

**ACTIONS FOR THE COMMITTEE**

3. The committee is asked to decide if they accept the following recommendations:

**Recommendation 1:** To recommend the proposed models to the Board of Trustees

<b>CONTACT:</b>	Charlie Slack (Head of Student Voice & Engagement)	E-Mail: <a href="mailto:suscas@bath.ac.uk">suscas@bath.ac.uk</a>
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## APPENDIX 1: SECTOR ACTIVITY

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

**Bristol:** SU Council has oversight of SU Byelaws, scrutinises work of elected reps and officers, oversight/amendment/creation of policy, considers informal proposals, creates networks, receives accounts, oversight of student disciplinarys. Made up of most elected representatives. Relationship with BoT (amendments to SU Byelaws must be made jointly by the SU Council and the BoT. In the event of a disagreement, the BOT has the ability to overrule the council and alter/amend bylaws but must then notify UoB governing body and members meeting of such a decision)

<https://www.bristolsu.org.uk/about/company-information/council>

[Bristol SU Byelaws - November 2020.pdf \(nusdigital.s3-eu-west-1.amazonaws.com\)](https://www.bristolsu.org.uk/about/company-information/council) (p12)

**Durham:** creating and shaping SU policy. Officers held to account and work directed. Receives reports from BoT. ratify affiliation of student groups. Any student can submit a proposal or amendment for discussion. Made up of officers, liberation group chair, faculty and dept reps, exec chairs and a number of elected open place positions. All students can attend. Union policy can be created by assembly alongside BOT, Referendum, General meetings and committees

<https://www.durhamsu.com/voice/assembly>

[https://s3-eu-west-](https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/27734/cf9443b8c05cf26657526c3aed572660/Articles_of_Association_2015-01-16.pdf)

[1.amazonaws.com/nusdigital/document/documents/27734/cf9443b8c05cf26657526c3aed572660/Articles\\_of\\_Association\\_2015-01-16.pdf](https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/27734/cf9443b8c05cf26657526c3aed572660/Articles_of_Association_2015-01-16.pdf) (94-98)

[https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/51581/Standing\\_Order\\_B\\_Policy.pdf](https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/51581/Standing_Order_B_Policy.pdf)

**UEA:** debate and decide policy, appoint reps to committees, accountability of officers, review and amend SU constitution, appoints student trustees, approves C&S new group constitutions, approves budget for SU, affiliations of external groups. Made up from approx. 200 student leaders across different roles.

<https://www.uea-su.org/democracy/unioncouncil/>

<https://www.uea-su.org/pageassets/union/governance/constitution/Bye-Laws-October-2019-Version.pdf> (p7)

**Hull:** approve policy, recommend referendums, accountability of officers and elected reps, ratify new and updated standing orders. Also AGM.

[https://cd0245b3ce8070c3f0c4-](https://cd0245b3ce8070c3f0c4-06d3ab5db7610e0484c331fad6388570.ssl.cf3.rackcdn.com/HUU_BYELAWS_v160920.pdf)

[06d3ab5db7610e0484c331fad6388570.ssl.cf3.rackcdn.com/HUU\\_BYELAWS\\_v160920.pdf](https://cd0245b3ce8070c3f0c4-06d3ab5db7610e0484c331fad6388570.ssl.cf3.rackcdn.com/HUU_BYELAWS_v160920.pdf) (p26)

**Exeter:** creates student policy, officer accountability, contributes to guild governance. Any student can submit agenda items and observe. Agenda items and speaking is up to the Chair

<https://www.exeterguild.org/voice/guildcouncil/>

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

<https://manchesterstudentsunion.com/senate>

**Sheffield:** SU Council creates policy, oversight of democratic activity, amendment to bylaws.

<https://su.sheffield.ac.uk/student-leadership>

**Southampton:** senate -political oversight body of the SU, monitors work of areas/officers/trustee board, monitors major expenditure and takes decisions on major issues. Decides policy that falls across one or more zone. Decisions made by a democratic body are subject to the authority of the trustees on the

grounds of financial considerations, charity law or other legal requirements, other such grounds set out in the rules. Policy can be created by mass vote, general meeting, union senate, zone or trustee board (in the case of trustee board, must only relate to administrative and operational matters not statements of a political nature)

