

LEADERSHIP COMMITTEE REPORTS – 16/11/2022

Item	Report Number
Actions Arising and minutes of previous meeting	R1
Leadership Committee Terms of Reference Review	R2
Complaints and Disciplinary Report	R3
Strategy KPIs and Survey Results	R4
Proposal to Undertake Trial Scheme with Unitu	R5

Actions Arising

Actions arising from previous meetings	Action Owner	Started	Expected finish	Progress/update
To develop separate process for one-off event associate membership.	Head of Activities	21/22	Summer 2022	Meeting still to be arranged with Officers to discuss.
To review health and safety training and how we monitor completion of manual handling training.	Head of Activities	21/22	Summer 2022	On-line manually handling course will be sent out to staff and students support events. Next step is to include training via the student leadership hub.
CS to work with new Governance Coordinator to investigate a process for students to propose changes to policies and procedures.	Head of Voice	21/22	Ongoing	
PH to investigate our procedures around expelled students with the new Governance Coordinator.	Head of Activities	21/22	Summer 2022	
Include PAL Attendance in KPIs	Peer Support Manager	21/22	-	
Discuss Top 10 Long List and share queries and ideas with relevant SU teams.	Sport officer, Community officer, Education Officer	17/08/22	24/08/22	Completed
Inform MD about possibility of using Roman Baths for events.	Head of Activities	17/08/22	Summer 22	Completed
Set up a data and insight group to establish what data is needed and how it will be used across the SU	Engagement and Insight Manager	05/10/22	16/11/22	

Decisions made without a meeting

The following decisions are noted as having been agreed without a meeting in accordance with Article 101:

- Minutes from Leadership Committee meeting held on 17th August approved.
- Actions for Insight and Engagement Manager removed and replaced with “Set up a data and insight group to establish what data is needed and how it will be used across the SU”

CONTACT: Beki Self	E-Mail: ras232@bath.ac.uk
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Meeting:	Leadership Committee	
Location:	Microsoft Teams Meeting	
Date & Time:	Wednesday 17 August 2022	
Present:		
Julia Kildyushova	JK	Education Officer
Blake Walker	BW	Community Officer
Elizabeth Stacey	ES	Sports Officer (acting chair)
In attendance:		
Mandy Wilson-Garner	MWG	Deputy Chief Executive
Helen McHenry	HM	Head of Finance
Polly Hawker	PH	Head of Activities
Sam Cook	SC	Peer Support Manager
Beki Self	BS	Governance Coordinator (Secretary)
Amy Young	AY	Insight and Engagement Manager

Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Nicky Passmore	Sick	Yes
	Viktor Toshev	Annual Leave	Yes
	Charlie Slack	Annual Leave	Yes
	Mike Dalton	Annual Leave	Yes
	Jura Neverauskaite	Annual Leave	Yes
	Alexander Robinson	Annual Leave	Yes
2.	Notice of any other business		
	PH – Venue use for events		
3.	Declaration of conflict of interest		
	No one present had any conflict of interest to raise relating to any items of business.		
4.	Minutes of the previous meeting and matters arising		
	Committee approved minutes of previous meeting		
	Actions from previous meeting		
	<i>“To develop separate process for one-off event associate membership. PH”</i>		
	<u>In progress.</u>		
	PH has been communicating with new Governance Coordinator (BS). Will continue to progress this once BS feeds back.		
	<i>“To review health and safety training and how we monitor completion of manual handling training.” PH</i>		
	<u>In progress.</u>		

There is an online version, waiting to hear back from university about if there is an in-person version. Need to see both versions to know what is appropriate for staff and for student leaders.

“PH to liaise with HM regarding costs required for Sustainability for the rest of the year and next academic year, to be included in annual planning.”

Completed.

Costs for sustainability to be included for annual planning. Will be included for annual planning for next year.

“PH to chair a new, temporary group comprising Mark Whelan, Suzanne Snook and Helen Webb to discuss Health and Safety concerns”

Completed

This has been created.

“CS to work with new Governance Coordinator to investigate a process for students to propose changes to policies and procedures”

Not Started.

Start dates and annual leave have meant this has not been possible. BS and CS to meet about this when both in office.

“PH to investigate our procedures around expelled students with the new Governance Coordinator”

Not Started.

Due to start date of new Coordinator this was not possible. PH to follow up with BS regarding this.

“MWG to speak to Greg Noakes and bring ES, JW and AW together to discuss trustee recruitment. Group to plan a new student trustee recruitment timeline

Completed

Student trustees recruited. BS and AR to continue looking at recruitment.

