

AGENDA

Meeting:	Leadership Committee	
Location:	1 East Meeting Room 3.20	
Date & Time:	Wednesday 10 October 2018 at 9.00am	
Item		Appendix
1.	<p>Election of Chair</p> <p>Committee to elect an officer to be the chair.</p>	
2.	<p>Apologies for absence</p> <p>Committee to receive and approve any apologies received for absence.</p>	
3.	<p>Notice of any other business</p> <p>Chair to notify the committee of any items raised in advance of this meeting for discussion under any other business.</p>	
4.	<p>Declaration of conflict of interest</p> <p>Members are asked to declare any conflict of interest they may have in relation to any business to be discussed at the meeting.</p>	
5.	<p>Minutes of the previous meeting</p> <p>Minutes will be approved and signed by the chair at the meeting.</p>	A
6.	<p>Matters arising from the previous minutes</p> <p>ACTION: Amend the Terms of References for the Operations Sub-committee and Leadership committee. OUTCOME: Completed.</p> <p>ACTION: Change the meeting day and times for future Leadership committee meetings. OUTCOME: Completed.</p> <p>ACTION: Update on the strategic plan to be prepared for the next meeting. OUTCOME: Completed.</p> <p>ACTION: Provide feedback to the Chief Executive on the annual report via email by next Thursday. OUTCOME: Completed.</p> <p>ACTION: Complete the Board of Trustees report template and email round for input before the next Board meeting. OUTCOME: Completed.</p>	
7.	<p>Knowledge Presentation</p> <p>Engagement & quality co-ordinator and digital assistant to give presentation at the meeting.</p>	
8.	<p>Project Management</p> <p>To receive an update on ongoing projects.</p> <p>To consider the following projects for approval:</p> <p>1) Data insight and marketing</p>	B To follow

9.	<p>Review of the Strategic Plan</p> <p>The committee to review progress made against the strategic plan and agree any actions to be taken going forward.</p>	C
10.	<p>Minutes of sub-committee meetings</p> <p>The committee to receive minutes of sub-committee meetings:</p> <p>Operations Committee 2018-09-11 Operations Committee 2018-09-18 Operations Committee 2018-09-25 Operations Committee 2018-10-02 Events Committee 2018-10-02</p>	D E F G H I J K L M N O P Q R S T U V W X Y Z
11.	<p>Any other business</p> <p>To discuss any items raised previously under notice of any other business.</p>	

APPENDIX A: LEADERSHIP COMMITTEE MINUTES

Committee:	Leadership Committee
Location:	President's Office
Date & Time:	Tuesday 11 September 2018 at 10.30 a.m

Present:	
Andrew McLaughlin	Chief Executive (Chair)
Jiani Zhou	Postgraduate Officer
Kimberley Pickett-McAtackney	Sport Officer
Jack Kitchen	Education Officer

In attendance:	
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Mandy Wilson-Garner	Deputy Chief Executive

1. Apologies for absence

Name	Reason	Accepted
Alisha Lobo	BBC Inside Out West interview	Yes
Eve Alcock	BBC Inside Out West interview	Yes
Andy Galloway	Bystander training	Yes

2. Notice of any other business

The following item was identified for discussion under any other business:

- 1) Annual report

3. Declaration of conflict of interest

No Committee member declared any conflict of interest in any item on the agenda.

4. Minutes of the previous meetings

The minutes of the previous meeting were approved and signed by the chair.

5. Matters arising from previous meeting

Item number		
4	Action	Amend the Terms of References for the Operations Sub-committee and Leadership committee for presenting at the next Leadership committee meeting.
	Outcome	To be discussed later in the meeting under item 6.

6. Terms of Reference

The committee discussed the Terms of References for the Operations sub-committee and the Leadership committee. They agreed for both Terms of References that the Chief Executive should not be allowed to be chair.

They discussed whether the Deputy Chief Executive should be included within the membership section of the Terms of Reference and agreed that they should not be a member but should be invited to attend meetings.

ACTION: Governance & Executive Support Manager to amend the Terms of References for the Operations Sub-committee and Leadership committee.

The committee discussed the timing of meetings and agreed that they would prefer for the two meetings not to be back to back.

ACTION: Governance & Executive Support Manager to change the meeting day and times for future Leadership committee meetings.

7. Project Management

There were currently no projects to consider or receive updates on.

8. Review of the Strategic Plan

ACTION: Update on the strategic plan to be prepared for the next meeting.

9. Minutes of Sub-committee meetings

The committee received the minutes of the Operations sub-committee and Events sub-committee meetings.

10. Any other business

The following item had been previously identified for discussion:

1) Annual report

The Chief Executive explained the annual report to the committee and asked members to email back comments before next Thursday.

ACTION: Officers to provide feedback to the Chief Executive on the annual report via email by next Thursday.

The committee discussed the Board of Trustees report and plans to create a template that staff and officers could feed into termly.

