

| LEADERSHIP COMMITTEE REPORTS | | | | | | |
|---|--|------------|------------|--------------------|-----------------|----|
| From | Period start date | | | To | Period end date | |
| | 20 | 11 | 2019 | | 18 | 12 |
| 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 | | | | | |
| Senior SU Management | | | | | | |
| Chief Executive: | Andrew McLaughlin | | | | | |
| Deputy Chief Executive: | Mandy Wilson-Garner | | | | | |
| Secretary to the Board: | Greg Noakes | | | | | |
| Committee Membership | | | | | | |
| Trustee name | Office | Start date | End date | Appointment | | |
| Eve Alcock | President | 02/07/2018 | 02/07/2020 | Elected by Members | | |
| Ruqia Osman | Education Officer | 02/07/2018 | 02/07/2020 | Elected by Members | | |
| Jiani Zhou | Postgraduate Officer | 02/07/2018 | 02/07/2020 | Elected by Members | | |
| Alisha Lobo | Community Officer | 02/07/2019 | 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 |
|--|-------------------------|
| Leadership Committee Minutes 20/11/2019 | R1 |
| Report on Actions arising from the previous Leadership committee meeting | R2 |
| Report on decisions made without a meeting since the last Leadership committee meeting | R3 |
| Newsletter Project Progress Report | R4 |
| Insights Project Update | (See separate document) |

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| Meeting: | Leadership Committee | | |
| Location: | 1 East Meeting room 3.20 | | |
| Date & Time: | Wednesday 20th November 2019 at 9am | | |
| Present: | | | |
| Francesco Masala | Activities Officer (Chair) | | |
| Ruqia Osman | Education Officer | | |
| Tom Sawko | Sport Officer | | |
| Eve Alcock | President (<i>Joined the meeting under item 5.1.</i>) | | |
| Jiani Zhou | Postgraduate Officer | | |
| In attendance: | | | |
| Gregory Noakes | Governance & Executive Support Manager (Secretary) | | |
| Andrew McLaughlin | Chief Executive | | |
| Mandy Wilson-Garner | Deputy Chief Executive | | |
| Michael Dalton | Head of Commercial – Venues & Events | | |
| Suzanne Snook | Community Co-ordinator | | |
| Item | | | |
| 1. | Apologies for absence | | |
| | Name | Reason | Accepted |
| | Alisha Lobo | Other meeting | Yes |
| 2. | Notice of any other business | | |
| | The following item was identified for discussion under any other business: | | |
| | 1) Flo Café | | |
| 3. | Declaration of conflict of interest | | |
| | No committee members declared a conflict of interest in any item 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 R2 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 R3 of the Committee reports</i>). | | |
| 5. | Project Management | | |
| | The Committee received a client brief (<i>See R4 of the Committee reports</i>). | | |
| 5.1. | The committee noted that the Board had already given approval for the Boat House project to proceed as a business case at their previous meeting in the Summer. | | |

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| <p>5.2.</p> | <p>The Sport Officer gave a summary outlining the particular benefits and risks associated with the project.</p> <p>QUESTION: An Officer asked how many members were in the club. ANSWER: The Sport Officer explained it wasn't the largest club but was the most subsidised club per a member.</p> <p>The Chief Executive noted that there was a risk that Minerva could expel the Rowing Club in order to make more space for their own members within the current Boat House.</p> <p>QUESTION: Deputy Chief Executive asked how diverse was the club in terms of its membership. ANSWER: The Sport Officer noted that they didn't have these statistics to hand.</p> <p>The committee discussed and agreed that a condition of funding should be to increase the club members inclusivity and to explore whether this could be used by other Student Union clubs that use the river such as canoeing.</p> <p><i>(The President joined the meeting at this point)</i></p> <p>The committee discussed and agreed that they needed the business case to:</p> <ul style="list-style-type: none"> • make very clear what role The SU would play in this project; • include full details of current loans with The SU including, how many, what for, how much still to be paid back and how much has been paid back; • include details of the current Rowing Club membership (Size/diversity); • explain the current relationship between The SU and Minerva; • explain whether there is an opportunity for other SU clubs that use the river to also benefit from this project; • to explain what would happen if the project is not approved. <p>The committee agreed that the business case should be submitted to:</p> <ul style="list-style-type: none"> • Board meeting in December for general feedback; • Finance & Audit committee in Spring for closer scrutiny; • Board meeting in March for final decision. <p>ACTION: Boat House business case to be submitted to the Board meeting in December.</p> |
| <p>6.</p> | <p>Participation Data for Student Leaders</p> <p>This item was deferred to the student leaders working party.</p> |
| <p>7.</p> | <p>Any other business</p> <p>The following item had been previously identified for discussion:</p> <p><i>(the Head of Commercial – Venues & Events and Community Co-ordinator joined the meeting at this point)</i></p> <p>1) Flo Café</p> <p>The Head of Commercial explained that the Flo Café is still making a loss and that a decision needs to be made on what should happen to it.</p> <p>They outlined the following possible options, including the benefits and possible risks:</p> <ul style="list-style-type: none"> • Make into a bookable space for SU activities/events; |

