THE SU UNIVERSITY OF BATH

LEADERSHIP COMMITTEE PAPERWORK

MINUTES:	Leadership committee

Meeting:	**Leadership Committee**
Location:	**1 East Meeting Room 3.20**
Date & Time:	**Wednesday 05 December 2018 at 9.00am**

Present:

Jack Kitchen	Education Officer (Chair)
Jiani Zhou	Postgraduate Officer
Kimberley Pickett-McAtackney	Activities Officer
Andy Galloway	Sport Officer
Eve Alcock	President

In attendance:

Gregory Noakes	Governance & Executive Support Manager (Secretary)
Andrew McLaughlin	Chief Executive
Mandy Wilson-Garner	Deputy Chief Executive

Item	
1.	**Apologies for absence**
	<table><tr><th>Name</th><th>Reason</th><th>Accepted</th></tr><tr><td>Alisha Lobo</td><td>Personal commitments</td><td>Yes</td></tr></table>
2.	**Notice of any other business** The following items were identified for discussion under any other business: 1) Virgil Building
3.	**Declaration of conflict of interest** No committee members declared a conflict of interest in any item on the agenda. Committee members were reminded to declare any conflict of interest if it arose during the course of the meeting.
4.	**Minutes of previous meeting** The minutes of the previous meeting were approved and signed by the Chair.
5.	**Matters arising from previous meeting** **ACTION:** Email the PowerPoint and link to the database round to committee members. **OUTCOME:** The committee agreed that this was no longer necessary to be actioned.
6.	**Project Management** The committee considered the following projects for approval: **1) Data Insight and Marketing Project** The Chair gave some background for the project and noted that at the previous meeting the committee had agreed questions to ask the Chief Executive. The Chief Executive now answered these questions.

How does this project fit in with the long term strategy and direction of the Student Union (SU)?

The Chief Executive explained that students had indicated that they did not want to be bombarded with irrelevant communications; marketing communications in general were now increasingly laser-focused on individual's needs, so The Student Unions' (SU) approach will become increasingly outdated in the years ahead. It was noted that this was a fixed-term experiment in fixing this and that it will inform longer-term approaches in this area.

What will happen with the project when the contract ends?

The Chief Executive explained there will be two options when this project ends. The first is to end the project and the second is to restructure the marketing team to incorporate this work into the team going forward. This will all depend on the outcome of the project and how useful it proves to be to The SU.

How will this data be used by The SU?

The Chief Executive explained that teams will be able to use this data to both create their area plans and to measure how successful they have been.

What difference has the data made so far?

The Chief Executive explained that The SU now has robust key performance indicators (KPIs) which are now beginning to be embedded within the organisation. This will help managers strengthen their area plans going forward through linking them to the overall organisation's core strategy.

Will this person be advising staff on how to use the data gathered?

The Chief Executive explained that the Student Voice Co-ordinator and this new role would work together to train and advice staff on how to use the data gathered effectively. The Chair noted that the workload of the Student Voice Co-ordinator might prevent them to some extent from doing this and the Chief Executive agreed to look into this further.

How will the success of the project be measured? What are the success indicators?

The Chief Executive explained that the project will be able to take a specific area of The SU and test whether it can make a predicted impact in that area.

Will other staff need the person to work in August?

The Chief Executive explained that most teams do their planning early in the summer but that they have amended the job description to allow for some work to be possibly done in August if necessary.

Why is the role only 25 hours a week? Is this enough time to carry out this work?

The Chief Executive explained that feedback from other SUs who have employed staff to carry out a similar role has been that it is rarely full time work. They noted that the hours could be increased going forward if this proved necessary

Where will the person be based in the office? Is there enough room for them to be accommodated in the Marketing Office?