ACTION: Governance & Executive Support Manager to complete the Board of Trustees report template and email round for input before the next Board meeting.

The meeting ended at 11.20am.

Item number	Action	Responsibility
6	Amend the Terms of References for the Operations Sub-committee and Leadership committee.	Governance & Executive Support Manager
6	Change the meeting day and times for future Leadership committee meetings.	Governance & Executive Support Manager

8	Update on the strategic plan to be prepared for the next meeting.	Governance & Executive Support Manager, Deputy Chief Executive, Chief Executive
10	Provide feedback to the Chief Executive on the annual report via email by next Thursday.	Officers
10	Complete the Board of Trustees report template and email round for input before the next Board meeting.	Governance & Executive Support Manager

APPENDIX B: PROJECT MANAGEMENT UPDATE

Project Management		
Project	Details	Status
Rowing Club loan	Board approved a loan of £50k on the 12/12/2016 to replace the rowing club's fleet of boats.	
Office works	Board approved Office works and relocation to 1 East on 20/06/2017.	Completed
Media overhaul	Board approved funding of £55k towards an £125k overhaul of the student media equipment on 20/06/2017.	Ongoing
Club development officer	Board approved using reserve funding to pay for a 2 year fixed contract for a club development officer.	

APPENDIX C: STUDENT UNION STRATEGY UPDATE

The SU Strategy 2017-20

Charitable purpose: The objects of The SU are the advancement of education of Students at The University of Bath for the public benefit by:

- promoting the interests and welfare of students at The University of Bath during their course of study and representing, supporting and advising members;
- being the recognised representative channel between students and The University of Bath and any other external bodies; and
- providing social, cultural, sporting and recreational activities and forums for discussion and debate for the personal development of its members.

Values:

- Being student led in all we do
- Empowering students to achieve their full potential
- Inclusivity for all students
- Providing a supportive environment
- Promoting a sense of fun and enjoyment.

Mission: To help students get the most out of their time at the University of Bath.

Key Performance Indicators (KPIs):	2016/17	2017/18
Student participation	64%	70%
Student satisfaction	-	63%
Student impact	-	67%
Staff satisfaction	80%	-
Staff engagement	70%	-

Strategy:

1	Apply the core strategy to all our work	Status
	1) Embed our cause in all we do. UPDATE: Commissioned the New Citizenship Project to work with us to co-create a clear and simple articulation of our cause. Initial immersion complete and we are working to the theme of student leadership. Workshops planned for November, with completion due by Jan 2019.	Ongoing
	2) Deliver Fewer bigger better initiatives. UPDATE: Staff workshops leading to templates devised for project planning. Communications planner in place.	Ongoing
2	Build the skills and capability of our people:	Status
	1) Every member of staff to have a personal development plan linked to the strategy and their personal objectives, ensuring provision of development opportunities over the course of the plan. UPDATE: Implementing plans	Ongoing
	2) Develop the management skills, knowledge and confidence within the Students' Union through a tailored leadership development programme, with a clear succession plan for all leadership roles.	Ongoing

	UPDATE: Managers attending relevant training provision within the University. Head of Departments meetings covering training and development including employer branding, sharing good practice. Secondments in place for some Coordinator roles. Linked to PDPs.	
	3) Develop the SU's distinctive 'employer brand' by linking employment to our cause, values and behaviour. UPDATE: Various workshops held; role profiles and SU recruitment web pages in development.	Ongoing
	4) Improve facilities for staff so they have space to work and places to rest. UPDATE: A new staff room has been set up for staff to use for breaks and lunchtime. The Student Voice team and several officers have been moved into a new office bringing them closer together to enable greater collaborative working.	Complete
	5) Ensure that all SU staff are paid fairly in comparison with matched University roles. UPDATE: Job evaluation exercise underway with some successes and some underway.	Ongoing
	6) Ensure we have the right structures, capacity and roles to deliver our strategy. UPDATE: Structures and role titles ongoing depending on outcomes of evaluation process. Student development team and Campaigns roles in place; temporary Club Development Officer and Finance roles in place; committee structure embedding in Semester 1; working groups for priority areas established.	Ongoing
	7) Continue to improve the way we meet and communicate with each other in the Students' Union, blurring distinctions between teams to help break down false barriers. UPDATE: Staff gathering on a Monday as part of a range of cross-SU meetings; staff working on cross-SU initiatives.	Ongoing
3	Improve our financial processes	Status
	1) Move to a three-year financial planning cycle so the University grant is matched directly against the delivery of our core work and that budget holder submissions are based on clear long-term delivery plans. We will ensure we have the funds to deliver our core work, and our reserves are managed at an appropriate level.	To be actioned
	2) Review processes and procedures seeking efficiencies in time and funding, including procurement. Review options and move our financial systems online wherever possible, to achieve greater transparency and accountability amongst budget holders. UPDATE: A range of processes moving online as part of the systems improvements investment.	Ongoing
	3) Improve the clarity of SU finances through a clear Management Team process and tracking of: Reporting and managing over- and under-spend within the SU Requests and approvals of additional spend External bids for money, from University or sponsors or elsewhere. UPDATE: Investment in finance systems will improve the management information received by all budget holders (end 2018/19); reserves tracking implemented. Leadership group now considering all new bids for funding from SU reserves (Board for high value requests), with tracking process established.	Ongoing
	4) Grow the skills, knowledge and confidence of budget holders (student and staff) so they can take greater accountability of the finances they manage in the SU, supported by the tools and training they need to perform their work.	To be actioned
	5) Begin increasing income from external sources, including sponsorship, partnership funding and new commercial activity, as a way of diversifying our income.	Ongoing

