

LEADERSHIP COMMITTEE REPORTS						
From	Period start date			To	Period end date	
	15	01	2020		12	02
<b>Overview of Charity's key details</b>						
<b>Charity name:</b>	The University of Bath Students' Union					
<b>Other names:</b>	The SU					
<b>Charity number:</b>	1143154					
<b>Charity address:</b>	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
<b>Governing document:</b>	Articles of Association					
<b>Constitution:</b>	Unincorporated association					
<b>Details of Charity's professional services</b>						
<b>Bank name:</b>	National Westminster Bank Plc					
<b>Bank address:</b>	39 Milsom Street, Bath, BA1 1DS					
<b>Auditor name:</b>	RSM UK Audit LLP					
<b>Auditor address:</b>	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
<b>Senior SU Management</b>						
<b>Chief Executive:</b>	Andrew McLaughlin					
<b>Deputy Chief Executive:</b>	Mandy Wilson-Garner					
<b>Secretary to the Board:</b>	Greg Noakes					
<b>Committee Membership</b>						
Trustee name	Office	Start date	End date	Appointment		
Eve Alcock	President	02/07/2018	02/07/2020	Elected by Members		
Ruqia Osman	Education Officer	02/07/2019	02/07/2020	Elected by Members		
Jiani Zhou	Postgraduate Officer	02/07/2018	02/07/2020	Elected by Members		
Alisha Lobo	Community Officer	02/07/2018	02/07/2020	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	02/07/2020	Elected by Members		
Francesco Masala	Activities Officer (Chair)	02/07/2019	02/07/2020	Elected by Members		

Content	Report Number
<a href="#">Report on minutes of the previous meeting and actions arising</a>	R1
<a href="#">Report on client brief for open committee pilot</a>	R2
<a href="#">Report on client brief for women in leadership conference</a>	R3
<a href="#">Report on ongoing projects within The SU</a>	R4

**LEADERSHIP COMMITTEE – 12 FEBRUARY 2020****REPORT ON MINUTES OF THE PREVIOUS MEETING AND ACTIONS ARISING****PURPOSE**

To:

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

**CONTENTS**

Pages 1: Report

Pages 2-4: Appendix 1: 15/01/2020 Leadership Committee minutes

**REPORT****1. MINUTES OF THE PREVIOUS MEETING**

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

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

- 2.1. The Activities Officer no longer needs to draft a referendum question for declaring a climate emergency as this has now been changed into a signed petition.
- 2.2. The Marketing & Communications Manager no longer needs advise on possible referendum timelines for the same reasons outlined above.
- 2.3. The Head of Commercial has been asked to submit an end of project report for the Flo Café and this will be shared with the committee once received.

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

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

<b>CONTACT:</b>	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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Meeting:	<b>Leadership Committee</b>		
Location:	<b>1 East Meeting Room 3.20</b>		
Date & Time:	<b>Wednesday 15<sup>th</sup> January 2020 at 9am</b>		
<b>Present:</b>			
Alisha Lobo	Community Officer		
Ruqia Osman	Education Officer		
Tom Sawko	Sport Officer		
Eve Alcock	President		
Francesco Masala	Activities Officer ( <i>Chair</i> )		
<b>In attendance:</b>			
Gregory Noakes	Governance & Executive Support Manager (Secretary)		
Andrew McLaughlin	Chief Executive		
Mandy Wilson-Garner	Deputy Chief Executive		
Item			
1.	<b>Apologies for absence</b>		
	<b>Name</b>	<b>Reason</b>	<b>Accepted</b>
	Jiani Zhou	Annual Leave	Yes
2.	<b>Notice of any other business</b>		
	The following item was identified for discussion under any other business:		
	1) Pro-Life		
	2) We the active		
	3) Officer elections		
3.	<b>Declaration of conflict of interest</b>		
	No committee members declared a conflict of interest in any item on the agenda.		
4.	<b>Minutes of previous Committee meeting</b>		
	The minutes of the previous meeting were approved and signed by the Chair ( <i>See R1 of the Committee reports</i> ) subject to the following amendments:		
	<ul style="list-style-type: none"> <li>• <b>P2 Item 5 Project Management:</b> <i>The Chief Executive asked has student participation with <b>The SU</b> halved within two years' should read 'The Chief Executive asked has student participation with <b>D&amp;S groups</b> halved within two years'</i></li> <li>• Throughout minutes 'We <b>are</b> Active' should read 'We <b>the</b> Active'</li> <li>• Throughout minutes 'D&amp;<b>NS</b>' should read 'D&amp;S'</li> </ul>		
4.1.	<b>Matters arising from the previous Committee meeting</b>		
	The Committee received a report on matters arising from the previous meeting ( <i>see R1 of the Committee reports</i> ).		
4.2.	<b>Decisions made without a meeting since the last meeting</b>		
	The Committee received a report on decisions taken without a meeting since the last meeting ( <i>See R1 of the Committee reports</i> ).		
	They noted that they had been asked to approve the 'We the active' client brief. They agreed to discuss this under any other business ( <i>See item 8 of these minutes</i> )		