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| | <ul style="list-style-type: none"> • Turn it into a student kitchen for use by student groups; • Turn it into an SU living room; <p>They noted that AHS had initially given them the café on the agreement that this would continue to be run as a café. Therefore they would need to be consulted if there were to be any changes made. The committee noted that the University are currently carrying out a review around the purpose of Virgil Building</p> <p>The committee discussed and agreed that feedback should be gathered from students on how they want this space to be used before a decision is made.</p> <p>ACTIONS: Options for Flo Café to be explored.</p> |
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The meeting ended at 10.33am.

| Item number | Action |
|-------------|--|
| 5.2. | Boat House business case to be submitted to the Board meeting in December. |
| 6 | Participation Data for Student Leaders report to be referred to student leaders working group for feedback |
| 7 | Options for Flo Café to be explored. |

LEADERSHIP COMMITTEE – 18 DECEMBER 2019

REPORT ON ACTIONS ARISING FROM THE PREVIOUS LEADERSHIP COMMITTEE MEETING

PURPOSE

To inform the committee of the outcome of actions arising from their previous meeting.

CONTENTS

Pages 1: Report

REPORT

1. ACTIONS ARISING FROM THE LAST COMMITTEE MEETING

- 1.1. Boat House business case to be submitted to the Board meeting in December.
- 1.2. Participation Data for Student Leaders report to be referred to student leaders working group for feedback
- 1.3. Options for Flo Café to be explored.

2. OUTCOME OF ACTIONS ARISING FROM THE LAST COMMITTEE MEETING

- 2.1. The Boat House business case has been delayed and will now go to the Board meeting in March.
- 2.2. The Participation Data for Student Leaders report has gone to student leaders working group for feedback.
- 2.3. A client brief for a Flo café project has been submitted to the Board for consideration.

LEADERSHIP COMMITTEE – 25 SEPTEMBER 2019**REPORT ON DECISIONS MADE BY THE COMMITTEE WITHOUT A MEETING****PURPOSE**

To formally note any decisions that the Committee have made without a meeting since their previous meeting.

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Page 1: Report

REPORT

1. There have been no decisions made by this committee without a meeting since the previous meeting.

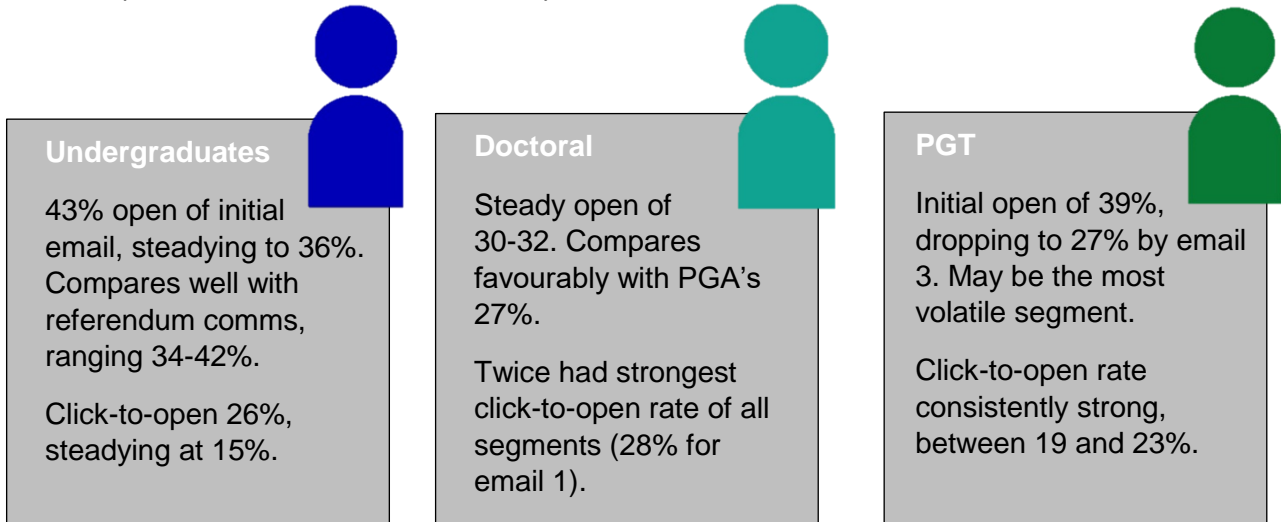
| | | |
|-----------------|---|--|
| CONTACT: | Gregory Noakes (Governance & Executive Support Manager) | Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk |
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Email Comms Strategy Update - December 2019

