

LEADERSHIP COMMITTEE REPORTS						
From	Period start date			To	Period end date	
	11	03	2020		08	07
Overview of Charity's key details						
Charity name:	The University of Bath Students' Union					
Other names:	The SU					
Charity number:	1143154					
Charity address:	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
Governing document:	Articles of Association					
Constitution:	Unincorporated association					
Details of Charity's professional services						
Bank name:	National Westminster Bank Plc					
Bank address:	39 Milsom Street, Bath, BA1 1DS					
Auditor name:	RSM UK Audit LLP					
Auditor address:	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
Committee Membership						
Trustee name	Office	Start date	End date	Appointment		
Francesco Masala	President	02/07/2019	28/06/2021	Elected by Members		
Annie Willingham	Education Officer	29/06/2020	28/06/2021	Elected by Members		
Ka Ho Ho	Postgraduate Officer	29/06/2020	28/06/2021	Elected by Members		
Freya Jackson	Community Officer	29/06/2020	28/06/2021	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	28/06/2021	Elected by Members		

Content	Report Number
Report on minutes of the previous meeting and actions arising	R1
Report on Strategy and Performance Monitoring	R2
Report on Project and Campaign Management	R3
Report on Trustee Recruitment	R4

PURPOSE

To:

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

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Pages 1: Report

Pages 2-4: Appendix 1: Leadership Committee minutes

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

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

2. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING

- 2.1. Business cases for Student Welcome project and Spaces project have not been submitted to the Leadership Committee. This action will be followed up on.
- 2.2. End of project reports have not been submitted for We are Active conference and the Flo Café project. This action will be followed up on.

3. DECISIONS MADE BY THE COMMITTEE WITHOUT A MEETING

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

CONTACT:	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: Leadership committee Minutes

Meeting:	Leadership Committee		
Location:	1 East Meeting Room 3.20		
Date & Time:	Wednesday 11th March 2020 at 9am		
Present:			
Alisha Lobo	Community Officer		
Ruqia Osman	Education Officer		
Jiani Zhou	Postgraduate Officer (<i>acting chair</i>)		
Eve Alcock	President		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (<i>Secretary</i>)		
Andrew McLaughlin	Chief Executive (<i>Joined the meeting under item 5.1</i>)		
Mandy Wilson-Garner	Deputy Chief Executive		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Tom Sawko	Illness	Yes
	Francesco Masala	University alumni Board meeting	Yes
	The Committee elected the Postgraduate Officer as acting chair for this meeting only.		
2.	Notice of any other business		
	The following item had been identified for discussion under any other business:		
	1) Safe Taxi Scheme		
3.	Declaration of conflict of interest		
	No conflicts of interests were declared in any items on the agenda.		
4.	Minutes of previous Committee meeting		
	The minutes of the previous meeting were approved and signed by the Chair (<i>See R1 of the Committee reports</i>).		
4.1.	Matters arising from the previous Committee meeting		
	The Committee received a report on matters arising from the previous meeting (<i>see R1 of the Committee reports</i>).		
4.2.	Decisions made without a meeting since the last meeting		
	The Committee received a report on decisions taken without a meeting since the last meeting (<i>See R1 of the Committee reports</i>).		
5.	Project Management		

5.1.	<p>Client Brief</p> <p>The Committee received a report on client brief for Culture shift: People project (see R2 of the Committee reports). They approved the project to proceed and agreed that a business case was not required.</p> <p>The Committee received reports two client briefs for Climate shift projects (see R4 and R5 of the Committee reports). They approved both projects to proceed and agreed that neither required a business case.</p> <p>The Committee received a report on client briefs for Students Welcome project (see R3 of the Committee reports). They approved the project to proceed and agreed that a business case was required.</p> <p>(The Chief Executive joined the meeting at this point)</p> <p>The Committee received a report on client briefs for Spaces project. They discussed the financial position of The SU in the light of the ongoing pandemic and whether they should be committing money to projects. The Chief Executive explained that the University Alumni department had indicated that the proposed 1 East meeting room refurbishment could be funded from the alumni grant given to The SU. This would mean that it wouldn't affect The SU budget or reserves.</p> <p>The Committee approved the project to proceed and agreed that a business case was required.</p> <p>ACTION: Business cases for Student Welcome project and Spaces project to be submitted to the Leadership Committee.</p>
5.2.	<p>Ongoing monitoring of projects</p> <p>The Committee noted the report on ongoing projects within The SU (See R6 of the Committee reports).</p> <p>The Chief Executive gave a brief verbal update on the following projects:</p> <ul style="list-style-type: none"> • Club Development Officer role; • Data Insight & E-Marketing role; • Boat House. <p>The Committee noted that end of project reports would be submitted for the following projects:</p> <ul style="list-style-type: none"> • We are Active conference; • Flo Café project. <p>ACTION: End of project reports to be submitted for We are Active conference and the Flo Café project.</p> <p>The Committee discussed the Women in Leadership conference and if this should be cancelled due to the ongoing pandemic. It was noted that gatherings had not yet been cancelled by the government. They agreed that a decision about the event should be made in the next week after reviewing number of students likely to still attend.</p>
6.	<p>Any other business</p>