“Anna Boneham will be updating the Groups Policy and sending round to Leadership for approval. SC to upload to SU website once ready.”

Completed.

“SS will take the decision to sign up to the sustainable food commitment to CAF”

Completed.

“Include PAL attendance in future KPIs” SC

In Progress

“BP to implement changes to elections committee”

Completed

Changes approved, need to wait for new term to put committee in place.

“ES to meet with Helen Webb to discuss using the Belong at Bath message in the SU and to report back discussions to MWG.”

Completed.

Messaging approved

[Insight and Engagement Manager joined]

“CS and AY to discuss how we report on student leaders who hold more than one role.”

In Progress.

“AY to look at possible reports to compare memberships with previous years”

	<p><u>Completed.</u> Report send to committee members and was sent to Board of Trustees as part of a larger paper.</p> <p><i>“AY to continue working on how we measure engagement in groups beyond memberships.”</i></p> <p><u>In Progress.</u> Larger piece of work about the data the SU gathers and the purpose of the data.</p>
5.	<p>Complaints/Disciplinaries</p> <p>Verbal update from Insight and Engagement Manager.</p> <p>Since last Leadership Committee (18 May) complaints and disciplinaries has been relatively quiet.</p> <p>Ongoing complaint involving a Society closed as neither party decided to pursue a second level appeal to the complaints and disciplinary committee.</p> <p>One student enquired about making a complaint relating to an external trip provider, information was sent to the student regarding possible options but we did not hear from them again.</p> <p>No internal (SU) Disciplinary action since May 18th Meeting 2 notifications from the University of disciplinary action:</p> <p style="padding-left: 40px;">1 restricted students' access to a society they are a member of until start of 22/23 academic year</p> <p style="padding-left: 40px;">1 expelled from the University.</p> <p>Meeting with the University 16/08 will need to look at SU precautionary measures process and decide whether Academic Reps and other representative roles should be included in SU activity bans/suspensions.</p>
6.	<p>Top Ten Updates</p> <p>Officers provided an update on the progress of Top Ten. There was a discussion regarding the research aspect of the Top Ten and it was suggested that Managers and Heads of Departments may be a useful source of information.</p> <p>Julia, Blake and Elizabeth to discuss their long list and send items to relevant heads of and line managers.</p>
7.	<p>Heads of Departments business</p> <p>No specific items for HoDs business.</p> <p>Polly raised there are a lot of staff vacancies at the minute and to recognise this impacts all areas of the SU.</p>
8.	<p>Any Other Business</p> <p>Events such as Blues was previously held in the assembly rooms. Due to ownership changing to National Trust there are concerns about the booking availability of this venue.</p>

	<p>JD in Sport had meeting with Roman Baths about holding events such as Blues there. Venues increasing prices dramatically but there is the possibility for discounts for multiple bookings.</p> <p>PH wanted to make departments aware that Roman Baths is a potential venue and may be able to get lower prices if there are more bookings throughout the year.</p> <p>Blues is provisionally booked at Roman Baths.</p> <p>PH to raise with Head of Commercial, when they are back</p> <p>Acting chair noted it may be more affordable if booking done through the University as the University already hosts multiple events there. PH to look into this.</p>
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The meeting ended at 10.09

Item	Action	Action Owner	Exp Finish
4	To develop separate process for one-off event associate membership.	PH	Summer 2022
4	To review health and safety training and how we monitor completion of manual handling training.	PH	In progress
4	CS to work with new Governance Coordinator to investigate a process for students to propose changes to policies and procedures.	CS	Summer 2022
4	PH to investigate our procedures around expelled students with the new Governance Coordinator.	PH	Summer 2022
4	AY to liaise with relevant parties on how we report on student leaders who hold more than one role.	AY	Ongoing
4	AY to continue working on how we measure engagement in groups beyond memberships.	AY	Ongoing
4	Include PAL Attendance in KPIs	SC	Ongoing
6	Discuss Top 10 Long List and share queries and ideas with relevant SU teams.	ES, BW, JK	September 2022
8	Inform MD about possibility of using Roman Baths for events.	PH	Summer 2022

Chair:	
Date:	

LEADERSHIP COMMITTEE TERMS OF REFERENCE REVIEW

PURPOSE

To review the current Terms of Reference for the Leadership Committee.

CONTENTS

Page 1	Report
Page 1	Actions for Committee/Board
Pages 2-4	Appendix 1
Pages 5-6	Appendix 2

REPORT

1. Background

- 1.1. In 2019 a review of Governance structures was conducted which included the number of committees sat under Board of Trustees and their terms of reference.
- 1.2. The terms of reference for the Leadership Committee (Appendix 1) were due to be reviewed in June 2021 but due to gaps in staffing this was not possible.

