

## **Leadership Team Proposal**

### **1.0 Background and Context**

- 1.1 In addition to formal committees of the Union concerned with the Union's Governance (such as the Finance and Risk Committee) and the Union's Democratic and Representative functions (such as the Education and Representation Board) a number of non-constituted groups and meetings exist concerned with communication and management activities of the Union.
- 1.2 This paper outlines the current arrangements specifically for interaction between Sabbatical Officers, interaction between Sabbatical Officers and Union Managers, and regular discussions between members of these groups on the financial position of the Union.
- 1.3 This paper asks to Board to note some proposed changes to these arrangements and how they may affect the mechanisms of governance, in particular the information available to the Finance and Risk Committee.

### **2.0 MPG**

- 2.1 For at least the past two years, the Sabbatical Officers have met on a weekly basis for a meeting called 'Management and Planning Group'. This meeting is also sometimes attended by the Managing Director and is also attended by the Governance and Admin Manager, who takes notes of the discussions.
- 2.2 The title of the meeting is something of a misnomer, and is used more of a regular communication channel between the Sabbatical Officers (including the ICMSU President) and an avenue to discuss current issues and projects currently being worked upon.
- 2.3 It is generally agreed that the idea of the Sabbatical Officers meeting up on a weekly basis is a good idea, but that a quasi-formal meeting is not required and in fact the relatively repetitive nature of these meetings to date has been counter-productive.
- 2.4 The exact structure of these meetings going forward should be up the Sabbatical Team of the time, but the majority of the formal elements of MPG will be replaced by the proposals in this paper.

### **3.0 Business Review Meetings**

- 3.1 Business Review Meetings take place on a monthly basis and are attended by the Senior Management Team, the Union President, the

Deputy President (Finance and Services) and one of the Union's Honorary Senior Treasurers.

3.2 The meeting is an opportunity for the members to review the most recent set of management accounts for the Union. The key outcomes of this meeting are:

- 3.2.1 An opportunity that doesn't otherwise exist for Officer Trustees to discuss the management accounts and questions the budget holders or Head of Finance on their content.
- 3.2.2 An opportunity for actions to be agreed in response to the management accounts
- 3.2.3 An opportunity for the Honorary Senior Treasurer to partake in the discussions and feedback to them at the Finance and Risk sub-committee.

3.3 Although the role of the Honorary Senior Treasurer is now defunct, Colin Kerr as external trustee has helpfully continued to carry out this role and this has proved valuable, in particular for the members of the Finance and Risk Committee.

3.4 However, other than the scrutiny applied by the HST, the Business Review Meeting essentially replicates discussions that take place at Executive Committee, Finance and Risk Committee, Senior Management Team meetings and Management Team meetings.

#### **4.0 Staff and Officer liaison**

4.1 Although, in the main, relationships and communication between senior Union staff and Officer Trustees is good, this is mainly done through informal channels and is reliant on goodwill and effort from individuals.

4.2 Because of this there are occasions where miscommunication does occur, or issues are not dealt with at the earliest possible opportunity.

4.3 In addition, now that all of the Deputy Presidents are Trustees it is sensible to have a more structured approach to the interaction between these roles and the Union's operations and finances.

#### **5.0 Leadership Team**

5.1 Through discussions between senior staff and officers the intention is to change the meeting structure outlined above.

5.2 The intention is that Business Review meetings and MPG (in its current form) no longer take place, but are replaced by a group called the 'Leadership Team'.

5.3 This group will discuss the most recent management accounts, but will also have a broader remit of discussing the delivery of political and operational policy and to foster more effective working relationships between officers and management.

5.4 The intention is that the meeting will happen regularly, but may not meet every single month.

5.5 The draft Terms of Reference for this group are included as an Appendix to this document.

## **6.0 Recommendations**

6.1 The changes outlined in this paper are not, in essence, Board decisions as they are arguably management arrangements that may need to change from time to time and none of the existing or proposed groups are formal or constituted committees.

6.2 However, the Board are asked to note on the proposed changes and to comment as required, particular due to the current link between Business Review meeting and the Finance and Risk committee through the former HST role

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**Managing Director**  
**May 2013**

**Appendix A – DRAFT Terms of Reference – Leadership Team**

**Leadership Team**

**Terms of Reference**

**Purpose**

To ensure effective communication and help manage the interface between the democratic and operational structures of the Union.

**Remit**

1. To ensure compliance with the charitable objects, purposes and values of the organisation and with its governing document.
2. To ensure that policy passed through referenda, general meetings and Union Council is implemented.
3. To ensure that decisions made by the Board of Trustees are implemented and to make recommendations to the Board of Trustees as necessary.
4. To provide strategic leadership for staff in particular, but also stakeholders and elected officers.
5. To ensure 'joined-up' thinking between the campaigning and representative work of the elected officers and the operational work of management and staff.
6. To ensure a culture of openness, transparency and accountability.
7. To empower the membership to be able to influence the operational structures of the Union, through the democratic structures and through market research.

**Responsibility and Authority**

This is a non-formal group, but has a critical role in making recommendations to the Board of Trustees and ensuring decisions made

by the Board and the Union's democratic decision-making bodies are implemented.

### **Reporting Line**

Informally, to the Board of Trustees

### **Membership**

- Chair (President)
- Deputy Presidents
- Managing Director
- Senior Management Team
- Governance and Administration Coordinator/HR and Admin Coordinator (in attendance)

### **Regularity of Meetings**

As necessary, but normally six times per annum