		The Chief Executive explained that there would be no need for a fixed office to work in and that they could hot desk from anywhere within The SU.
		The committee voted unanimously to approve the Data Insight and Marketing Project.
7.	**Minutes of sub-committee meetings**	
	The committee received the minutes of the following sub-committee meetings: Operations Committee 2018-10-30 Operations Committee 2018-11-06 Operations Committee 2018-11-13 Events Committee 2018-10-30 Events Committee 2018-11-06 Events Committee 2018-11-13	
8.	**Terms of Reference**	
	The committee noted the changes made and agreed that these amended terms of reference should be recommended to the Board of Trustees for adoption.	
9.	**Any other business**	
	The following items had been previously identified for discussion.	
	1) Virgil Building	
	The President noted that the Virgil Building café was closing down and that the Bars & Events Manager had expressed an interest in taking it over for The SU. They outlined the plans that the Bars & Events Manager was considering if The SU was successful in taking over this area. The Chief Executive, Community Officer and Bars & Events Manager would be meeting with the University to discuss this further on Friday.	

The meeting ended at 10 am.

Item number	Action
8	The amended terms of reference to be recommended to the Board of Trustees for adoption.

REPORT 1:	CLUB DEVELOPMENT OFFICER

Purpose:

Club Development Quarter One Report (Sep – Nov)

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Summary:

This report will summarise progress made over the first four months of the pilot Club Development Officer role. It will review work that has already been undertaken and the focus of work on-going.

Primary aims of this role are:

- Identify opportunities to support the development of Students' Union Sport Clubs
- Establish internal and external partnerships that benefit Students' Union Sport Clubs
- Ensure long-term sustainability and gradual growth of Students' Union Sport Clubs
- Oversee the strategic delivery of student social and recreational sport.

Secondary aims, to maximise the impact of this role, are to use sport and club development as a tool to:

- Enhance Student Experience and Enrichment
- Contribute positively to, and align with, University and Students' Union Strategies – University Sport Strategy and University Mental Health Strategy are two examples.
- Use sport to positively enhance the Universities Reputation.

Achievement of the primary and secondary aims above will a have positive and long-lasting effect on all areas of student sport.

Key action/highlights from the initial four month period include:

- All clubs receiving development plans for the year ahead and subsequent meetings with 39 of these clubs to identify their development needs.
- Selecting 9 focus clubs for the first year of the pilot who will receive more tailored and bespoke development support.
- Continuing partnership discussions with Bath Rugby and Bristol Bears to assist in the development of women's rugby.
- Linking with Bath City FC to increase the community outreach of the SU football club.
- Linking with Chew Valley Lake in hope to relocate the windsurfing club.
- Establishing strategic partnerships with two new National Governing Bodies - England Netball and English Lacrosse.
- Successful application to Sport England for funding to expand the social activity programme – focusing on engaging inactive female students primarily through cycling, walking groups and beginner running.

Report: *(Only necessary where more details is required than the summary allows for)*

Q1 Progress

Role started on 3rd September and the generic Club Development Plan was finished ready to be sent to all 49 SU Sport Clubs. Discussions started about being able to have impact straight away, and a decision to identify and handpick 10 clubs which would receive slightly more bespoke club development support was made. The 9 club identified are below along with the reasoning behind the decision:

- Football – ongoing partnership with The FA and BUCS to develop opportunities to not just improve the football offer that the club provides but also to increase the number and level of coaches and officials, improve the links to community partners and ensure that the clubs offer is available to not just their members but to all students.
- Volleyball – again ongoing partnership with the National Governing Body, England Volleyball, to increase the number and level of coaches and officials that the club have,
- Netball – as mentioned in the summary this is a new strategic partnership between the SU and England Netball that specifically focuses on social netball to bring lapsed players back in to the sport
- Lacrosse – again as mentioned in the summary this is a new strategic partnership between the SU and English Lacrosse to help attract more social players to the sport of lacrosse.
- Rugby – specifically Women's Rugby –over the past year or so we have been working to develop the Women's side of the sport. As part of this development we are establishing partnerships with both Bath Rugby, to support the development of new players to the game and Bristol Bears, to support the needs of the players wanting higher level exit routes. The partnerships will also allow the club to gain coaching support and CPD sessions from the two clubs to benefit our players and student coaches.
- Rowing – huge club with many different aspects which is led by 2 or 3 individuals. Staff support will ensure that the club committee know that the SU are there to support them with their development needs, with specific focus on their external build at Minerva bath Rowing Club
- Sailing and Golf – based on their handover plans for this year, these two clubs set clear goals on how the committee want to develop these clubs over the coming year or two.
- Weightlifting – New SU Club this year, so support will be tailored and focused on ensuring their sustainability and growth