2. The review and recommended changes

- 2.1. The Governance Coordinator consulted with some senior SU managers and the SU President to discuss what amendments were needed to ensure the terms of reference were up to date. This has informed the proposed terms of reference (Appendix 2). The key changes are listed below:
- 2.2. Throughout the document, reference to specific policies have been removed and replaced with a new section on SU Policies. This provides greater clarity on the committee's responsibilities relating to SU policies.
- 2.3. Project and Campaign Management section has been revised to better reflect current SU practices including removing reference to client briefs.
- 2.4. Responsibilities relating to Trustees has been amended to give the committee oversight responsibility rather than operational responsibilities for trustee recruitment.

ACTIONS

The Leadership Committee are asked to:

- Comment on the proposed Terms of Reference
- Approve the proposed Terms of Reference and agree for it to be sent to Board of Trustees for ratification.

CONTACT: Beki Self

Email: ras232@bath.ac.uk

APPENDIX 1 – Current Leadership Committee Terms of Reference

LEADERSHIP COMMITTEE TERMS OF REFERENCE

Content	Page
Committee Membership	1
Committee Procedures	1
Project Management Responsibilities	2
Strategy and Performance Monitoring Responsibilities	2
Student Group Responsibilities	2
Trustee Recruitment Responsibilities	2

Committee Membership

- a) The total membership of the committee shall be up to 6 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;
 - 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.

APPENDIX 2 – Proposed Leadership Committee Terms of Reference

LEADERSHIP COMMITTEE TERMS OF REFERENCE

Content	Page
Committee Membership	1
Committee Procedures	1
Project Management Responsibilities	2
Strategy and Performance Monitoring Responsibilities	2
Student Group Responsibilities	2
Trustee Recruitment Responsibilities	2

Committee Membership

- a) The total membership of the committee shall be up to 6 committee members.
- b) The committee members will be:
- c) the 6 elected officers.
- d) The committee will elect its own Chair from its own committee members;
- e) A committee member will be disqualified and removed from the committee if they:
- f) fail to attend two consecutive meetings without the recorded permission of the committee;
- g) 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.

LEADERSHIP COMMITTEE TERMS OF REFERENCE REVIEW

Committee Responsibilities

Project/Campaign Management Responsibilities

- a) To receive and approve proposals for major 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*).
 - **Costs must be inclusive of staffing hours*
- d) To receive and review reports relating to:
- e) ongoing projects/campaigns.
- f) end of project/campaign.
- g) To identify and determine when there is a need to end a project/campaign prematurely.

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 receive updates relating to discussions at University Committees where it may impact the SU's interests or decisions.
- d) 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.

SU Policies

- a) To review the existing SU policies and agree any amendments subject to ratification by the Board.
- b) To approve proposed policies for The SU and agree any amendments subject to ratification by the Board.

Trustee Recruitment Responsibilities

- a) To determine when trustee recruitment may be needed.
- b) To receive updates on any trustee recruitment processes.

Complaints and Student Member Disciplinary

PURPOSE

To receive a report on complaints and student member disciplinary matters dealt with to date.

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Page 1	Report
Page 1	Actions for Committee

REPORT

1. Background

1.1. The Student Union (SU) is an independent organisation to the University and therefore has its own procedures for handling complaints and administering disciplinary to Student Members. All SU policies can be found on policy page of the governance section of the website.

2. Complaints

2.1. Since the Leadership Committee last met there has been one complaint. This complaint went to a Stage 1 Appeal and has concluded.

2.2. There was one informal complaint made by a student regarding a club night. The student noted they wanted the SU to be aware but did not want to pursue formal action.

3. Student Member Disciplinary

3.1. Three student member disciplinary cases have been started since August 2022.

3.2. All three cases occurred after Fresher's week with two coming in week commencing 7th November.

3.3. It has been noted by staff within Activities and Advice and Support that there have been multiple cases of student groups attempting to resolve situations, which should be referred to the disciplinary process, themselves. This could be an explanation for the low number of disciplinaries.

3.4. How to prevent this is being actively investigated by the Governance Coordinator, Head of Activities, Advice and Support Manager and Competitions Manager.

ACTIONS

The Leadership Committee is asked to note the report and discuss any actions they would like to see taken.