<https://www.susu.org/representation/senate.html>

<https://www.susu.org/downloads/about/articles.pdf> (p17)

**Imperial:** Union Council creates/approves policies (along with general meetings and referenda), accountability of officers. Policy can be overruled by Board of Trustees

<https://www.imperialcollegeunion.org/sites/default/files/Imperial%20College%20Union%20Bye-Laws.pdf>

**UCL:** SU Council creates policy. BoT has ability to override if has financial implications, legal implications, not compatible with charitable objectives

[memorandum\\_articles\\_of\\_association\\_january\\_2019.pdf \(studentsunionucl.org\)](#) (41.3 trustees, 59- Union council)

**Lancaster:** Executive committee comprised of officers, liberation group representatives, faculty reps, exec reps, hall reps. Supported by a student jury, general meeting and referenda in policy making practice)

<https://lancastersu.co.uk/lancaster-university-students-union/documents>

**Reading:** Student Voice forum – policy and campaign proposals, officers held to account. 3 per year.

Change it – campaign and policy ideas voted on by all student vote. Ideas Feasibility group

<https://www.rusu.co.uk/representation/change-it/how-does-it-work/>

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

[Policy Inquiry \(rhul.ac.uk\)](https://www.rhul.ac.uk/policy-inquiry)

**APPENDIX 2: THE SU BATH – STANDPOINTS GUIDANCE****1 What is a standpoint?**

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

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

**1.3** A standpoint must adhere to the following conditions before it can be considered by SUMmit:

- It must not breach UK law.
- It must be in line with The SU's [charitable objectives](#). The proposal cannot be 'Ultra Vires' – it must adhere to the Charity Commission's expectation of The SU (e.g. it cannot be party political).
- It must not contravene the University's regulations or [Dignity & Respect policy](#).
- It must not contravene [The SU's values](#).
- It must not contravene an existing [Article of SU Governance](#).
- It must not contradict an existing SU standpoint.
- It must not mention an individual by name.

**2 How do I submit a standpoint proposal?**

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

**3 What should be within a standpoint proposal?**

**3.1** A standpoint proposal must consist of three sections:

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

**4 How is a standpoint adopted?**

- a) One of SUMmit's core functions is to receive and consider standpoint proposals. The standpoint proposer(s) will be able to attend the meeting, or if required can nominate another SU member(s) to attend in their place.
- b) The SUMmit committee will discuss and debate standpoint proposals, including the wording of a standpoint. The final wording will be agreed by the Chair based on discussion and agreement with the proposer, this can happen following the meeting if required. The final wording must be fully supported by the original proposer.
- c) Once final wording has been agreed, SUMmit committee members will vote on standpoints following the meeting (usually electronically) within 48 hours of the end of the meeting.
- d) As per the standard procedures, a standpoint may only be passed if at least two thirds of the total SUMmit committee members cast a vote, and a majority of the votes cast are in favour.
- e) All standpoints passed by the SUMmit will be brought to the next meeting of the SU's Board of Trustees for ratification. Once ratified, these will be added to the SU Standpoints document.
- f) If a standpoint proposal is rejected by the SU's Board of Trustees, a written response will be sent to SUMmit and the proposer(s) to allow the proposer(s) to amend their proposal and resubmit to the SUMmit for consideration/approval.