5.	<p><b>Referendum - Declaring climate emergency</b></p> <p>The Committee received a report on calling a referendum to decide if The SU should call a climate emergency (<i>see R2 of the Committee reports</i>).</p> <p>They discussed and agreed that a referendum should be held around Easter to decide if The SU should declare a climate emergency.</p> <p>They noted that the question would need to be very clear on what would happen depending on the outcome of the vote.</p> <p>For the next Leadership Committee meeting:</p> <ul style="list-style-type: none"> <li>• the Activities Officer would draft up a question for the referendum;</li> <li>• the Marketing &amp; Communications Manager would attend to advise on possible referendum timelines.</li> </ul> <p><b>ACTION: Activities Officer to draft referendum question</b></p> <p><b>ACTION: Marketing &amp; Communications Manager to attend to advise on possible referendum timelines.</b></p>
6.	<p><b>Project Management</b></p> <p>The Committee noted the report on ongoing projects within The SU (<i>See R3 of the Committee reports</i>).</p> <p>They discussed the project management framework and the roll out plan for upcoming projects connected to The SU new strategic plan.</p> <p>They discussed and agreed that an end of project report for the Flo Café should be submitted to the next Leadership Committee meeting.</p> <p><b>ACTION: Head of Commercial to submit an end of project report for the Flo Café.</b></p> <p>The Chief Executive gave a verbal update on the following projects:</p> <ul style="list-style-type: none"> <li>• Club Development Officer;</li> <li>• Data Insights and E-marketing.</li> </ul>
7.	<p><b>Bath City Festival</b></p> <p>The Committee discussed the Bath City Festival and agreed to promote the event to the students within the Arts societies.</p>
8.	<p><b>Any other business</b></p> <p>The following items had been previously identified for discussion:</p> <p>1) Pro-life</p> <p>The Committee noted that some Student Unions had been having some issues with Pro-life student groups.</p> <p>They discussed whether there was a need to adopt a policy around this issue and agreed that it was not necessary. This was because any policy suggested by a</p>

	<p>student group would need to go to the Board who would not be able to accept a pro-life policy on the grounds that it conflicted with The SU's Charitable Objects.</p> <p>2) We the active</p> <p>The Sport Officer went through plans for the upcoming event noting the various topics that would be covered.</p> <p>The Committee discussed and agreed to approve the client brief so that the project could go ahead.</p> <p>3) Officer elections</p> <p>The Committee noted that no nominations had been received for officer elections to date.</p> <p>They discussed whether current Officers should be allowed to let students know if they were re-standing for election and agreed that they should be allowed to respond if asked.</p>
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**The meeting ended at 10.20am.**

<b>Item number</b>	<b>Action</b>
5	Activities Officer to draft referendum question
5	Marketing & Communications Manager to attend to advise on possible referendum timelines.
6	Head of Commercial to submit an end of project report for the Flo Café.

**LEADERSHIP COMMITTEE – 12 FEBRUARY 2019****REPORT ON CLIENT BRIEF FOR OPEN COMMITTEE PILOT****PURPOSE**

To propose the following client brief for approval by Leadership committee.

**CONTENTS**

Page 1-3: Report

Page 3: Actions for the committee

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

1.1. The following people are:

- Client: Francesco Masala, SU Activities Officer
- Sponsor: Andrew McLaughlin, SU Chief Executive
- Project manager: Polly Hawker, Head of Activities

1.2. The following people have been consulted:

- Anna Boneham, Volunteer and Societies Manger
- Greg Noakes, Governance & Executive Support Manager
- Ben Palmer, Student Voice Coordinator.

