



University of St Andrews Students' Association
Board Meeting on 21, November 2023

Change Committee Terms of Reference

Organisational Purpose

The Change Committee (CC) is a specialised subcommittee established by the Board of Trustees of St Andrews Students' Association (SASA). Its primary purpose is to address and resolve critical challenges faced by SASA in areas including governance, financial stability, operational efficiency, and strategic planning. The committee will lead the Change Programme aimed at preparing SASA for a sustainable and adaptable future.

Responsibilities:

- set, approve and prioritise initiatives in line with objectives of the Change Programme
- incorporate or hold Association initiatives approved and prioritised within current strategic and other planning
- endorse and promote the Change Programme plan across the institution and beyond
- review and resolve key risks and issues impacting the Change Programme
- promote collaborative working across the Change Programme
- monitor the progress of initiatives within the Students' Association and provide corrective direction as required
- evaluate Association initiatives in terms of performance and realisation of expected outcomes and benefits within the Change Programme
- own institutional lessons learnt and ensure that associated actions are put in place
- ensure all initiatives comply with the motives and priorities of the Change Programme
- draft, manage and approve all communications relating to the Change Programme- internally and externally- will refer to SAB when reasonably required to do so
- manage and ensure accountability of the Change Director
- shall consult with the SA Board on any proposals for change that may impact on the Board's responsibilities to uphold legal and other duties it is constituted to uphold, and as necessary external legal advice should be sought and presented to demonstrate how change may be made fairly and lawfully

Membership (Voting)

Jen Munro, **Lay Trustee**
 Cam S. Brown, **Director of Education**
 Barry Will, **Association President**
 Lucy Brook, **Director of Events and Services**
 Sam Gorman, **Director of Student Development and Activities**
 Will McFarlane, **Lay Trustee**
 Professor Clare Peddie, **University Trustee**

In the event the chair is unable to attend a meeting, the Convenor will be asked to take on the role as Vice-Chair

In Attendance (Non-voting):

Change Director

Caitlin Ridgeway, **Director of Wellbeing and Equality**
 Fiona Waddell, **President of the St Andrews Athletic Union**
 Noah Schott, **Student Trustee**
 Manon Williams, **Student Trustee**
 Christopher Milne, **Head of Information**
 Delara (Academic Representation Intern), **Secretary**
 Members of SMT, as invited.

Membership will be reviewed by the Chair and Convenor as required. These roles may be reviewed upon the election of new Sabbatical Officers.

Roles and Responsibilities

Lay Trustee	Director of Education	President	Vice Principal Education, the Proctor	Lay Trustee
		DoES		Lay Trustee
		DoSDA		
Chair	Convenor & Vice Chair	Student	University	External

The above table highlights that each member represents within the investment and monitoring of activities as detailed in the Committees organisational purpose

- Chair has the following responsibilities:
 - Chairs meetings
 - Support in providing overall direction and leadership for the planning and delivery of the portfolio.
 - Support in ensuring the Change Programme reflects strategic objectives and business priorities and that resources are allocated where necessary.
 - Support in ensuring relevant Board approval for the Change Plan
 - Ensures the continuity and stability of the Change Programme during Sabbatical Handover.

- The Convenor and Vice-Chair has the following responsibilities:
 - Chairs meetings in the absence of the Chair

- Lead and support the overall direction and leadership for the planning and delivery of the Change Programme.
 - Lead and support in ensuring the Change Programme reflects strategic objectives and priorities and that resources are allocated where necessary.
 - Lead and support to ensure there is relevant Board approval for the Change Plan
 - Represents the Committee and its decisions
- Members representing ‘Students’ have the following responsibilities:
 - Represents the student membership
 - Represents the various aspects of Association’s representational duties
 - The Director of Events and Services can further represent the Commercial aspects
 - Supports the facilitation of developing portfolio/programme/project/ budget allocations
 - Members representing ‘External’ have the following responsibilities:
 - Supports the facilitation of developing portfolio/programme/project/ budget allocations
 - Senior Assurance Role
 - Members representing the ‘University’ have the following responsibilities:
 - Represents the interests of the University
 - Support in facilitating the developing the partnership between the Association and the University of St Andrews
 - Support in representing the Turnaround committee to the University of St Andrews
 - Supports the facilitation of developing portfolio/programme/project/ budget allocations

Note: These responsibilities shall be updated upon the appointment of the Change Director. Holders will be further reviewed upon the introduction of Sabbatical Officers in July 2024.

Quorum

- A minimum of four members of the Committee, including Chair or Vice-Chair and must be in attendance before any actions or decisions can be made.
- As per the SAB Constitution: There shall only be a valid vote in such committees if there is a student majority present, failing which the vote shall require retrospective ratification by the TC or SAB at its next ordinary meeting, whichever is sooner.

Meeting Dates

- The Change Committee will produce a schedule of dates for meetings throughout the academic year, to be published in advance, in order to assist intra-association co-operation.
 - Aimed to be twice a month for 1hr each time

Other Governance Bodies/ Committees

St Andrews Students' Association Board

The SAB devolves power to the Change Committee, to make direct intervention within their Terms of Reference, it should report to the Association Board at each SAB meeting on its progress and seek approval for the Change Plan once drafted, prior to enactment. All Trustees who are not members of the Change Committee are invited to attend.

As such, the SAB will act as the main assurance/consultation group where appropriate during the lifecycle of the Change Programme.

SASA Senior Management Team

For operation initiatives that include additional staff resource within the scope of the required operational changes, the Change Committee will make the investment decision and notify SMT. For SMT decisions that require wider business change of a complex nature, a joint initiative may be required to encompass the additional elements in scope to prevent later conflicts.

SMTs direct contact on the Committee is the chair, failing that the Convenor.

University of St Andrews Principal's Office

For initiatives which may require support from the University of St Andrews, including financial support, PO should be informed through the relevant channels, including the Principal where necessary. The Change Committee welcomes all support and input from partners within the University and commits to being open and transparent at all times and will provide regular updates to PO as required.

Please Note: These Terms of Reference will update the relationships above and attach a communications plan for each at the December Board, 2023.