- g) Once a standpoint is approved by SUMmit and ratified by the SU's Board of Trustees, it is valid indefinitely unless specified otherwise, or if it is challenged at a later date.
- h) SUMmit can decide to assign individual standpoints an 'expiry date' or 'date of review'. Standpoints due to expire, or due for review, will be brought to SUMmit and subject to a vote to either; confirm its continuation or discontinuation, or make amendment(s).
- i) Any existing standpoint can be 'challenged' by a SUMmit member, for this to occur, the following conditions must be met:
- One additional SUMmit member must support the challenge.
  - The purpose of the challenge is made clear, the member and Chair must agree on either proposing a standpoint's amendment or removal.
  - The Chair must approve the challenge and agree that it will become an item at the next SUMmit.
- j) Any existing standpoints can be *amended* in the following ways.
- The SU's Board of Trustees decide to amend a standpoint (the Board was normally do this in urgent circumstances).
  - The SUMmit makes a vote to amend an existing standpoint (subject to SU Board of Trustee approval).
  - A valid referendum vote passes which requires the changing of a standpoint, in accordance with [Articles 28 to 31](#) of The SU's Articles of Governance, and subject to approval from the SU's Board of Trustees.
- k) Any existing standpoints not due to expire, can be *removed* in the following ways:
- The SU's Board of Trustees decide to remove a standpoint (the Board was normally do this in urgent circumstances).
  - The SUMmit makes a vote to remove an existing standpoint (subject to SU Board of Trustee approval).
  - A valid referendum vote passes which requires the removal of a standpoint, in accordance with [Articles 28 to 31](#) of The SU's Articles of Governance, and subject to approval from the SU's Board of Trustees.

**APPENDIX 3: SUMMIT TERMS OF REFERENCE****1. Committee Membership**

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

**2. Committee Procedures****2.1 Standard procedures**

- a) The committee will usually meet 5 times per year, although additional votes on single issues or urgent matters may be required outside a meeting.
- b) The committee secretary will arrange meetings in accordance with [Articles 84 to 87](#) of The SU's Articles of Governance.
- c) Any vote SUMmit makes pertaining to the committee's position on an issue or the election of a Chair will only pass if the following conditions are met:
- Quoracy must be met (at least two thirds of the total SUMmit committee members need to cast a vote)
  - A simple majority of the votes cast are in favour (majority is 51% and above)

**2.2 Standpoints**

- l) One of SUMmit's core functions is to receive and consider standpoint proposals. The standpoint proposer(s) will be able to attend the meeting, or if required can nominate another SU member(s) to attend in their place.
- m) The SUMmit committee will discuss and debate standpoint proposals, including the wording of a standpoint. The final wording will be agreed by the Chair based on discussion and agreement with the proposer, this can happen following the meeting if required. The final wording must be fully supported by the original proposer.
- n) If the SUMmit committee decides not to vote directly on a standpoint during a meeting, the committee can vote to enact one of the following options:
- Refer to Head of Student Voice to provide a briefing (at the following meeting) on new or existing research data, student engagement activity feedback, sector activity or other relevant evidence on the issue.

- Call for statements from the wider student community and discuss at next meeting.
  - Recommend to the Board of Trustees that a referendum be held to determine student opinion.
  - Determine that the standpoint does not sufficiently impact members of our community to become a standpoint.
- o) When the committee feels they have sufficient information and insight, SUMmit can then decide to vote on the standpoint.
- p) Once final wording has been agreed, SUMmit committee members will vote on standpoints following the meeting (usually electronically) within 48 hours of the end of the meeting.
- q) As per the standard procedures, a standpoint may only be passed if at least two thirds of the total SUMmit committee members cast a vote, and a majority of the votes cast are in favour.
- r) All standpoints passed by the SUMmit will be brought to the next meeting of the SU's Board of Trustees for ratification. Once ratified, these will be added to the SU Standpoints document.
- s) If a standpoint proposal is rejected by the SU's Board of Trustees, a written response will be sent to SUMmit and the proposer(s) to allow the proposer(s) to amend their proposal and resubmit to the SUMmit for consideration/approval.
- t) Once a standpoint is approved by SUMmit and ratified by the SU's Board of Trustees, it is valid indefinitely unless specified otherwise, or if it is challenged at a later date.
- u) SUMmit can decide to assign individual standpoints an 'expiry date' or 'date of review'. Standpoints due to expire, or due for review, will be brought to SUMmit and subject to a vote to either; confirm its continuation or discontinuation, or make amendment(s).
- v) Any existing standpoint can be 'challenged' by a SUMmit member, for this to occur, the following conditions must be met:
  - One additional SUMmit member must support the challenge.
  - The purpose of the challenge is made clear, the member and Chair must agree on either proposing a standpoint's amendment or removal.
  - The Chair must approve the challenge and agree that it will become an item at the next SUMmit.
- w) Any existing standpoints can be *amended* in the following ways.
  - The SU's Board of Trustees decide to amend a standpoint (the Board was normally do this in urgent circumstances).
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  - A valid referendum vote passes which requires the changing of a standpoint, in accordance with [Articles 28 to 31](#) of The SU's Articles of Governance, and subject to approval from the SU's Board of Trustees.
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  - The SUMmit makes a vote to remove an existing standpoint (subject to SU Board of Trustee approval).
  - A valid referendum vote passes which requires the removal of a standpoint, in accordance with [Articles 28 to 31](#) of The SU's Articles of Governance, and subject to approval from the SU's Board of Trustees.