	<p>The following items had been previously identified for discussion:</p> <p>1) Safe Taxi scheme</p> <p>The Community Officer reported on and explained the Safe Taxi scheme.</p> <p>The Committee discussed and agreed that this would be a good scheme for The SU to promote. They noted that to date the University seemed unwilling to promote the scheme themselves.</p>
<p>The meeting ended at 10.30am.</p>	
<p>Item number</p>	<p>Action</p>
<p>5.1</p>	<p>Business cases for Student Welcome project and Spaces project to be submitted to the Leadership Committee.</p>
<p>5.2</p>	<p>End of project reports to be submitted for We are Active conference and the Flo Café project.</p>

PURPOSE

To report to the committee on:

- the strategy's key performance indicators (*KPIs*);
- equality, diversity and inclusivity within The SU;
- overall statistics for complaints and Student Member disciplinary;
- staffing matters.

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Page 1:	Report
Page 1:	Actions for the committee
Page 2:	Appendix 1: Complaint Statistics
Page 3:	Appendix 2: Student Member disciplinary Statistics

REPORT**1. Strategy's key performance indicators (*KPIs*)**

1.1. Future reports will provide the committee with data to allow the committee to monitor the strategy's *KPIs*.

2. Equality, diversity and inclusivity within The SU

2.1. Future reports will provide the committee with data to allow the committee to monitor equality, diversity and inclusivity within The SU.

3. Complaints and Student Member Disciplinary

3.1. 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](#)¹ of the governance section of the website.

3.2. Appendix 1 and 2 each provide a statistical overview for complaints and disciplinary matters within The *SU*.

3.3. Within the tables in the appendices red denotes an increase on the year before while green denotes a decrease from the year before. At a glance it therefore shows that for both complaints and disciplinary The *SU* is up on the year before.

3.4. This should, however, not be read at face value to mean that we are seeing an increase in student misconduct. We only have a year's data to compare it to so it is difficult to make such a judgement.

3.5. It should be noted that this year's data for misconducts reported also contains instances where the respondent was either unidentified (4 cases) or not a student of the University (5 cases). This was not previously contained in 2018-19's data as the practice of *SU* security reporting these cases to the Governance & Executive Support Manager had not yet been established at that time.

4. Staffing Matters

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

4.1. Future reports will provide the committee with anonymous data to allow the committee to monitor staffing matters within The SU.

ACTIONS FOR THE COMMITTEE

5. The committee are asked to note the report.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: Complaint Statistics

Breakdown of Complainants	2018-19					2019-20				
	Undergraduate	Postgraduate	Public	Staff	University	Undergraduate	Postgraduate	Public	Staff	University
Procedures	0	0	1	0	0	0	0	0	0	0
Service	0	0	0	0	0	0	0	0	0	0
Event/Activity	1	0	0	0	0	1	0	0	0	0
SU Security Staff	0	0	0	0	0	2	0	0	0	0
Staff member	1	0	0	0	0	1	1	0	0	0
Senior Staff member	0	0	0	0	0	0	0	0	0	0
Officer	1	0	0	0	0	1	0	0	0	0
Student Group Event/activity	2	0	0	0	0	2	0	1	0	0
Total:	5	0	1	0	0	7	1	1	0	0

Breakdown of response to Complaints	2018-19			2019-20		
	Stage 1: Staff	Stage 2: Committee	Stage 3: University	Stage 1: Staff	Stage 2: Committee	Stage 3: University
Procedures	1	1	0	0	0	0
Service	0	0	0	0	0	0
Event/Activity	1	0	0	1	0	0
SU Security Staff	0	0	0	2	0	0
Staff member	1	0	0	1	0	0
Senior Staff member	0	0	0	0	0	0
Officer	1	0	0	1	0	0
Student Group Event/activity	2	0	0	3	0	0
Total:	6	1	0	8	0	0