Contact:	Beki Self	<i>Senior Administrator (Governance)</i>	E-Mail: ras232@bath.ac.uk
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PURPOSE

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

CONTENTS

Page 1-5: Report

Additional documents: APPENDIX 1: Full breakdown of questions included in the KPI calculations

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

2021/22 average was 53%, this is an increase from 46% in 2020/21

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

2021/22 average was 43%, this is an increase from 37% in 2020/21

Inspiring change – students FEEL they can make change

Average % of students agreeing to the following statements

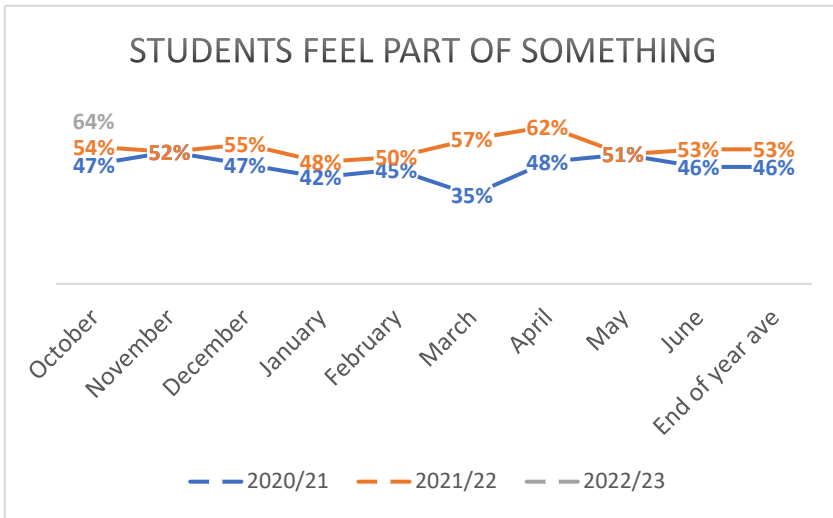
I can influence the decisions and actions of The SU

By contributing to my community I'm also gaining from it

Everyone can make a contribution to the community

2021/22 average was 59%, this is an increase from 57% in 2020/21

1.2 The following graphs show monthly data on the three KPIs as outlined above in 2020/21 and 2021/22. For further detail on individual questions which contribute to the KPIs, see Appendix 1.

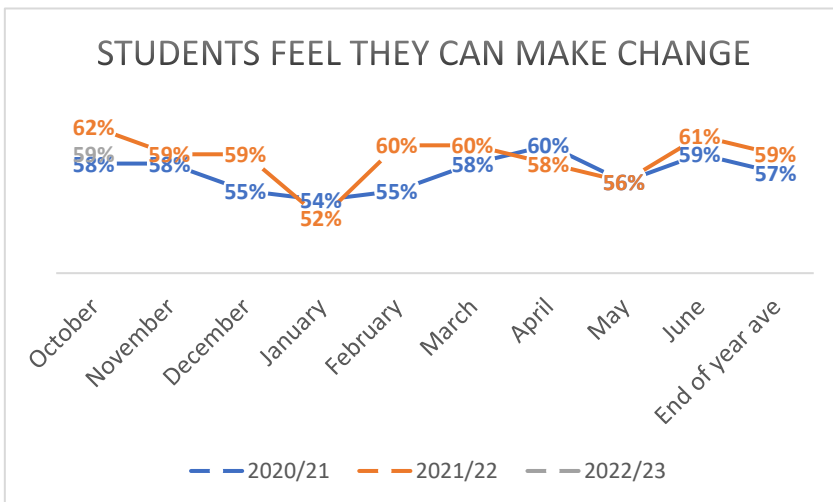
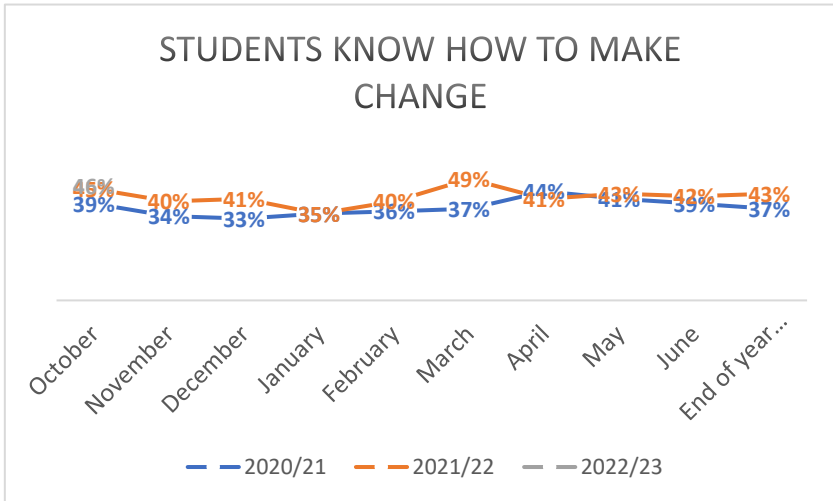


It is positive to see that on a month-by-month basis most of these metrics performed higher in 2021/22 than in 2020/21.