	UPDATE: Crowdfunding platform being developed by Alumni; Alumni fund now delegated to SU; media sales transferred to in-house operation in partnership with Bath Spa SU; summer bar opening; NUS Card replaced by Totum.	
4	Improve our communications	Status
	1) Review SU branding, developing a new visual identity, brand language and brand architecture that covers all of our work – with tools and templates that can be used by all SU teams and student groups.	Completed
	2) Develop an organisation-wide calendar to help the Management Team in planning and prioritising activity throughout the year.	Completed
	3) Develop our communications approach so we are clear about what we'll communicate when, and how we'll do it on the different channels available to us. UPDATE: The Operations committee meets weekly to plan and review outgoing communications from The SU.	Completed
	4) Review current performance and develop a new website that is focused on the user experience and based on our new student segmentation model.	Completed
	5) Increase the volume and quality of content, including our bank of video and images, in support of our strategic objectives UPDATE: Investing in additional photography/video content, together with training for specialist staff.	Ongoing
	6) Develop the content production and publishing skills of SU staff, student media, student groups and others. UPDATE: Comms Champions in place across The SU, focus now on training, development and creativity of this group; student media investment phase complete, focus now on content quality with student groups.	Ongoing
5	Increase our knowledge	Status
	1) Develop SU knowledge so we can better understand the motivations of students in coming to Bath, understand and pre-empt trends, and get a stronger sense of their views, opinions and experiences. We can use this work to prove the validity of our cause, gaining valuable insight that will influence all we do. UPDATE: Student Life Pulse established and reporting back; overlaid with participation reporting giving new insights into audience engagement. Student Voice Report due for completion end 2018.	Ongoing
	2) Create a suite of tools to influence our work: segmentation model, based on student motivations student journey model, based on how need changes throughout the student experience engagement strategy, so we can be clear about how we move students from a transactional to an emotional connection with our cause UPDATE: models now established and available to SU departments.	Completed
	3) Develop a robust suite of outcomes measures linked to the delivery of our cause, capturing actual attendance/participation data that can be utilised in communications activity and elsewhere. UPDATE: measures now established and baselined; area plans adopting sub-sets of these.	Completed
6	Improve development, recognition and reward for student leaders	Status
	1) Develop a cross-SU culture where Student Leaders are supported, recognised and accredited from the time they come into role to their handover to other students.	Ongoing

	UPDATE: Skills & Development Coordinator recruited to train and develop Student Leaders. A working group (consisting of SU staff and Officers) established to ensure the culture of Student Leaders is developed.	
	2) Work as part of the Skills Audit project to further develop Student Leader training to ensure students are equipped to hold a committee position, be a representative or have a supporting role within the SU and across the University.	Completed
	3) Further develop the Student Leader's hub as a central resource to enable Student Leaders easy access to key information such as training, updated role profiles and resources relevant to their roles. UPDATE: The Skills Audit has created a 'Get Ahead with skills at Bath' webpage, listing Skills Training and the Bath Award links. Further work in the Student Leaders' area will look at creating generic role descriptions, reviewing the resources and putting courses online.	Ongoing
	4) Build a community of Student Leaders where they actively share information with each other and with the Students' Union and are able to directly influence SU policy. UPDATE: Student Leaders have a dedicated space in Virgil Building where they can collaborate on activities, hold committee meetings and plan activities.	Completed
7	Support the independent student voice	Status
	1) Develop a community of change makers by training and supporting students to be confident in creating change for themselves. UPDATE: Campaigns Co-ordinator recruited. Campaigns/change making training offered to all Academic Reps and included in Academic Executive training.	Ongoing
	2) Create, launch and win on campaigns by developing core campaigns, grassroots initiatives and political activity which seeks to improve the lives of our members and wider society. UPDATE: Student led campaigns emerged during 2017-18 through policy rounds and student groups.	Ongoing
	3) Enhancing the SU democratic processes, ensuring the SU is shaped by the members through interactive forums. UPDATE: There have been changes to policy regulations but further work is needed to improve awareness of, and participation in, SU democracy.	Ongoing
	4) Creating a platform in which elected representatives offer transparent and timely updates to students on how their SU is working for the benefit of all of our members. UPDATE: Web form created for Academic Reps and Faculty Reps to use to keep the SU updated on key issues arising at committee meetings and from student feedback. Form to be rolled out in training.	Completed
8	Improve and extend peer-to-peer support	Status
	1) Build on the success of undergraduate mentoring schemes and develop schemes for postgraduate students so that all new students are offered support by their peers during their first year at University. UPDATE: Working in collaboration with the Doctoral College on Postgraduate mentoring in 2018-19.	Ongoing
	2) Build active learning communities through the expansion and further development of Peer Assisted Learning (PAL) schemes where students are given the opportunity to collaboratively work with other students. UPDATE: Growing numbers of students taking part in PAL. Set up for eight language streams in the Foreign Languages Centre in 2017-18 using TDF bid funding.	Ongoing

