LEADERSHIP COMMITTEE APPENDIX

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Meeting:	**Leadership Committee**
Location:	**1 East Meeting Room 3.20**
Date & Time:	**Wednesday 10 October 2018 at 9.00am**

Present:	
Jack Kitchen	Education Officer (Chair)
Jiani Zhou	Postgraduate Officer
Alisha Lobo	Community Officer
Kimberley Pickett-McAtackney	Activities Officer
Andy Galloway	Sport Officer
Eve Alcock	President
Andrew McLaughlin	Chief Executive

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

Item	
1.	**Election of Chair** The Education Officer was elected Chair of the committee.
2.	**Apologies for absence** All committee members were present.
3.	**Notice of any other business** The following item was identified for discussion under any other business: 1) Cause Project
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:** Amend the Terms of References for the Operations Sub-committee and Leadership committee. **OUTCOME:** Completed. **ACTION:** Change the meeting day and times for future Leadership committee meetings. **OUTCOME:** Completed. **ACTION:** Update on the strategic plan to be prepared for the next meeting.

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	OUTCOME: Completed.
	ACTION: Provide feedback to the Chief Executive on the annual report via email by next Thursday.
	OUTCOME: Completed.
	ACTION: Complete the Board of Trustees report template and email round for input before the next Board meeting.
	OUTCOME: Completed.
7.	**Knowledge Presentation**
	(The Sport Officer joined the meeting at this point)
	A presentation on student engagement with the Student Union (SU) was given by the Chief Executive and Digital Assistant.
	ACTION: Chief Executive to email the PowerPoint and link to the database round to committee members.
	QUESTION: The President asked how long the student life project would be going on for? **ANSWER:** The Chief Executive reported that the first year of the project was now complete but that there were two more years to this project. They noted that after the three years were up The SU would most likely bring the project in-house and run it themselves.
	QUESTION: The Chair asked if they knew who was filling out the survey? **ANSWER:** The Digital Assistant explained that the project gathered a whole range of information about the students who completed the survey.
	The committee discussed the Student Participation Research and suggested that the categories could be improved by distinguishing more between elections, policy and referendum to really drill down into why student engage in these different areas.
	(The Digital Assistant left the meeting at this point)
8.	**Project Management**
	The committee received an update on ongoing projects.
	QUESTION: The Activities Officer asked for an update on the Media project? **ANSWER:** The Chief Executive confirmed that the project had been completed and at a significantly lower cost than originally planned. Media now needed to focus on development work. There would be further updates given on this in future meetings.
	The committee considered the following projects for approval:
	1) Data Insight and Marketing Project
	The Chief Executive introduced and explained the project to the committee highlighting the benefits this project would bring to the Student Union (SU).
	QUESTION: The President asked what involvement the Student Voice team had had in putting this business case together? **ANSWER:** The Chief Executive explained that they had been involved in helping put the case together and had identified ways to free up time for the Engagement and Quality Co-ordinator to be able to work on the project.
	QUESTION: The Deputy Chief Executive asked if the contract referred to in the project was a fixed term contract?

	ANSWER: The Chief Executive confirmed that it was and explained that the money to fund this fixed term contract had been planned to come out of the reserves budget. **QUESTION:** The President asked what would happen if the money was no longer available? **ANSWER:** The Chief Executive explained that the fixed term contract would end if the project ended. The Chair asked for further clarification to be brought to the next meeting in the business plan on why the role was 0.4 FTE and term-time only. The Chair suggested and the committee agreed that they needed more time to consider this. This would be continued at the next meeting. **ACTION: Data Insight and Marketing Project to be discussed further at the next meeting.** *(The Community Officer left the meeting at this point)*
9.	**Review of the Strategic Plan** The committee noted the strategic plan.
10.	**Minutes of sub-committee meetings** The committee received the minutes of the following sub-committee meetings: 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**

11.	**Any other business**
	
	The following item had been previously identified for discussion:
	
	    1) **Cause Project**
	
	       This was not discussed.

The meeting ended at 10 am.

Item number	Action	Responsibility
7	Email the PowerPoint and link to the database round to committee members.	Chief Executive
8	Data Insight and Marketing Project to be discussed further at the next meeting.	Clerk

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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.	