**2. CURRENT SITUATION**

2.1. With our current regulations, a majority of groups' committees require three core positions to be filled in order for the committee to properly function. These roles cannot be co-opted.

2.2. This rule is not consistent across the SU: for instance, D&S groups do not require these core positions, or the rule is not enforced (e.g. LGBT+ has a full committee and does not have an established treasurer or secretary).

2.3. The system is restrictive as some committees do not need the specified core roles to exist as a committee. For example, some groups do not have a budget, therefore do not require a Treasurer as a core role.

2.4. A lot of our elections go to a mandatory by-election due to core committee roles needing to be filled. In 2019-2020 the number of by-election increased which resulted in increased workload for staff across The SU, especially for the societies and web teams.

**3. CAMPAIGN/PROJECT THREE MAIN OBJECTIVES**

3.1. This project's three main objectives are:

- To understand whether a new model of an 'open committee' leads to higher satisfaction from student volunteers
- To test whether a model that delegates further responsibility to committees leads to positive outcomes
- To decrease bureaucracy both on SU staff and committees – freeing up time and speeding up the process.

#### 4. SU STRATEGY

4.1. This is part of our drive to review and simplify processes #CultureShift.

4.2. It will empower students to choose the direction of their groups #CitizenShift.

#### 5. INPUTS - BUDGET AND RESOURCES

5.1. The following resources will be needed.

- No budget is required for this.
- Staff will need to be trained on how to deal with this new format and be responsible, along with the appropriate Exec and the relevant Officer, of regularly checking progress of the groups involved in the pilot.

#### 6. OUTPUTS

What we do	Who we reach
Collect information on the operational work of staff around groups.	Relevant SU Staff across areas
Create a framework for the pilot, through which the SU Groups will work	Relevant SU staff across areas
Collect student feedback on whether such a model would be seen favourably by students	2019-20 student committees
Train group-facing staff members on the new procedures	Relevant SU Staff across areas
Create KPIs through which the progress of the pilot groups will be checked on throughout the year	Students and Staff
Modify SU training day to make it suitable for the pilot groups	SU Staff

#### 7. SPECIFIC SHORT, MEDIUM AND LONG-TERM OUTCOMES

7.1. Short term outcomes measured by:

- Positive feedback from pilot committees.
- Positive feedback from staff members.
- Pilot groups remain active and keep delivering for their members (longitudinally: looking at previous performance and compared to other groups).

7.2. Medium term outcomes measured by:

- Other committees express interest in the pilot.
- Staff members get used to the new model.
- Pilot rolled out to more groups.

7.3. Long term outcomes measured by:

- roll-out of the pilot to all groups.

#### 8. ASSUMPTIONS

8.1. The following assumptions have been made:

- That committees feel disempowered and restricted by the current model
- That an 'open committee' model would help increase the feeling of empowerment
- That SU staff is taking on too much responsibility of the work of committees
- That this model would lead to a decrease of this responsibility, allowing staff to focus more on the 'bigger picture' rather than being stuck in bureaucratic details.

#### 9. EXTERNAL FACTORS

9.1. The following external factors need to be considered:

- Potential risks involved with delegating more responsibilities to committees and loosening oversight from SU Staff.

<b>ACTIONS FOR THE COMMITTEE</b>
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10. The committee is asked to:

- decide if they approve the client brief;
- identify whether any additional support and resources are needed;
- determine whether a business case is required and, if so, who this should be submitted to.

<b>CONTACT:</b>	Francesco Masala ( <i>Activities Officer</i> )	Telephone:
		E-Mail: <a href="mailto:suactivities@bath.ac.uk">suactivities@bath.ac.uk</a>

**LEADERSHIP COMMITTEE – 12 FEBRUARY 2019****REPORT ON CLIENT BRIEF FOR WOMEN IN LEADERSHIP CONFERENCE****PURPOSE**

To propose a client brief for approval by Leadership Committee.

**CONTENTS**

Page 1-2: Report

Page 2: Actions for the committee

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

1.1. The following people are:

- Client: Eve Alcock (*SU President*)
- Sponsor: Andrew McLaughlin (*Chief Executive*)
- Project manager: Eve Alcock (*SU President*)

1.2. The following people have been consulted:

- Mandy Wilson-Garner (*Deputy Chief Executive*)
- Helen McHenry (*Head of Finance*)

**2. CURRENT SITUATION**

2.1. The SU believes that students can and want to shape the communities they are part of for the better.

2.2. We are well positioned to be empowering and equipping self-defining women students to be pursuing leadership positions to not only help them with their own careers, but to increase the representation of women in leadership globally.