### 2.3 Officer updates

- a) SU Officers will be expected to provide an update based on their activity at each SUMmit meetings (unless there are appropriate apologies sent). Members of SUMmit will be invited to ask questions based on these updates.
- b) Any SUMmit member can provide written feedback to the SU Officers based on their updates, via the Chair of SUMmit, either anonymously or not.

**Other Summit Functions**

- To discuss topical issues related to student experience.
- To provide insight and direction for the Officer team and other relevant representatives on key issues.
- To receive updates from student groups, project teams or other groups of students on campaigns, projects or other pieces of work that may be of interest to Summit's members.
- Create a network of student leaders and encourage collaboration between areas.

**PURPOSE**

To recommend a plan for recruiting a new Trustee to succeed Rob Clay on the Board.

**REPORT****1. SKILLS/EXPERIENCES**

- 1.1. Rob Clay was originally appointed to the Board for their experiences and skills in finance.
- 1.2. Going forward it is vital that the Board secures a replacement with equal experience and skills in this area to ensure that they continue to have member who can provide independent financial advice.
- 1.3. For recruitment it is recommended that the following are included as essential skills/experiences:
- A recognised accounting qualification;
  - Knowledge of charity fundraising and finance practices;
  - Experience of financial planning, monitoring, decision making, compliance and control;
  - Experience of working with a Small/Medium sized organisation.
  - Ability to scrutinise and probe financial statements, reports and management accounts;
  - Ability to communicate and explain financial information to other Trustees.

**2. ADVERTISING VACANCY**

- 2.1. For advertising the vacancy the following are being recommended as possible channels of communication and promotion which incur no cost:
- **The SU:** can promote the role through our marketing teams social media channels and also via our staff.
  - **University Alumni department:** previously proven very successful at advertising vacancies for the Board with many of our current Trustees being found through them. Additional benefit that people found through them will have a past connection to the University of Bath.
  - **Institute of Chartered Accountants in England and Wales:** can post a vacancy on their site that will be viewable to their chartered accountant members.
  - **The honorary treasures forum:** can post a vacancy on their forum that will be viewable to their members.
  - **NUS:** as NUS Charity Member can also now advertise trustee vacancy on their site.
  - **Reach Volunteering:** a Charity set-up to help other Charities recruit people (*including Trustees*). For £150 + VAT they will advertise the vacancy on their site and use their comms to promote it.

**3. TIMELINE**

3.1. The following timeline is recommended to ensure recruitment is completed for the next Board meeting:

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

**4. INTERVIEW PANEL**

4.1. For the interview panel it is recommended that it be comprised of:

- Nicky Passmore (*Chief Executive*)
- Rob Clay (*Outgoing Independent Trustee*)
- Annie Willingham (*incoming President*)

## 5. INDUCTION

5.1. For induction the following will be arranged for the new Trustee:

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

5.2. As part of the induction the new Trustee will be provided with the following:

- Articles of Governance;
- Trustees annual report and audited accounts.

## ACTIONS

6. Officers are asked to decide if they accept the recommendations made within this paper.

<b>CONTACT:</b>	Greg Noakes ( <i>Governance &amp; Executive Support Manager</i> )	E-Mail: <a href="mailto:gdn26@bath.ac.uk">gdn26@bath.ac.uk</a>
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**BACKGROUND**

- 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.
- Any Student Group registered as part of The SU can apply for a proportion of the grant to help fund their own projects to enhance their activities within the student community.
- Approval is 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.