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Name of project:	Data Insights & E-marketing
Author / project manager:	Lauren Harris, Marketing Manager
Date this doc created/ modified:	01/10/2018
Authorising sponsor:	Andrew McLaughlin SU Chief Executive

1. Overview - desired outcome[1]

The SU Leadership team is asked to approve the allocation of £10,497 from the strategic programmes fund to continue the development of our data insights work and experiment with new approaches to e-marketing. This will fund a part-time fixed-term role working between the marketing and student voice teams that will continue the provision of audience insight, whilst targeting specific groups of students (particularly postgraduates) with highly-relevant communications aimed at improving impact, participation and satisfaction with The SU. Evaluation of this investment will inform the long-term approach to marketing and audience development in The SU, and will also underpin the development of new products and services as part of the next strategy cycle.

2. Reasons

As part of the delivery of SU strategic programmes on knowledge and communications, it has become clear that there is a need for The SU to take a longer-term approach to the development of its capability and capacity around data insights and e-marketing. Both areas are considered to be core business processes with students' unions and universities throughout the UK, however current capacity within The SU does not allow for work in this area to be carried out at a level capable of achieving meaningful impact.

Work supported through our strategic programmes fund has revealed new insights about how students participate in The SU and the motivations behind what they do with us. We are gaining unique insights into what students think and feel as a consequence of their interactions with us, placing us at the leading edge of students' union work in this area. We have also developed a range of different models that enable us to understand the journeys of different groups of students through The SU, and are now in a position to begin deepening students' engagement with The SU through targeted activities, services and communications.

This programme of work has so far relied on a member of staff carrying out overtime work at a level beyond their current pay grade. Additional e-marketing requirements for the next phase of work mean that more capacity is needed to continue this programme and to avoid eroding other marketing and digital workstreams. As such, we have developed a role profile for a Data Insight & E-Marketing role, which has been graded through the HERA process at Grade 6.

Whilst funding for this programme of work has already been approved by the Board of Trustees, the Leadership team is asked to approve the allocation of £10,497 to support this role for the next 12 months. This will give us sufficient opportunity to test whether highly-targeted email communications can help improve participation amongst under-represented groups, and deepen engagement to improve satisfaction in other areas of work.

The role will target specifically the 34% of students who do not believe that they are getting the most out of their time at university, and the 37% who do not consider themselves to be satisfied with The SU[2]. It will also seek to address the 53% of students who do not consider themselves to be well informed about what is going on at The SU, and the 57% do not consider The SU communications to be relevant to them. The role will focus in particular on the engagement of postgraduate students as part of our strategic focus on this area.

The full role profile is available in Appendix 1, but in practice the role will be responsible for:

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[2] 2017/18 Student Life Pulse survey

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• Using SQL and other insights tools to analyse the relationship between Student Life Pulse data and participation with The SU, in order to identify:
    - Ways to move dissatisfied and/or non-engagers into satisfied or low engager
    categories,
    - Ways to move satisfied and/or low engagers into the very satisfied or high engager
    categories via a targeted mix of promotions incorporating all of The SU's five service
    areas.
• Working with the Marketing Manager to devise an integrated comms strategy to implement the above, creating data pots and building targeted emails to sit within this comms strategy and analysing the results of these campaigns, to feed into subsequent strategy.
• Developing and building a suite of management information dashboards for The SU's KPIs, to support with tracking progress in different SU service areas.
• Working with the Engagement & Quality Co-ordinator on all aspects of data analysis and supporting integration of participation and survey data across the organisation
• Working with all SU areas to see what insights can be gained from the engagement and satisfaction data we currently hold, and providing workable suggestions on ways to improve on their specific engagement and satisfaction results.

At the end of 2018/19, the results of this project will be used to determine whether this role should form part of the permanent allocation of resource within The SU.

3. Options

1. Continue *ad hoc* funding of this work
By extending the *ad hoc* nature of this arrangement, The SU will be continuing to rely on the goodwill of a member of staff to operate above their existing grade. Formalising this role, should the member of staff be successful in applying for it, would mean that they can point to a tangible role within The SU for their personal development. The additional elements of this role mean that marketing activity would need to be reduced as there would not be capacity to deliver the existing range of activity.

2. Allocate funding for 12 months from the strategic funding programme (recommended)
The funding is already agreed under the strategic programmes budget, so this allocation would not have a detrimental effect on The SU's budget.

3. 2. Fund for 12 months from the strategic funding programme, with no marketing backfill
The funding is already agreed under the strategic programmes budget, so this allocation would not have a detrimental effect on The SU's budget. Should the member of staff currently fulfilling this role be successful in applying for it, there would be a capacity deficit within the marketing team that would lead to a reduction in service available to SU teams. The reduction could also have a detrimental effect on the e-marketing aspects of this role, undermining efforts to increase participation and/or engagement.