2.3. We believe this is important because when women lead, everyone benefits.

**3. CAMPAIGN/PROJECT THREE MAIN OBJECTIVES**

3.1. This project's three main objectives are:

- Increase women's confidence in pursuing leadership positions
- Create a space for women to network and support each other
- Facilitate self-defining women students who are early on in their careers to learn from women who are further along

**4. SU STRATEGY**

4.1. We are equipping self-defining women students to feel empowered in shaping their communities. We are encouraging them to be active citizens in creating change around them, and taking the lead on big societal problems.

## 5. INPUTS - BUDGET AND RESOURCES

5.1. The following resources will be needed:

- Approximately £700 from Santander
- Approximately £1500 from the Officer manifesto budget
- Staff support setting up and closing down the event

## 6. OUTPUTS

What we do	Who we reach
Deliver day conference	Self-defining women students at the University of Bath
	Women speakers
Photos/videos of conference	Those in our social networks; facebook, twitter, linkedin – build profile of an SU that prioritises women's empowerment and development

## 7. SPECIFIC SHORT, MEDIUM AND LONG-TERM OUTCOMES

7.1. We will measure the impact of this project by:

- Achieving at least 80 attendees on the day (150 sign ups)
- Gathering qualitative feedback from students – testimonials of impact
- Recording quality photos and videos from the day to use in promotional stuff

## 8. ASSUMPTIONS

8.1. The following assumptions have been made:

- staff resource from skills & peer mentoring team
- budget from the Officer manifesto budget
- continued support from santander

## 9. EXTERNAL FACTORS

9.1. The following external factors need to be considered:

- sign up volume
- unforeseen events that could lead to postponing or cancellation

## ACTIONS FOR THE COMMITTEE

10. The committee is asked to:

- decide if they approve the client brief;
- identify whether any additional support and resources are needed;
- determine whether a business case is required and, if so, who this should be submitted to.

<b>CONTACT:</b> Eve Alcock ( <i>SU President</i> )	Telephone: E-Mail: <a href="mailto:supresident@bath.ac.uk">supresident@bath.ac.uk</a>
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**LEADERSHIP COMMITTEE – 15 JANUARY 2020****REPORT ON ONGOING PROJECTS WITHIN THE SU****PURPOSE**

To report all known projects being carried out within The SU.

**CONTENTS**

Page 1:	Report
Page 1:	Actions for the committee
Page 2:	Appendix 1: List of ongoing Projects

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

- 1.1. One of the responsibilities of the Leadership committee is monitor ongoing projects within The SU on the behalf of the Board.
- 1.2. The following list is not a full list of all projects within The SU representing only those which have been approved either by the Leadership committee or the Board.
- 1.3. There are other projects that have not gone through the new project management framework which have not yet all been identified. The Governance & Executive Support Manager will begin the task of identifying these soon and these will be included in future reports to the Leadership committee.

**2. PROJECT LIST**

- 2.1. Appendix 1 contains a full list of known projects.

**3. ISSUES**

- 3.1. There are no known issues to currently report.

**ACTIONS FOR THE COMMITTEE**

4. The committee is asked to note the report.

<b>CONTACT:</b>	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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<b>APPENDIX 1: List of ongoing projects</b>
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Projects	Project Team			Stage 1: Client Brief				Stage 2: Business Case			Project Update			End of project report				
	Client	Sponsor	Project Manager	Approved	Decision	Date	Business case	Approved	Decision	Date	Last update	Received by	Expected end date	Received	Received by	Project completed	Project met Objectives	Project overan by
Club Development Officer	Activites team	Chief Executive	Head of Activites	-	-	-	-	Yes	Board	21/06/2018								
Data Insights and E-marketing	Marketing team	Chief Executive	Head of Marketing	-	-	-	-	Yes	Leadership Committee	05/12/2018	18/12/2019	Leadership Committee						
Boat House	Boat Club	Chief Executive	Club Development Officer	-	-	-	-	-	-	-	-	-	-					
Flo Café	None	Chief Executive	Head of Commercial	Yes	Board	19/12/2019	No	-	-	-	-	-	-					