It is clear that January is the month where there is least agreement with the three metrics in 2021/22.

Student agreement around the KPIs of **students know how to make a change** and **students feel part of something** remain the most consistent throughout the nine month period where data is collected.

Data is already being collected for 2022/23 and early indications show that **students feel part of something** is significantly higher than in previous years, however **students know how to make a change** is the same as in 2021/22, and **students feel they can make change** is lower.



It is positive to see an increase across all three KPIs when looking at the data from 2020/21 to 2021/22. When looking at the specific questions which contribute towards the three KPIs all have seen increases in student agreement, in particular (see Appendix 1 for further detail):

- I feel part of a community from 52% to 64%
- I know how to contribute more to the community I am a part of from 41% to 49%
- I know how students are making the community better from 43% to 49%

Questions which scored low in 2020/21 regarding knowing and feeling that students can influence the decisions and actions of The SU have improved. With the new mechanisms of Ideas to Action, Standpoints and SUmmit being implemented last year it is positive to see an improvement with both of these questions.

1.3 Other KPIs, as set out in the SU Strategy 2020-2023 are as follows:

1.3.1 Students DO things as part of a community, measured by overall % of students who are taking part in SU groups or community activities. In order to be able to report effectively on this KPI clarity is required of what SU groups and activities are to be included in the count, whether the KPI is of individual students involved (some students may be involved in multiple activities) or collective numbers and over what period the KPI is to be calculated.

In June 2022 the following data was reported to the Board of Trustees on the % of students involved in SU groups or community activities which included membership data of SU Groups and other community activities ('SU Groups' included, societies, sports clubs, media groups, Diversity and Support groups and Student Minds and Nightline). Data will be extracted in November 2022 to look at early membership numbers for 2022/23.

Group/area	2018-19	2019-20	2020-21	2021-22	Notes
Societies	6061	6236	4263	6369	Societies is an overall calculation of individual students who are members of an SU Society
Sports	5956	5967	Data not available	5879	Sports is an overall calculation of individual students who are members of an SU Sports Club or hold SU Sports membership
Volunteering	2433	2446	1933	1681	Volunteering is an overall calculation of individual students who are a module user or member of a volunteering group
Peer mentoring and PAL	Data not available	1082	1038	918	Peer Mentoring and Peer Assisted Learning is an overall calculation of peer mentors and PAL leaders across various schemes
Student media	147	141	76	102	Student Media is an overall calculation of individual students who are members of the SU Media Groups
Academic Representatives	421	389	452	392	Academic Representatives is an overall calculation of individual students who hold the role of

					Academic Representative
Diversity and Support	Data not available	Data not available	Data not available	131	Diversity and Support is an overall calculation of individual students who are a member of a Diversity and Support Group
Advice	Data not available	Data not available	Data not available	161	Advice is an overall calculation of individual students who are a member of Student Minds or Nightline
Politics and Activism	Data not available	Data not available	Data not available	117	Politics and Activism is an overall calculation of individual students who are a member of a Politics and Activism Group

1.3.2 Students DO things that shape their communities, measured by overall % of students who are taking part in SU activities which shape the community around them. Whilst a list of activities was drawn up in 2019/20 regarding what should be included in calculating the KPI some of the activities listed are now out of date or need to be reviewed to ensure that the list is accurate. Again, clarity of what is being calculated (individual students or collective numbers) and over what period is required.

In June 2022 the following data was reported to the Board of Trustees on the numbers of students doing things that shape their communities, which for the purposes of the data set included committee members, Exec members, Academic Reps, Peer Mentors, PAL Leaders, Student Trainers, Hall Reps, Volunteer project leaders and Freshers Week Captains.

	2018/19	2019/20	2020/21	2021/22	Notes
All SU Student Leaders	2206	2168	1572	2098	All SU Student Leaders is an overall calculation of individual students who are elected representatives, exec or group committee members, peer mentors, PAL leaders, or other core volunteer roles

Both of these KPIs need some reviewing to ensure that they are fit for purpose and what the SU wishes to measure as a measure of success. In particular, consideration needs to be given as to how data on students who are co-opted into committee roles is recorded and included in this data set following the revised SU Groups Committee election processes.