3. Out-source activity to an external supplier
Briefing an external supplier to deliver the same quality and range of work would consume excess resource and would represent a highly inefficient use of SU funding.

4. Cease this line of work
This would prevent delivery of a key cornerstone of the strategy at a time when progress is being made and we are learning insights that can play a fundamental role in shaping The SU over years to come. We would also be abandoning a line of work that is pioneering new approaches within students' unions, and could be a fruitful source of collaboration and development in years to come.

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4. Benefits expected (of recommended option)

We expect this project to have a direct impact on participation in The SU, specifically within PGT (34%) and Doctoral (32%) postgraduate cohorts. We will also seek to identify and deliver ways to increase satisfaction with The SU (currently 63%) and increase the proportion of students who feel they are getting the most out of their time at university (currently 66%).

Other key results areas include increasing the proportion of students who agree with the statement that they are well informed about what is going on at The SU (currently 47%) and that SU communications are relevant to them (43%).

The project will also free capacity within the Student Voice area as the role will be able to take on some of the data analysis responsibility from the Engagement & Quality Co-ordinator.

5. Costs (of the recommended option)

Budget is already allocated to cover the ### cost of this project. The Leadership team is asked to approve the allocation of funds to support this role for the rest of the 2018/19 academic year.

6. Cost / benefit analysis (of the recommended option)
The project is a highly cost-efficient way of targeting improvements in The SU's core KPIs, and will establish key insights for service and product development across The SU.

7. Dependencies

The key dependencies are working relationships across The SU, in particular with the Engagement & Quality Co-ordinator. This role profile has been developed in close collaboration with the Student Voice Manager and requirement to build capacity around research and insight.

8. Timescale
The proposed role will be submitted through the usual approval routes within the University. If the current member of staff applies for the role and is successful, implementation will be within two weeks of appointment. Backfill for the current role will be advertised in due course, but may also form a useful secondment opportunity within The SU. The full project will be complete by the end of the 2018/19 academic year.

9. Key Risks SU Risk Register

Risk (what might go wrong)	Impact (Estimate 1-5)	Probability (Estimate 1-5)	Severity (Impact x probability)	Risk Response How will the possible impact be reduced?
Failure to identify and meet the needs and interests of all students	3	3	**9**	- Strategy commits SU to relevance for all students - Expand research to better understand motivational factors across audience types (eg

				Alterline student pulse and participation data) - Implement changes to the SU offer and targeting of different groups. - Business case requests to fund core work targeting diverse audiences
Failure to promote and encourage student participation in the Students' Unions' governance / democratic processes and elections	3	3	**9**	- Identify participation strengths and weaknesses to enable targeted communications. - Broaden the range and impact of marketing communications through improved content.
Failure of The SU, Officers, elected reps and Execs to effectively promote change	2	5	**10**	Communications enabling programme to improve impact and awareness of SU activity
Failure to support students to effectively promote change in their student life through campaigns and policy	2	3	**6**	Communications enabling programme to improve awareness and support for student-led campaigns
The SU is unable to deliver key objectives within its new strategy, through lack of funding, capacity or wider support within the student body, staff and/or university	3	4	**12**	Ensure key stakeholders are aware of strategic objectives and bought-in to all aspects of the strategy

10. Evaluation

As well evaluating against the core suite of KPIs identified in the benefits section above, the project will evaluate success of individual email campaigns through open rates, and the outcomes of specific calls to action.

The project will be part of the Leadership team project tracking process until it is complete at the end of 2018/19. The evaluation outcomes will be considered as part of the Chief Executive's work on organisational shape, roles and structures over the same period.

Business Case Document History	
Purpose of document	

Date of previous version	
Version No for this document[3]	
This version approved by	

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[3] Agreed/final versions should be whole numbers. Draft iterations should be numbered 0.1/1.2 etc. (See http://www.nidcr.nih.gov/Research/ToolsforResearchers/Toolkit/VersionControlGuidelines.htm for more information on the principles of version control)

Job Description

Job title	Data Insights & E-Marketing Lead
Department/School	Students' Union
Job family	Marketing
Grade	0.4FTE (G6) (750hours per annum, 25/wk TT only)
Reporting to	Marketing Manager
Responsible for	N/A
Location	University of Bath premises

Job purpose
The aim of this role is to ensure that all students' union activity is built on a robust understanding of insight on member needs and behaviour, also delivering a highly-focused and effective e-marketing solution supporting all areas of The SU's work. The post-holder is responsible for providing high-quality data analysis on engagement and satisfaction data to inform the development and delivery of organisational, audience and marketing strategies. The role works with the Engagement & Quality Co-ordinator to identify challenges and opportunities and provide actionable recommendations in line with The SU's audience strategy, in particular around The SU's inclusivity agenda. The role works with the Marketing Manager to lead on the development and delivery of targeted, data-driven e-marketing strategies. The role monitors and reports on these approaches to evaluate their impact and effectiveness, creating recommendations for further development.