APPENDIX 2: Student Member Disciplinary Statistics

Disciplinary Overview	2018-19				2019-20			
	Reported	SU Bans	Sent to University	University Sanctioned	Reported	SU Bans	Sent to University	University Sanctioned
Unauthorised entry	6	6	0	0	9	6	0	0
Inappropriate behaviour	5	5	0	0	11	11	0	0
Bullying	2	2	0	0	3	2	1	1
Risking harm	3	3	1	1	5	3	0	0
Drugs	2	2	2	2	7	0	5	2
Violent Behaviour	9	9	4	3	13	6	3	2
Disrespecting staff	6	6	4	4	9	7	3	3
Sexual misconduct	4	4	4	4	5	5	5	5
Damage to property	1	1	0	0	3	1	0	0
Breaching a sanction	0	0	0	0	5	5	0	0
Misconduct*	3	3	0	3	0	0	0	0
Total:	41	41	15	17	70	46	17	13

Appeals	2018-19				2019-20			
	Chair	Committee	Upheld	Dismissed	Chair	Committee	Upheld	Dismissed
Unauthorised entry	0	0	0	0	0	0	0	0
Inappropriate behaviour	0	1	0	1	0	0	0	0
Bullying	0	0	0	0	0	0	0	0
Careless Behaviour	0	1	0	1	0	0	0	0
Supplying Drugs	0	0	0	0	0	0	0	0
Violent Behaviour	0	0	0	0	1	0	0	1
Disrespecting staff	0	0	0	0	1	0	1	0
Sexual misconduct	0	0	0	0	0	0	0	0
Damage to property	0	0	0	0	0	0	0	0
Breaching a sanction	0	0	0	0	1	0	0	1
Misconduct*	0	3	0	3	0	0	0	0
Total:	0	5	0	5	3	0	1	2

Reporting Party	2018-19			2019-20		
	SU Security	Student	University	SU Security	Student	University
Unauthorised entry	6	0	0	9	0	0
Inappropriate behaviour	5	0	0	11	0	0
Bullying	2	0	0	3	0	0
Careless Behaviour	3	0	0	5	0	0
Supplying Drugs	2	1	0	7	0	0
Violent Behaviour	9	0	0	13	0	1
Disrespecting staff	6	0	0	9	0	0
Sexual misconduct	4	0	0	4	1	0
Damage to property	1	0	0	3	0	0
Breaching a sanction	0	0	0	1	4	0
Misconduct*	0	3	0	0	0	2
Total:	38	4	0	65	5	3

PURPOSE

To report to the committee on:

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

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Page 1: Report

Page 1: Actions for the committee

REPORT

1. BACKGROUND

1.1. The Project & Campaign Management policy explains how projects are approved and managed within The SU. All SU policies can be found on [policy page](#)² of the governance section of the website.

2. CLIENT BRIEFS

2.1. There have been no new client briefs received since the last meeting.

3. BUSINESS CASES

3.1. There have been no new business cases received since the last meeting.

4. ONGOING PROJECTS/CAMPAIGNS

4.1. The following table reports on the current planned projects and campaigns. Those highlighted in red have not yet been approved by Trustees.

Citizen-shift	Culture-shift	Content-shift	Climate-shift
Student engagement Citizen assembly Collective Intelligence	Open committee pilot People action plan Values & behaviours	SU Spaces Cause comms Programing (Awards) Programing (Welcome)	Green Impact Student led activities

4.2. There are four key areas of work identified as part of the strategy that each of these projects fall under:

- **Citizen-shift:** To facilitate opportunities for students to come together and encourage everyday participation in our cause
- **Culture-shift:** To strengthen our distinctive culture and working practices and create a culture that helps deliver our cause
- **Content-shift:** To shift our communications, activities and spaces to better reflect and celebrate our cause
- **Climate-shift:** To prioritise how we together respond to the climate emergency

4.3. There are currently no known issues that need to be reported to the committee with regards to ongoing projects/campaigns.

² If this link no longer works this means there has been a change to the website since this report was published.

5. PROJECTS/CAMPAIGNS END REVIEW

5.1. There are currently two projects/campaigns that have ended which are awaiting an end of project report:

- Flo Café;
- We are the Active.

6. PROJECTS WISH LIST

6.1. There are currently no projects for the wish list.

ACTIONS FOR THE COMMITTEE

7. The committee are asked to note the report.

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

To report to the committee on Trustee recruitment.