	<p>3) Build a strong sense of community, belonging and tradition in University Halls by further developing the Hall Rep system, and by enabling senior students (former hall reps and Freshers' week Captains) to mentor hall reps through, and beyond the induction period.</p> <p>UPDATE: <i>Year-round halls event programme, including Christmas and Easter activities for students on campus. Working alongside University Wellbeing service. Currently reviewing how our 'awareness; campaigns work.</i></p>	Ongoing
	<p>4) Further support and develop our student support groups to enable them to lead and run activities across the SU and the University to help promote and support student health and wellbeing.</p> <p>UPDATE: <i>SU staff linked to each student support group to help them develop and support them.</i></p>	Ongoing
9	Enhance the postgraduate student experience	Status
	<p>1) Improve the quality and timeliness of postgraduate students' induction – to ensure that a comprehensive, year round, rolling induction programme is available to all new postgraduate students.</p> <p>UPDATE: <i>Inclusive Freshers' Week events including dedicated postgraduate activity. The Postgraduate Association is running a Doctoral Breakfast to start Week 1 and postgraduate breakfasts to gain feedback from postgraduates.</i></p>	Ongoing
	<p>2) Address the perceived sense of isolation amongst PGR students.</p> <p>UPDATE: <i>Postgraduate Officer's paper (2017-18) identified several key activities that will need to be seen through in the 2018-19 academic year. This includes mentoring schemes.</i></p>	Ongoing
	<p>3) Provide enhanced support for PGs who teach – focusing on the needs of those PGR students who undertake teaching as part of their PG study at the University.</p> <p>UPDATE: <i>Pilot postgraduate taught Big Conversation took place in September.</i></p>	Ongoing
	<p>4) Demonstrate the relevance and value of the SU to the PG student experience.</p> <p>UPDATE: <i>Postgraduate issue included in Top Ten 2018-19 – 'make sure doctoral students are safeguarded in their work off campus'. The postgraduate association executive reformed structure in 2017-18 includes a graduate taught academic Rep for the first time with a doctoral student who teaches providing insight and impetus to the SU campaign and developments at university level.</i></p>	Ongoing

APPENDIX D: OPERATIONS SUB-COMMITTEE MINUTES 2018-09-11

Committee:	Operations Committee
Location:	President's Office
Date & Time:	Tuesday 11 September 2018 at 9.00 a.m

Present:	
Andrew McLaughlin	Chief Executive (Chair)
Kimberley Pickett-McAtackney	Activities Officer
Jack Kitchen	Education Officer
Jiani Zhou	Postgraduate Officer

In attendance:	
Charlie Slack	Student Voice Manager
Helen Freeman	Marketing Manager
Lauren Harris	Marketing Manager
Emma Quixley	Community & Advice Manager (<i>Joined under item 6</i>)
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Mandy Wilson-Garner	Deputy Chief Executive

1. Apologies for absence

Name	Reason	Accepted
Alisha Lobo	BBC Inside Out West interview	Yes
Eve Alcock	BBC Inside Out West interview	Yes
Andy Galloway	Bystander training	Yes

2. Notice of any other business

The following items were identified for discussion under any other business:

- 1) Job fair alcohol free samples
- 2) BBA
- 3) Transparency in SU governance

3. Declaration of conflict of interest

Committee members were reminded to declare any conflict of interest if it arose during the course of the meeting.

4. Minutes of the previous meetings

The minutes of the previous meeting were approved and signed by the chair.

5. Matters arising from previous meeting

Item number		
5	Action	A research paper on Nestle to be written for the Operations committee to update them on the company's ethical position.
	Outcome	ACTION: Activities officer and Campaign co-ordinator to write Nestle paper to update the committee on the company's ethical position.

5	Action	Discuss the issue of the microwave in the graduate centre with Peter Lambert at their next meeting.
	Outcome	This would be discussed later in the meeting under item 6.
6	Action	Write a statement for circulation to prominent people in the community urging them to take action to address the changes made to the bus route.
	Outcome	This would be discussed later in the meeting under item 6.

6. Representation and planning

The Student Voice Manager shared and went through the student voice report with the committee.