Over the course of three weeks during November, meetings with 39 clubs were held to introduce each club to the club development offer and support on offer to them as well as having discussions to identify their individual development needs
Each club had an array of ideas, wants and concerns regarding development, and work has begun to ensure that work is done to support each club in achieving these development opportunities.

Alongside these club meetings, links were being made between new key partners to assist a number of clubs in their long term development. As mentioned in the summary these included Bath Rugby, Bristol Bears, Bath City FC, Chew Valley Lake, England Netball, and English Lacrosse. The hope is that these organisations can positively benefit the development of our SU Clubs, the offer each clubs provides as well as enhancing the wider student experience.

Before Christmas the Students' Union was successful in a £5600 funding bid to expand our social activity programme – Bath Active. The addition to the programme will specifically focus on engaging inactive female students to become more active primarily through cycling, walking and beginner running groups. The aim, with help from the Cycling, Triathlon and Mountaineering clubs as well as running alongside the new Exercise Peer Mentorship programme, will be to offer low level activity that utilises the surrounding National Trust and Cotswold Area of Outstanding National Beauty that surrounds of the University. The funding from Sport England will be used to purchase a pool of push bikes that can be hired out to students, free of charge, for this project.

Focus for work ongoing

Alongside working with the clubs, the focus of work for Q2 will be based around five key areas:
- Develop the SU Sport links with the Alumni Department so that there is a more focused and structured relationship with the department, its members and the SU Sport Clubs
- Increasing our work with community partners to ensure that those clubs that wish to, have the opportunity to broaden out and support our local communities.

- Further the SU Sport work towards shifting culture in relation to welcome and weekly socials
- Researching the possibility of a "menu" of development opportunities that all students will be able to access via The SU
- Liaising with clubs and the Alumni Department as a mentor for their crowdfunding projects that clubs can apply too.

REPORT 2:	SU PROCEDURES FOR RESPONDING TO HARASSMENT

Purpose:

The purpose of the SU procedures for responding to harassment document is to have a clear and consistent process for all SU staff for how they should respond if a student discloses an incident to them.

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Summary:

In response to the #NeverOk campaign and new Report & Support tool for Reporting Harassment, bullying and discrimination incidences at the University, it was felt that it would be useful to have some clear guidance for all SU staff on what to do if a student discloses an incident to them.

This is the document that has been created. I hope the committee will agree that this guidance is clear, concise and will be a useful resource to all SU staff. Once it has been approved by the committee, I would like to distribute the guidance to all SU staff.

In the future, we could look into putting together informal training sessions for all staff to follow on from this guidance.

Recommendations:

I recommend that once approved, this guidance is distributed to all SU staff.

Report:

Background

This document is in response to the #NeverOk campaign and new Report & Support tool for Reporting Harassment, bullying and discrimination incidences at the University. It was felt that it would be useful to have some clear guidance for all SU staff on what to do if a student discloses an incident to them.

In the past we have had cases where students have disclosed an incident to a member of staff outside of the Advice & Support team and there has been confusion over who should meet with the student and how the situation should be handled. I hope that having a set of clear, concise procedures will save any future confusion when similar situations arise, both for staff and the students.

Issues

In order to put together these procedures I have liaised with various staff to get their thoughts, as well as inviting comments from Officers. I have liaised with Mike re the procedures used in the evening by bar staff as well as Matt re GDPR implications of sharing student information between different SU departments and how to evidence a student has given consent for us to do so.

For the evening procedures, Mike and his team do signpost students to the Advice & Support Centre. However, I feel that a more proactive approach to getting students in touch with our support may be more beneficial and help to elevate barriers to students accessing support. I have therefore suggested that the bar staff, with the students' consent, pass their contact details on to the Advice & Support Centre. We can then reach out to the students and offer them appointment times to come and speak to us.