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REPORT

1. INDEPENDENT TRUSTEE END DATES

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

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

- 1.2. Under our Articles of Governance an Independent Trustee’s term of office is initially 3 years with possibility of re-appointment for a further 3 years. They can only serve a total maximum of 6 years.
- 1.3. Independent Trustees are appointed by the Board but responsibility for recruiting and making recommendations on who should be appointed is delegated to the Leadership committee. The process for this is outlined within the Trustee Recruitment and Induction policy (*appendix 1*).
- 1.4. Under our Articles of Governance there is a minimum requirement for at least one of the Independent Trustees to also be a student. While there is no restriction on how many students can be on the Board the Governance & Executive Support Manager advises that this should never exceed more than two. This is to ensure that there are a reasonable number of Trustees on the Board without personal connections to The SU which might otherwise cause conflicts of interests.

2. TRUSTEE VACANCIES

- 2.1. There are currently two vacancies on the Board. One of these had originally been planned for a 2nd student and the other is the result of Marian McNeir’s term of office coming to an end (*20/06/2020*).
- 2.2. Marian McNeir has expressed keen interest in continuing and is still eligible for a 2nd term of office.
- 2.3. Before recruitment can be carried out the committee needs to review the current Board background and skills (*appendix 2*) to identify gaps to inform targeted recruitment to fill those gaps.

2.4. The Trustee Recruitment and Induction policy outlines the steps that must be taken which includes the requirement to take special care to encourage applications from people with backgrounds who may have traditionally been underrepresented on the Board of Trustees.

3. TRUSTEE RECRUITMENT AND INDUCTION POLICY

3.1. Following the disbanding of the Governance committee at the June Board meeting the responsibilities for Trustee recruitment were transferred to the Leadership committee. The policy has therefore been updated to reflect this change.

ACTIONS FOR THE COMMITTEE

4. The committee are asked to:
- consider the re-appointment of Marian McNeir;
 - determine the criteria to be used for recruitment;
 - determine the timetable to be used for recruitment.

CONTACT:	Gregory Noakes (<i>Governance & Executive Support Manager</i>)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: TRUSTEE RECRUITMENT AND INDUCTION POLICY

THE STUDENTS' UNION (THE SU) TRUSTEE RECRUITMENT AND INDUCTION POLICY

Vision: To have an effective Board composed of Trustees with a range of backgrounds and skills.

Rationale: The SU believes that a diverse Board of Trustees results in better discussions, more informed decisions and appropriate challenge to the senior leadership team, to the benefit of all within the Union.

This policy exists to ensure the effective recruitment and induction of Trustees for this purpose.

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Board of Trustees Annual Review

The Board of Trustees shall conduct an annual review once a year of the Trustees:

- Effectiveness as a Board over the past year;
- Diversity;
- Skills and experiences;
- End of office dates.

Advertising a Vacancy

Where a vacancy arises or is due to arise amongst the Independent Trustees the Leadership committee will meet to:

- identify potential gaps in the skills and backgrounds of those remaining on the Board;
- determine the criteria to be used in recruiting a new Independent Trustee;
- determine the timetable for recruitment.

The SU will take special care to encourage applications from people with backgrounds who may have traditionally been underrepresented on the Board of Trustees:

- Women;
- International;
- Postgraduate;
- Black, Asian & Minority Ethnic, (BAME);
- Lesbian, Gay, Bisexual, Transgender (LGBT+).

Anyone interested in the role will be required to complete a:

- letter outlining their reasons for wishing to join the Board of Trustees;
- background and skills form.

Any information collected will be processed and handled confidentially in accordance with The SUs' Data Protection policy.

Shortlisting

The Leadership committee will meet to review all completed application packs received against the agreed criteria and select potential candidates for induction and final selection.

In selecting potential candidates the Leadership committee will prioritise people who have backgrounds underrepresented on the Board of Trustees.

Assessment Process

As part of the assessment process, potential candidates will:

- be given a tour of The SU;
- meet with the Chief Executive and the Chair of the Board;
- participate in a group exercise with student members.

Final Selection

The Leadership committee will meet to review feedback gathered through the assessment process and confirm their final recommendation(s) to the Board of Trustees.

All potential candidates will be informed and anyone being recommended will be asked to confirm their continued interest in the role.

Appointment

The Board of Trustees will receive a report from the Leadership committee detailing the:

- rationale behind anyone they are recommending for appointment;
- skills and backgrounds that anyone they are recommending for appointment will bring to the Board;
- efforts made to prioritise people with backgrounds underrepresented on the Board of Trustees.