(Community & Advice Manager joined the meeting at this point)

The committee discussed the Edge consultation which had ended. The Activities Officer reported their concerns around what the wider impact of the changes would be for students using Edge.

The committee discussed the graduate centre and the University's request for the microwave to be moved. It noted that this was part of wider issue within the University in that they were not provided enough space for students to use. The committee felt that if the microwave was moved then the University should provide graduates with a nearby alternative.

ACTION: Chief Executive to discuss the microwave in the graduate centre with Peter Lambert.

The committee discussed changes to the bus route from the city centre to the University and the campaign/actions being taken to address this. It noted that this issue was affecting both students and staff at the University. The committee discussed what further actions could be taken. It agreed not to take any further actions until they received an update from the President on their most recent meetings around this issue.

7. Priority communications

The Marketing Manager reported the following areas as the current priorities for SU communications:

- Freshers' week
- Bus route changes
- Vice chancellor appointment
- Edge changes

8. Reputational risk

The following reputational risks were identified for discussion:

1) Israel and Palestine debate

The Activities Officer reported that the debating society was planning to hold an open debate on Israel and Palestine sometime in November.

2) Polden

The Activities Officer reported that work on student accommodation at Polden had not been completed and would not be completed now before the 5th January. This was impacting on students in that they were being provided with accommodation which was not as promised. The committee agreed that this issue needed to be monitored going forward in case actions needed to be taken.

9. Executive Committee issues, including financial variations

No executive committee issues were raised.

10. Any other business

The following items had been previously identified for discussion:

1) Job fair alcohol free samples

The Activities Officer reported that a company was asking for permission to use free samples of alcohol at the upcoming job fair. The committee discussed and agreed not to allow this as The SU currently did not allow free samples of alcohol to be given out at Freshers' week stands. As an alternative the committee agreed to allow for vouchers for free samples of alcohol to be given out.

2) Business Bachelor Association (BBA)

The Education Officer noted for the attention of the committee that he was a member of the BBA.

The Education Officer reported that the BBA were interested in doing a sponsored project with The SU.

QUESTION: The Chief Executive asked how much it would cost?

ANSWER: The Education Officer explained that there would be no cost to The SU.

The Education officer explained the benefits that the project would potentially bring to staff.

The committee discussed and agreed that they would express an interest.

ACTION: Education Officer to bring more details on what the sponsored project could be on to the next meeting.

3) Transparency in SU governance

The committee discussed whether the section around Nestle in the previous minutes should be made a confidential minute.

The Governance & Executive Support Manager recommended that it should not be made a confidential minute. They explained that being transparent about how decisions were made was very good practice in terms of governance.

The committee agreed not to make the discussion around Nestle a confidential minute.

The meeting ended at 10.20am.

Item number	Action	Responsibility
5	Write Nestle paper to update the committee on the company's ethical position.	Activities officer and Campaign co-ordinator
6	Discuss the microwave in the graduate centre with Peter Lambert.	Chief Executive
6	Bring more details on what the sponsored BBA project could be on to the next meeting.	Education Officer

APPENDIX E: OPERATIONS SUB-COMMITTEE MINUTES 2018-09-18

Committee:	Operations Committee Minutes		
Location:	President's Office		
Date & Time:	Tuesday 18 September 2018 at 9.00 a.m		
Present:			
Eve Alcock	President (Chair)		
Jiani Zhou	Postgraduate Officer		
Alisha Lobo	Community Officer		
Kimberley Pickett-McAtackney	Activities Officer		
Andy Galloway	Sport Officer		
Charlie Slack	Student Voice Manager		
Helen Freeman	Marketing Manager		
Lauren Harris	Marketing Manager		
Emma Quixley	Community & Advice Manager		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Clerk)		
Item			
1.	Election of Chair		
	The President was unanimously elected as the chair of the committee.		
2.	Apologies for absence		
	Name	Reason	Accepted
	Mandy Wilson-Garner	York (QSU)	Yes
	Andrew McLaughlin	York (QSU)	Yes
	Jack Kitchen	Annual Leave	Yes
3.	Notice of any other business		
	No items were identified for discussion under any other business.		
4.	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.		
5.	Minutes of previous meeting		
	The minutes of the previous meeting were approved and signed by the chair.		
6.	Matters arising from previous meeting		
	ACTION: Student Voice and Activities Officer to write Nestle paper to update the committee on the company's ethical position.		
	OUTCOME: Being actioned.		
	ACTION: Chief Executive to discuss the microwave in the graduate centre with Peter Lambert.		
	OUTCOME: To be reported on at the next meeting.		