I liaised with Matt re the GDPR implications of a staff member / team passing contact details to another team and how to evidence that we have consent from the student. Consent can be given verbally in person or over the phone but needs to be evidenced if verbal.

Similarly to the process we use in the Advice & Support Centre, we feel the best solution here is to follow up this verbal consent via email so it there is written, time stamped evidence. This can be written in the student's presence if appropriate and the student Ccd into the email so they have a copy. A statement could be included in the email similar to "You stated over the phone you were happy for me to pass your details onto the Advice & Support Centre" etc.

I want to ensure that SU staff are not taking on more responsibility than they should be when responding to disclosures. This can make staff feel uncomfortable and may mean a situation is not dealt efficiently or in the most appropriate manner. I have therefore, where possible, tried to ensure that as cases are referred directly to the Advice & Support Centre.

I have also been in discussion with Becky Gallagher about adapting this document and creating a version relevant for Virgil Building staff which I plan to do once this document has been approved.

Once this guidance is approved and distributed to all staff, it could be accompanied by short training sessions for any SU staff who are interested on how to respond to students who disclose an incident. We could do a few of these each year, perhaps once per term. If needed/appropriate, we could arrange to so specific sessions with certain departments e.g. Bars Team.

Conclusion

I would like the committee to confirm that they are happy with these procedures so that they can be distributed to all SU staff.

APPENDIX 1: **SU Procedures for Responding to Harassment Procedures**

What is Harassment?

Harassment is when someone behaves in a way which offends someone and makes them feel distressed or intimidated. This could be abusive comments or jokes, graffiti or insulting gestures. The purposes may vary, including racial prejudice, sexual harassment, homophobic harassment etc.

Harassment is a form of discrimination under the Equality Act 2010.

Rights of the student

A student who reports harassment has the right not to seek support or report the incident if they do not wish to. They should not be put under pressure to seek support or report an incident if they do not wish to.

Daytime Procedures

If a student discloses to you:

1) If you feel there is **immediate risk** to the student or others, call security on 666.

2) **In person**:
   - Escort the student to SU Advice & Support Centre

- or call SU Advice & Support Centre and an Advisor will come to you

3) **Over the phone**:
   - Ask the student if they are happy for their contact details to be passed onto the SU Advice & Support Centre
   - If they give consent, email suadvice@bath.ac.uk with their contact details, brief description of the situation and confirming they gave permission for their details to be passed on.
   - If they do not give consent, ask them if you can email them a link to the Report & Support webpage www.bath.ac.uk/campaigns/report-and-support for further information on support available.

4) **Via email**:
   - Respond to the email. Include a link to the Report & Support webpage for further information on support services and how to report an incident www.bath.ac.uk/campaigns/report-and-support.
   - Ask the student if they give consent for their contact details to be passed onto the SU Advice & Support Centre
   - If they give consent, forward the email chain onto suadvice@bath.ac.uk

If for some reason Advice & Support Centre staff are not available, you can escort them to the **University Wellbeing Team** front desk at 4 West. You can also call the Student Services Staff Advice Line on 4321.

Evening Procedures

1) Take the student aside to a quiet space. Inform them that they do not have to talk about the situation if they do not wish to but you would like to know if they are ok / what happened.

2) If you feel there is **immediate risk** to the student or others, call security on 666.

3) If the student consents, produce an email regarding the incident, in the student's presence if possible, and send it to suadvice@bath.ac.uk.

   Make sure to include:

   - Details of the incident (only as much as the student is willing to give)
   - Cc in the student including any additional contact details they are willing to give
   - Include a link to the Report & Support webpage for further information on support services and how to report an incident www.bath.ac.uk/campaigns/report-and-support.

Anonymous Reports

If you receive an anonymous report, please pass the details onto the Advice & Support team. Speak to a member of the team, call them on 01225 386096 or email on suadvice@bath.ac.uk