	Student Group	Project Title	Project Expenditure	Own budget	Crowdfunding	External Sponsor	Amount Requested	Decision	Amount given	Actual Spend	Alumni Fund Total Amount Given	Alumni Fund total amount spent
April	URB	Project Solsbury	£10,995.00				£10,995.00	Partly Approved	£1,084.00		£12,372.30	£15,996.60

**COMMENTS**

- The £3,624.30 discrepancy between total amount given from the alumni fund and total amount spent from the alumni fund is down to the fact that a number of student groups have yet to spend the money that has been allocated to them.

**ACTIONS**

- To monitor expenditure from the alumni fund to ensure this is spent;
- To identify potential applications that The SU could submit to the alumni fund.

<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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**BACKGROUND**

- The following report is intended to give oversight to the Leadership Committee of current ongoing SU projects.
- Going forward more detailed reports on projects will be submitted to Leadership Committee on a quarterly basis (*Sept, Dec, Mar, Jun*).

Project	Purpose	Project Lead	Started	Finish	Progress	Budget
Ideas to Action	Develop a platform which allows students to easily shape decisions in The SU	Ben Palmer			On Hold	
Collective Intelligence (Summit)	Trail ways to use collective intelligence to tackle complex student issues	Amy Young			On Hold	
Citizen Assembly	Develop a Representative Citizens Assembly to monitor SU Progress and gather feedback on SU activity	Ben Palmer			On Hold	
Student Standpoints	Develop a process and document capturing the views of the Student Body on different issues	Charlie Slack	Oct-20			
Culture Shift - Values & Behaviours	Update the Values and Behaviours Framework, embedding across all student & staff activity	Amy Young				
Culture Shift - Student Groups	Trial new Student Group model to reduce beuacracy	Polly Hawker	Oct-20	Feb-22	On track	No budget
Content Shift: Programming (Welcome)	Focus our efforts around The SU's annual programmes of key activity to improve impact	Helen Webb			On Hold	
Content Shift - Cause Comms	Develop resources for staff and student leaders to talk about The SU and our cause	Helen Webb			On Hold	
ED&I	To develop an E, D & I action plan	Ben Palmer	Dec-20			
Climate Shift Student & Other Activity	Co-ordinate student led activity and partnerships across the University and within the local community	Suzanne Snook	Mar-20			
Active Travel	To facilitate students in a shift towards a sustainable, active way of travelling	Matt Price	Oct-20			
People Strategy	Update & Implement our people strategy to improve staff satisfaction and engagement	Mandy Wilson-Garner	Mar-20			

**ACTIONS**

- To monitor and receive updates on projects to ensure staff/resources are being put to effective use;
- To identify and hold to account projects that appear not to be making progress;
- To identify and discuss possible future projects.

<b>CONTACT:</b>	Gregory Noakes ( <i>Governance &amp; Executive Support Manager</i> )	E-Mail: <a href="mailto:g.d.noakes@bath.ac.uk">g.d.noakes@bath.ac.uk</a>
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Top Ten 2020-21	Officer	University	Progress
Commit to sustainable investment practices and divest from all companies with links to the fossil fuel industry	President	Finance Director	
Create and commit to a specific action plan for decolonising the curriculum	Education	PVC L&T	
Enact a Universal Trans Policy, developed with students and staff	President Community	HR Director	
Provide additional, sustainable staff resource to ensure the delivery of mental health first aid training to at least 10% of students staff	Community	DVC	
Ensure good supervision practice through provision of training to all supervisors	Postgraduate	PVC I&D	
Enhance case management of Report and Support to provide a swift and effective resolution to cases	Community	VP student experience	
Introduce a policy for all students to be able to access recordings of all their lectures	Education	PVC L&T	Completed
Produce clear guidance and communication with our placement students to ensure that impacts due to Covid-19 are mitigated as much as possible	Education	PVC L&T	
Design a specific support plan for students from low-income backgrounds in order to provide jobs and support in light of Covid-19	Sport	VP student experience	
Create a list of additional costs from the University experience and look to reduce these costs on an annual basis to ensure equity of experience	Sport	VP student experience	

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| <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• To monitor and receive updates on progress to achieve Top Ten;</li> <li>• To identify additional support that might be needed to support Officers in order to achieve Top Ten actions.</li> </ul> |
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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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