	<p>ACTION: Education Officer to bring more details on what the sponsored BBA project could be.</p> <p>OUTCOME: To be reported on at the next meeting.</p>
7.	<p>Representation and planning</p> <p>Committee members reported on meetings they had attended since the last meeting.</p> <p>The President reported on the ongoing campaign around changes to the bus route. The SU were encouraging students and staff to contact the bus company First to let them know how they felt about the changes.</p> <p>The Committee discussed whether First should be allowed to attend the Fresher's week fayre. They agreed yes provided that First were warned that they would likely receive a lot of complaints about the changes to the bus route.</p> <p>The Postgraduate Officer reported on their visit to the student accommodation at Polden noting that it was currently of poor quality. They would be attending as a witness for an air quality inspection there later this afternoon.</p> <p>The committee discussed and agreed with the view that the University should be compensating students who have been affected by their failure to deliver on what they promised.</p> <p>The Student Voice Manager shared and went through the student voice report with the committee.</p>
8.	<p>Priority communications</p> <p>The committee discussed giving an update to students on when the 3G pitch would be completed but agreed more information was needed first.</p> <p>Both the Community Officer and Community & Advice Manager noted their concerns over the University's report and support tool which was soon to go live. The committee discussed and agreed not to promote this tool at this time until further information was received on what positive benefits this would have for students.</p> <p>The committee discussed the poor information that the University were giving new and potential students about The SU. They noted the efforts of the Marketing Manager to provide the University with accurate information about The SU</p>
9.	<p>Reputational risk</p> <p>No reputational risks were identified for discussion.</p>
10.	<p>Executive Committee issues, including financial variations</p> <p>No executive committee issues were raised.</p>
11.	<p>Any other business</p> <p>No items had been previously identified for discussion.</p>
<p>The meeting ended at 9.30am.</p>	

Item number	Action	Responsibility
6	Write Nestle paper to update the committee on the company's ethical position.	Activities officer and Campaign co-ordinator
6	Discuss the microwave in the graduate centre with Peter Lambert.	Chief Executive
6	Bring more details on what the sponsored BBA project could be on to the next meeting.	Education Officer

APPENDIX F: OPERATIONS SUB-COMMITTEE MINUTES 2018-09-25

Committee:	Operations Committee Minutes		
Location:	President's Office		
Date & Time:	Tuesday 25th September 2018 at 9.00 a.m		
Present:			
Eve Alcock	President (Chair)		
Jiani Zhou	Postgraduate Officer		
Alisha Lobo	Community Officer		
Kimberley Pickett-McAtackney	Activities Officer		
Andy Galloway	Sport Officer		
Jack Kitchen	Education Officer		
Andrew McLaughlin	Chief Executive		
Mandy Wilson-Garner	Deputy Chief Executive		
Charlie Slack	Student Voice Manager		
Lauren Harris	Marketing Manager		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Clerk)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Emma Quixley	Work commitments	Yes
2.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	1) Barclays		
	2) GIF		
	3) Board of Trustees report template		
	4) University Marketing misrepresentation		
	5) QSU		
	6) Fresh opening hours		
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 two meetings were approved and signed by the chair.		
5.	Matters arising from previous meeting		
	ACTION: Student Voice and Activities Officer to write Nestle paper to update the committee on the company's ethical position.		
	OUTCOME: Long term action.		
	ACTION: Chief Executive to discuss the microwave in the graduate centre with Peter Lambert.		
	OUTCOME: Still to be actioned.		

	<p>ACTION: Education Officer to bring more details on what the sponsored BBA project could be.</p> <p>OUTCOME: The Education Officer reported that Business Bachelor Association (BBA) were interested in working with The SU on project around ethics vs commercial. A meeting has been arranged for them to meet with the Chief Executive to further discuss the project.</p>
6.	<p>Representation and planning</p> <p>The Student Voice Manager shared and went through the student voice report with the committee.</p> <p>The committee discussed the recent news around Student Unions restricting speech on Anti-Abortion and whether The SU (Student Union) needed a policy in place on this. They agreed that the current policies and procedures in place were clear and robust enough to handle the matter if it arose at The SU.</p> <p>The committee discussed two pre-sessional students who had contacted the Postgraduate Officer after they had failed to pass the IELTS test. They had raised the issue that there was no process in place for them to appeal. The committee agreed that this issue needed to be raised with the University and discussion had on what would happen with the two students.</p> <p>ACTION: Pre-sessional students lack of appeal process to be raised with the University.</p> <p>Committee members reported on meetings they had attended since the last meeting and meetings they were due to attend.</p>
7.	<p>Priority communications</p> <p>The Marketing Manager reported on priority communications.</p> <p>The committee discussed and agreed that The SU should publish:</p> <ul style="list-style-type: none"> • Details on the 'Never okay' report and support tool • Bus campaign update • 3G pitch update • Top 10
8.	<p>Reputational risk</p> <p>The following reputational risks were identified for discussion:</p> <p>1) Lacrosse</p> <p>The President reported that Lacrosse student group members had been conducting a campus wide recruitment in which they had been attending Freshers accommodation parties and pressuring people to join Lacrosse. This had disrupted the work of Freshers week captains who had been unable to attend due to overcapacity.</p>
9.	<p>Executive Committee issues, including financial variations</p> <p>No executive committee issues were raised.</p>
10.	<p>Any other business</p> <p>The following items had been previously identified for discussion:</p>