The Board of Trustees at a meeting will decide based on this report whether to appoint anyone as an Independent Trustee.

Induction

New Independent Trustees will be given an induction.

As part of their induction they will:

- meet with key stakeholders within both The SU and University;
- attend Trustee training provided by The SU;
- be provided with key governance documents (*See Trustees' Roles and Responsibilities policy*);
- (*where possible*) be invited to attend committee meetings as observers.

Further Reading

To understand the role and responsibilities of a Trustee as they apply to The SU the Trustees' Roles & Responsibilities policy should be read.

APPENDIX 2: BOARD SKILLS MATRIX

Level of experience/skill: 1 = none, 5 = extensive

A 'D' denotes a skill that is desirable to have in the governing board, and an 'E' denotes a skill that is essential within the governing board.

Questions to consider:

- Do these responses match expectations?
- Do any of the responses have implications for our recruitment strategy?
- Do any of the responses raise questions about our induction strategy?
- Are the lower scoring competencies issues that could be dealt with by training?
- Could we improve any of the lower scoring competencies by mentoring and coaching?
- Do we need to review our committee membership based on these responses?
- Are there any implications for succession planning?

Skills Audit - SU Board of Trustees 09/1A3:P272/2019	Desirable or essential?	OVERALL	Trustee B	Trustee C	Trustee D	Trustee F	Trustee G	Mar'han M'akhor
1. Knowledge								
Knowledge of the student union sector.	E	3	3	3	5	3	3	5
Knowledge of issues, nationally and locally, affecting students and higher education.	E	3	2	4	5	4	2	5
Knowledge of the legal duties and responsibilities of a Charity Trustee	E	4	4	3	5	3	4	4
Knowledge of the role of the Board and how this differs to the role of the senior management team.	E	4	4	3	5	4	4	5
Knowledge of the Charity sector.	E	3	2	2	3	3	5	4
Knowledge of the importance of adhering to an organisation policies	D	5	4	5	4	5	5	4
Knowledge of my own strengths, weaknesses and commitment to personal development.	D	4	3	5	4	5	5	5
Knowledge of and/or connections to the local community/businesses.	D	3	3	2	3	2	3	5

2. Experiences								
<i>Experience of being a trustee/director of a Charity/company.</i>	E	3	2	1	5	1	4	5
<i>Experience of chairing a committee/Board.</i>	E	4	3	3	5	3	4	5
<i>Experience of strategic planning and setting clear objectives.</i>	E	4	5	3	5	5	4	5
<i>Experience of risk management and how to prioritise, assess and mitigate against risks.</i>	E	4	4	3	5	4	4	5
<i>Experience of financial planning, monitoring, decision making, compliance and control.</i>	E	4	5	1	4	4	4	3
<i>Experience of complying with legal, regulatory and financial frameworks and statutory guidance.</i>	E	3	3	2	4	3	4	3
<i>Experience of setting clear expectations for improvement, outcomes and how progress should be reported.</i>	E	4	4	3	4	5	5	5
<i>Experience of reviewing governance structures.</i>	E	3	2	1	4	3	5	5
<i>Experience of engaging and working with a range of different stakeholders.</i>	D	4	3	2	4	5	4	5
<i>Experience of human resource (HR) policy and processes.</i>	D	3	4	1	4	3	3	5
<i>Experience of Health & Safety policy and processes.</i>	D	3	3	2	3	3	4	5
<i>Experience of campaigning, advocacy and democratic processes.</i>	D	3	1	3	5	3	4	5
<i>Experience of media and marketing</i>	D	3	1	4	3	3	3	5
<i>Experience of change management activities such as re-structures/reorganisations.</i>	D	3	4	1	4	4	4	5

3. Skills								
Ability to ask questions and challenge leaders in an appropriate way.	E	4	4	5	4	5	4	5
Ability to interpret data and statistics to identify strengths, weaknesses and areas for development.	E	4	4	4	4	5	5	4
Ability to listen, reflect and learn from a range of viewpoints including impartial advice before reaching own view.	E	4	4	4	5	5	4	5
Ability to work in a team and build positive working relationships with a range of personalities.	E	5	4	5	5	5	4	5
Ability to discuss a sensitive issue in an appropriate manner and bring people together in adversarial situations.	E	4	5	4	5	4	4	5
Ability to maintain confidentiality regarding sensitive matters discussed in confidence.	E	4	2	5	5	5	4	5
Ability to relate to students by understanding their needs and perspectives.	E	4	2	5	4	4	4	5