1.3.3 Staff are SATISFIED and staff are ENGAGED. These KPIs were scheduled to be collected through the staff survey. The staff survey has been run centrally by the University in previous years. Since March 2020 (beginning of the pandemic) the University has not run a staff survey into the overarching experience of staff, instead focusing on timely surveys focused on the change in work processes and patterns in response to Covid-19.

1.3.4 The final KPI is that The SU makes a positive FINANCIAL CONTRIBUTION each year, calculated by the year-end financial contribution (operating). This KPI is reported through the Finance and Audit Committee.

ACTIONS

- Members of Leadership Committee are asked to note the report and discuss resulting actions.

CONTACT:	Amy Young (<i>Insight and Engagement Manager</i>)	E-Mail: susay@bath.ac.uk
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APPENDIX 1: Full breakdown of individual questions included in the KPI calculation and all survey question data. (Separate Microsoft Excel Document)

PROPOSAL TO UNDERTAKE TRIAL SCHEME WITH UNITU TO DEVELOP A STUDENT FEEDBACK TOOL FOR REPRESENTATIVES

PURPOSE

To propose a project business case for approval by Leadership Committee

CONTENTS

Pages 1-5: Report

Page 6: Actions for the committee

REPORT

1. BACKGROUND

Our ongoing influence with the University relies on us having robust and effective systems to gather accurate and timely student feedback. One area of weakness that has been identified repeatedly is the way in which our elected representatives are able to communicate directly and easily with the cohorts that they represent to gather feedback.

Over the course of the 2021/22 academic year, the SU Voice team have actively explored a number of options (*see section 7*) looking to fulfil a manifesto pledge and a key aim of the Education Officer in introducing a digital tool to support the work of Academic Reps.

Unitu is an award-winning online platform that helps universities and student unions to collect and analyse student feedback in real time and deliver faster improvements to the student experience. They are looking to work with 3 Students Unions over the coming year to develop a platform specifically for Students Unions and will offer a reduced lifetime rate for the Unions who participate in the Developmental Partner Programme. LSE have already been signed up for one of the three places, with a number of other Students Unions expressing interest.

2. OVERVIEW (DESIRED OUTCOMES)

- 2.1. Introduce a mandatory digital feedback tool to support our reps to collect feedback from students – the presence of a tool should encourage **all*** our elected representatives to collect feedback, both positive and critical on their priorities for the year ahead.
- 2.2. Create a 'moderated' space for students to scrutinise their elected representatives – the benefit of which means that the projects and priorities that elected individuals are working on are relevant, necessary and representative.
- 2.3. Support elected representatives to have an established digital presence so that students have a clearer understanding of who their representatives are, whilst ensuring that students have a meaningful way of contacting them.

*Unitu would support any elected individual, e.g., Academic Representatives, Faculty Representatives, Students' Union Officers, Halls Reps, Exec Members etc etc.

3. REASONS

- 3.1. This project is being considered for the following reasons:

PROPOSAL TO UNDERTAKE TRIAL SCHEME WITH UNITU TO DEVELOP A STUDENT FEEDBACK TOOL FOR REPRESENTATIVES

- 3.2. Our previous Education Officers key 'Manifesto Priority' was to introduce a digital tool to support the Academic Reps to collect feedback and to boost a reps' digital presence.
- 3.3. At Academic Council in November 2021, we presented the concept of a digital tool to our reps. Whilst some reps shared concern that introducing a digital tool may reduce in-person engagement, we reassured reps that the tool should simply provide an alternative option for students to engage with them, e.g., Some students are more comfortable engaging through a digital platform.
- 3.4. As presented at the council, the main purpose of having a digital tool is to ensure that academic reps are connecting with a larger, diverse audience – especially at a post-covid point when in-person activity isn't always guaranteed. Having a digital option therefore ensures that feedback is collected, no matter where the student may be located (particularly useful for distance/part-time learners)
- 3.5. Over the past few years (and quite possibly for longer) a key critical stance from Academic Staff about Academic Representatives has been that individuals aren't always representative and regularly talk to the areas that matter to them, rather than their cohort. Introducing a **mandatory** tool that encourages reps to **publicly** disclose their key projects, means that at all levels of representation there is the option for students to give feedback – this should therefore mean that reps have feedback more readily at their disposal.
- 3.6. The introduction of a digital tool also encourages reps to work with students outside their comfort zone. The tool should function **publicly** through our website and should connect any student with their relevant representatives. This would be a considerable change from current approaches where reps can currently pick and choose who they work with (e.g., students who attend lectures/seminars are more likely to hear from their rep). The tool would therefore provide greater coverage of all our reps and give greater meaning to their roles.
- 3.7. The public nature of the tool also limits an individual rep to disengage with their role. In the situation where a student wants to provide feedback, but the rep isn't willing to engage – this would require us to tighten our policies and ensure that we have robust measures in place to ensure reps are present and engaging with their roles.
- 3.8. If we continue without a tool, whilst this wouldn't impact our current ways of working, it will limit any opportunity going forward. With the university growing their digital resources, and students adapting their approach to learning, it's important as an SU we remain relevant to all our stakeholders, especially those moving towards digital opportunities.