	<p>1) Barclays</p> <p>The committee noted that the People and Planet group were considering taking action against Barclays due to their wide use of fossil fuels around the world.</p> <p>2) GIF</p> <p>The University had warned The SU not to use GIFs in case of copyright issues. The committee considered the risk but believed that being a non-profit organisation they were exempt from this and would therefore continue to use GIFs.</p> <p>3) Board of Trustees report template</p> <p>The Chief Executive reported on the new template for Board of Trustees reports that would soon be circulated for comment.</p> <p>ACTION: Governance & Executive Support Manager to circulate the Board of Trustees report template.</p> <p>4) University Marketing misrepresentation</p> <p>The committee noted that University marketing were still continuing to misrepresent The SU with incorrect information about the Union.</p> <p>5) QSU (Quality Student Union)</p> <p>The Chief Executive and Deputy Chief Executive reported on their trips to York where they had discussed how QSU could be used to benefit Student Unions.</p> <p>6) Fresh opening hours</p> <p>The committee noted changes to Fresh opening hours and agreed that this needed to be raised with the University.</p> <p>ACTION: Changes to Fresh opening hours to be raised with the University.</p>
--	--

The meeting ended at 9.55 am.

Item number	Action	Responsibility
5	Write Nestle paper to update the committee on the company's ethical position.	Student Voice and Activities Officer
5	Discuss the microwave in the graduate centre with Peter Lambert.	Chief Executive
6	Pre-sessional students lack of appeal process to be raised with the University.	
10	Circulate the Board of Trustees report template.	Governance & Executive Support Manager

10	Changes to Fresh opening hours to be raised with the University.	
----	--	--

APPENDIX G: OPERATIONS SUB-COMMITTEE MINUTES 2018-10-02

Meeting:	Operations Committee Minutes		
Location:	1 East Meeting Room		
Date & Time:	Tuesday 02 October 2018 at 9.00 a.m		
Present:			
Eve Alcock	President (Chair)		
Alisha Lobo	Community Officer		
Andy Galloway	Sport Officer		
Jack Kitchen	Education Officer		
Andrew McLaughlin	Chief Executive		
Mandy Wilson-Garner	Deputy Chief Executive		
Lauren Harris	Marketing Manager		
Emma Quixley	Community & Advice Manager		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Clerk)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Jiani Zhou	Other work commitments	Yes
	Kimberley Pickett-McAtackney	Working from home	Yes
	Charlie Slack	Sick leave	Yes
2.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	<ul style="list-style-type: none"> 1) Complaints & Disciplinary process 2) Advice & Support Agenda item 3) Board of Trustees report 4) Taxi scheme 		
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: Write Nestle paper to update the committee on the company's ethical position.		
	UPDATE: Ongoing.		
	ACTION: Chief Executive to discuss the microwave in the graduate centre with Peter Lambert.		

	<p>OUTCOME: The Chair reported they had spoken to Peter Lambert regarding the graduate centre where it was explained that another space would be designated for graduates and that the microwave would be moved there.</p> <p>ACTION: Pre-sessional students lack of appeal process to be raised with the University. OUTCOME: The Chair reported that one pre-sessional student had been successful in their appeal with the University. They had thanked the Postgraduate Officer for all of their work in helping them.</p> <p>ACTION: Circulate the Board of Trustees report template. OUTCOME: Completed</p> <p>ACTION: Changes to Fresh opening hours to be raised with the University OUTCOME: The Chair suggested that this should be raised with the University as part of the discussion around next year's Freshers' week.</p>
6.	<p>Representation and planning</p> <p>The Chair reported that the University had spoken to them about the content of the Student Union (SU) newspaper 'Bath Time'. They had expressed concerns that they believed some of the recent content might be inappropriate. The committee discussed and agreed that they did not believe there was any problem with the recent content published within the newspaper.</p> <p>ACTION: Chief Executive to speak with Peter Lambert about the recent content of the newspaper 'Bath Time'.</p> <p>The Chair reported that the Bus company First might be raising a complaint with the University. They were claiming that SU Officers had been verbally aggressive towards First bus staff. The Chair had responded to them outlining exactly what the Officers had been doing and making it clear that none of the Officers had spoken to any staff members on the day.</p> <p>It was noted that The SU was receiving and directing a lot of complaints to First about the changes to the bus route.</p> <p>The committee discussed what further actions The SU might take with regards to the changes to the bus route.</p> <p>ACTION: President to discuss the bus route changes with Peter Lambert.</p>
7.	<p>Priority communications</p> <p>The Marketing Manager reported to the committee that the returner email had gone out to students. A second email was planned to go out to share details of elections and SU priorities.</p> <p>The Community Officer was writing a blog on Never Okay to be published soon.</p>
8.	<p>Reputational risk</p> <p>The following reputational risks were identified for discussion:</p> <p>1) Enable SU accessibility audit</p> <p>The Community Officer noted that the Enable student group would be carrying out an audit of the SU to see how accessible it was for people with disabilities.</p> <p>2) London speech 'battle of ideas'</p>