The below is highlights based on a [fuller report](#) on the newsletters sent between September and November.

Overall Statistics

These are profiles for all 3 emails sent to every student current at the time.



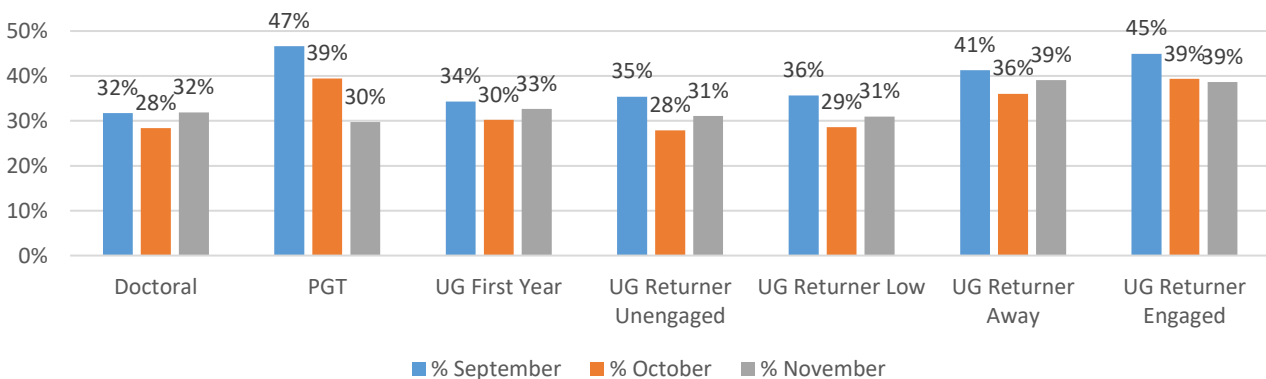
Placement students received just one email. They had a good 33% open rate, but finding any strong calls to action was a problem, so click-to-open was just 2%.

Distance Learners also received just one. It had 15% open rate, and 6% click-to-open.

Detailed investigation

Investigation of open rates after ROL shows that this is always the most opened email, making it the most valuable.

How did segments engage? Open rates by month
Students who received all 3 emails



Although engaged students are more likely to open emails, even low-engaging groups performed well across all three. 52% of doctoral and unengaged returners didn't open anything, compared with 39% engaged returners.

The word cloud shows clicks each link received, as a percentage of the total number of clicks for that particular email.



Click-through is strongest when the CTA is directed at the recipient's own immediate needs and wants.

Big news (eg new club night lineup) generates more clicks than small news (eg new bagels and drinks) because students can't already see everything they need to know.

Recommendations

Strong, varying CTAs are essential to maintain engagement. Work on **calendar of study and leisure-focused events** and consider emailing only strongly-engaged (regular openers) on months where things are business-as-usual, to keep up value.

Introduce **'Welcome' strategy** so the first email received is always a specific welcome, signposting activities and areas of perennial interest, which won't be included in every other communication.

Similarly, introduce **'Returner' strategy** so those who re-ROL late will get a more specific 'welcome back' message, signposting areas and activities of perennial interest.

Broaden the team supporting on putting together the more **cause-focused subjects** to try and get increased click-through. Even if students don't click through, they are still reading the cause-focused overviews, so using strong CTAs elsewhere to develop open rates will encourage readership, with consistent messaging on cause-focused topics to establish position over time.

Now email is established, work more closely with social media comms to **match key messaging** (other than Voice which is already matched) to strengthen overall impact.

Work on **subject lines** for non-openers. Again, strongly-relevant CTAs within the email can be reflected in subject lines.