4. BENEFITS EXPECTED

- 4.1. Increased 'student engagement' with our elected representatives – with students having the option to interact both digitally* and physically, this should mean that more student groups have the option to interact with elected representatives on key issues.
*Currently, individual academic reps would need to either setup WhatsApp groups or rely on email or other social media spaces to create a digital space.
- 4.2. Opportunity to strengthen our student community – with students able to see the issues that matter, this creates a space for reps to work closer together, and for reps to work closer with their cohorts. This should encourage student engagement to increase on issues that matter, students have a means to voice their opinions and challenge decisions. Currently a lot of the projects that our reps are working on, happen in private or in meetings spaces with limited stakeholder engagement, e.g., SSLC's.
- 4.3. Increased visibility of elected individuals – with Unitu being available for all students to access through our website, we should be able to create a culture within the student community where students become familiar with the platform and their elected peers. Currently, this relies heavily on an individual publicly declaring themselves as elected – this can be limited if the rep lacks confidence or isn't physically attending university.
- 4.4. Increased 'student feedback' – the purpose of Unitu is to encourage students to comment publicly, or up-vote/down-vote a representative's priorities for the year ahead. This means that the priorities for representatives are publicly seen and open for the debate/discourse. This should encourage a level of public scrutiny, but within a moderated environment. This should result in students understanding what their elected representatives are focussing on.

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4.5. Greater officer accountability – as the tool relies on officer acting as ‘moderators’ it instantly provides officers with a sense of digital visibility. This means that officers and their elected representatives must work closer within the tool – which should encourage greater interaction in-person.

5. OPTIONS CONSIDERED

As part of the research over the past year a number of options were explored:

MSL: Team members met with MSL to discuss what possibilities were available through our current platform. It was apparent from conversations that whilst they didn’t have any existing tools that would function as a way of collecting feedback and sending it directly to a rep – it was something they were exploring. At the time it was also evident that this wasn’t necessarily a priority so would take several years to develop. They advised us to look at the survey tool within MSL and see whether that could be adapted to meet our needs.

MSL survey tool: Team members met with staff from Falmouth SU who had adapted the MSL survey tool to function as a way of collecting feedback. It was evident that the tool would struggle to function on a scale we would need for our rep numbers at Bath, and regular website administration from staff members would be resource intensive. There would be a regular cost associated with this, and the output wasn’t overly creative

Unitu Student Voice Tool: in January 2022 we had an initial meeting with Unitu. Discussing their existing tool, they presented in a voice meeting, showcasing the tool and its capabilities designed for universities to use. Whilst the tool was great, it was very targeted around academic representation, and rather expensive. The cost at over £22k per annum was felt to be prohibitive and was ruled out.

DDAT: The Education Manager and Education Officer met with members of DDAT to see what Top Desk could offer in terms of a ticket-based system. Whilst the initial discussions seemed positive, it then emerged that the addition of 400 users is not covered under the current licensing agreement and so the SU would need to meet that cost in the same way that they pay for other IT Support and services from the University, at approximately at around £15k per annum. This cost was also deemed prohibitive and ruled out.

6. COSTS

- 6.1. The offer is a lifetime license that will remain at a flat rate of £3,500+VAT per annum regardless of users and new features added to the platform. Unitu have confirmed this is a flat fee and no other costs are incurred e.g. training packages and that we are able to cancel our contract at any time.
- 6.2. Due to this being a new platform it is not possible to predict the number of staff hours needed to implement the platform, but it is predicted that this will be minimal.
- 6.3. Once operational, minimal staff hours are needed for the platform to run as it is designed to need minimal staff input. A more detailed breakdown of staffing needs is in section 7 of this proposal.

7. Staffing Support

7.1. Staff support needed:

Web and Digital Support

- Predominantly Marketing and Communications Manager and Website Manager – based off Unitu being used through MSL (a company Unitu are used to working with) there is a need for support in this area to communicate with Unitu to learn how to embed the software within the website – there would then need to be occasional discussion, to ensure from a technological perspective, the software is working.