	The Community Officer noted they would be part of panel in London discussing Never okay.
9.	Executive Committee issues, including financial variations No executive committee issues were raised.
10.	Any other business The following items had been previously identified for discussion: 1) Complaints & Disciplinary Process This was deferred for discussion at the next meeting. 2) Advice & Support Agenda item The Chief Executive suggested and the committee agreed that there needed to be a standing item on the agenda concerning Advice & Support. ACTION: Governance & Executive Support Manager to add Advice & Support item to the agenda. 3) Board of Trustees report The committee discussed the feedback received for the Board of Trustees report template and agreed to one amendment. Targets to be replaced with goals under the Officer section of the report. ACTION: Governance & Executive Support Manager to amend Board of Trustees report template. 4) Safe taxi scheme The Marketing Manager reported that they were working to promote the University's safe taxi scheme to students.

The meeting ended at 10 am.

Item number	Action	Responsibility
5	Write Nestle paper to update the committee on the company's ethical position.	Student Voice manager and Student Activities Officer
6	Speak with Peter Lambert about the recent content of the newspaper Bath Time.	Chief Executive
6	Discuss the bus route changes with Peter Lambert.	President

10	Add Advice & Support item to the agenda.	Governance & Executive Support Manager
10	Amend Board of Trustees report template.	Governance & Executive Support Manager

APPENDIX H: EVENTS SUB-COMMITTEE MINUTES 2018-10-02

Meeting:	Events Committee Minutes		
Location:	1 East Meeting Room		
Date & Time:	Tuesday 02 October 2018 at 9.00 a.m		
Present:			
Mike Dalton	Bars and Entertainment Manager (Chair)		
Polly Hawker	Activities Manager		
Paul Brooks	Transport & Facilities Coordinator		
Anna Boneham	Volunteers Manager		
Carmela Lear	Activities co-ordinator		
Helen McHenry	Finance Manager		
Lauren Harris	Marketing Manager		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Clerk)		
Matt Parsons	Web Developer and Digital Technology Lead		
Item			
1.	Election of Chair		
	The Bars and Entertainment Manager was unanimously elected as the chair of the committee for the academic year 2018/19.		
2.	Apologies for absence		
	Name	Reason	Accepted
	Kimberley Pickett-McAtackney	Working from home	Yes
3.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	<ul style="list-style-type: none"> 1) Awards meeting 2) Anniversary Rugby Match 3) Events Planner 		
4.	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.		
5.	Minutes of previous meeting		
	The minutes of the previous meeting were approved.		
6.	Matters arising from previous meeting		
	There were no matters arising from the previous minutes to discuss.		
7.	Events Forum		

	<p>The Chair explained that the purpose of the University's Events Forum and Events Calendar was to keep the University informed of what events were happening on campus. It was also noted that the University's corporate communications would promote events they were informed off via this route.</p> <p>QUESTION: The Activities Manager asked how reliable was the University's corporate communications at promoting Student Union (SU) events? ANSWER: The Marketing Manager explained that over the past few weeks they had not been very reliable at promoting The SU during Freshers' week. To avoid this The SU needed to give them the exact information they wanted promoted.</p> <p>QUESTION: The Activities Manager asked how the University's corporate communications prioritise their communications of multiple events? ANSWER: The Chair suspected that this would be done on first come first served basis.</p> <p>The committee discussed and agreed that only events that would have a big impact on the campus needed to be uploaded. It was agreed that The SU marketing team would be responsible for uploading events to the Events calendar. This would help to keep them better informed of events happening within The SU.</p>
8.	<p>Student Event Proposals</p> <p>There were no student event proposals to consider.</p>
9.	<p>Any other business</p> <p>The following items had been previously identified for discussion:</p> <p>1) Awards Meeting</p> <p>The Volunteers Manager reported that at a recent heads of department meeting it had been agreed that all the Awards events needed to be centrally co-ordinated in order to increase consistency, reduce duplication and better utilise resources.</p> <p>The Events committee would now have responsibility for overseeing the management of the Awards events.</p> <p>2) Anniversary Rugby Match</p> <p>The Activities Manager reported to the committee that they were responsible for overseeing the administration for the upcoming anniversary rugby match. They did not have responsibility for managing or financing the event. They noted that this was a free event.</p> <p>3) Events Planner</p> <p><i>(The Web Developer and Digital Technology Lead joined the meeting at this point)</i></p> <p>The Web Developer and Digital Technology Lead gave an update to the committee on progress towards completing the events planner. They believed that they would be in a position to start testing it with student groups next week.</p>
<p>The meeting ended at 12.50 pm.</p>	