Comms/Marketing

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- As above, support would be needed to promote the software and share with our student body. Social Media, Email Comms, this is essential to the success of Unitu.

Voice Team support

- The day to day running would be overseen by Education Manager and Student Voice Coordinator (Academic Representation), Unitu have made clear that the software wouldn't need daily management, and email notifications would be used to signal support. Both staff members would be designated staff leads for the software.

Officer Team

- Officers are responsible for publicly approving a post, e.g., Education Officer would need to approve priorities for Academic Representatives. The purpose of this is to ensure there is a level of discourse between the officers and their student leaders. Officers can then flag priorities which may be inappropriate or need adjusting.

Governance Manager/University Stakeholders

- Ensuring documentation and programme are compatible with all agreements, specifically ensuring it is GDPR compliant.

8. TIMESCALE

8.1. Unitu have mentioned that we should indicate interest by **November 30th 2022**. Once interest is shown they will send on the Development Partner Programme (DPP) agreement which will then need to be completed. At this point we also become a member of Unitu's Development Partner Programme.

8.2. Prepare to launch Unitu in January 2023.

9. KEY RISKS

Risk (what might go wrong)	Impact (Estimate 1-5)	Probability (Estimate 1-5)	Severity (Impact x probability)	Risk Response How will the possible impact be reduced?
SU Reputation – if the software didn't work/failed to work	3	3	9	Ensure that appropriate staff members understand the tool and its function. Ensure communications are ready to share with students if errors appeared. Ensure Unitu has a clear contingency plan should the system falter. Clear and honest communication is essential in sharing key messaging around the functionality of the tool.
Unitu Communications – not communicating it properly with students	5	3	15	Work with internal teams to create, establish and embed a coherent and robust comms plan. Looking at who our key users will be, and creating a short term, medium term and long-term plan to ensure that Unitu is a successful tool for all. Require officers to work with their key student groups to positively promote Unitu as the 'go-to' tool for feedback collection. Work with key university departments to ensure consistent messaging around the use of Unitu.

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Financial Implications – if the SU stopped funding Unitu	5	2	10	Ensure that there is advanced warning if such an incident arose. Ensure clear communication is shared with Unitu and that the right conclusion of tool takes place.
Unitu ceases to exist	5	1	5	Ensure a close working relationship with Unitu – keeping in regular contact to both support the development of the tool, but also to ensure its continued success. Also, important to ensure Unitu have several internal contacts, to limit the chance of a single point of failure should a staff member leave their role.
User Experience – if elected individuals chose not to engage with the system	4	3	12	Ensure all elected representatives are trained on Unitu and understand the necessity of interacting with the tool. Sharing key information about the purpose of unitu should ensure a partnership between us and elected representatives around using the tool.
Students posting inappropriate comments on the platform	4	2	8	Unitu have fitted the tool with a high level of moderation – the first layer being officers approving posts by individual reps, but also a layer of super moderation for SU staff. This ensures that the tool is kept safe, and comments reviewed regularly. It would therefore be important to establish a rota to ensure Unitu is checked daily, and staff holiday is factored in.

10. EVALUATION

- 10.1. Elected individuals will be better prepared for meetings and therefore will be more representative in their comments. This would also involve academic staff reducing negative comments around reps only commenting on individual concerns, and instead staff seeing stronger communication around key issues.
- 10.2. Elected representatives will feel encouraged to work closer with their peers to establish their priorities for the year. This should boost student communities and encourage greater partnership. This would be reflected by a higher number of up-votes and positive comments within the platform.
- 10.3. Officers will have better working relations with their student leaders and will become known by the elected community of students. Increased candidates standing in elections.
- 10.4. Increased accountability of all elected individuals – seeing an annual increase in engagement through the tool. Being able to track high levels of engagement from across the student body in relation to users using Unitu.
- 10.5. Greater participation from key student groups – due the tool being digital, it would be encouraging to see new students engaging with both elected individuals and the SU in general. Being digital and new should encourage new students to interact with us.

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ACTIONS FOR THE COMMITTEE

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

Recommendation 1: To agree for The SU, Bath to join Unitu's Development Partner Programme. Therefore, agreeing to be a part of their new SU trial platform and working with them to develop the platform, whilst ensuring its benefits strengthen our student community.

Recommendation 2: To agree to pay the £3500 + VAT annual fee. This is a **lifetime** license that will remain at a flat rate of £3,500+VAT per annum regardless of users and new features added to the platform.

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