Main duties and responsibilities	
Data management & audience segmentation	
1	Lead on the creation and reporting of a suite of audience segmentation models as part of The SU's engagement strategy, analysing performance and providing stakeholders with insights on opportunities to improve participation or satisfaction performance.
2	Work with the Engagement & Quality Coordinator to support SU staff in gathering and centralising sources of participation and performance data to optimise opportunities for its use, providing advice and promoting best practice on methods, technology, legal requirements and other practicalities.
3	Work with the Chief Executive to design, develop and manage a Management Information (MI) dashboard for The SU, training stakeholders

	in its use. The dashboard will cover organisation and departmental Key Performance Indicators (KPIs) drawn from participation, satisfaction and financial performance data
Research and data insight	
4	Support the Engagement & Quality Co-ordinator in designing and delivering in-house research activities, including those that underpin The SU's performance monitoring for student satisfaction and participation.
5	Lead on the analysis of SU satisfaction, participation and other data, working with the Engagement & Quality Co-ordinator to identify actionable insights to influence planning of strategic direction and operational decision making.
6	Work with the Engagement & Quality Co-ordinator to proactively identify and recommend relevant opportunities for The SU to gain a greater understanding of its market environment and target audiences.
7	Support the development and implementation of the University's student satisfaction strategy with insight and analysis linked to SU activity.
E-marketing & marketing	
8	Work with the Marketing Manager to interpret market data and advise on the development of The SU marketing strategy.
9	Support the delivery of the marketing strategy by being responsible for the delivery of SU e-marketing campaigns; monitoring and report on these approaches to evaluate impact and effectiveness, feeding recommendations back into future strategy.
10	Support the Marketing Manager in providing marketing consultation for individual departments within The SU, identifying their engagement objectives, leading on the delivery of workable, targeted e-marketing recommendations based on market research and data analysis.
11	Support the broader work of the Marketing Department as required
Stakeholders	
12	Develop links with key stakeholders including the Board of Trustees, Student Officers, Leadership Team and Heads of Department to understand their data and insight needs, providing formal written reports and presentations as and when required.
13	Liaise with external market research providers in the delivery of insight projects as and when required, leading on the technical aspects of data transfer and security.
14	Maintain a thorough awareness of developments and trends in the students' union, charity and higher education sectors locally, nationally and internationally related to marketing and respond to them as appropriate

Person Specification

Criteria	Essential	Desirable
Qualifications		
Education to degree level or equivalent with substantial relevant experience or a graduate with proven relevant experience and equivalent experiential learning/work experience	√	
Professional qualification in marketing, e-marketing	√	
Professional qualification in data insights and or market research		√
Experience/Knowledge		
Knowledge of the cause and values of The SU	√	
A thorough professional understanding of the principles of marketing and market analysis	√	
Experience of delivering effective market research analysis and reporting which has influenced organisational decision making	√	
Experience of designing and implementing targeted marketing campaigns	√	
Experience of collecting and processing disparate data strands, based on best practice principles	√	
Experience of developing and delivering briefing for market research activities to be conducted by external provider	√	
Knowledge of statistics and multivariate analysis	√	
Experience of using SQL coding to process and analyse data from disparate data sources	√	
Experience of developing behavioural audience segmentation models	√	
Significant experience of working in a marketing environment in higher education		√
Experienced user of Microsoft Office word processing, spreadsheet and presentation packages	√	
Experience of preparing and presenting data in an understandable and relevant way to stakeholders using software such as Power BI	√	

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Evidence of effective team working	√	
Skills		
Excellent IT skills including word processing, spreadsheet and presentation packages	√	
Excellent SQL programming skills	√	
Excellent organisational and project management skills	√	
Excellent communications management skills including data selection and email production and delivery	√	
Proficiency in statistical analysis using appropriate software packages (for example SPSS)	√	
Ability to communicate and present effectively and professionally at a senior level	√	
Excellent written and oral communication skills including report writing	√	
Information management skills including a high level of accuracy and attention to detail	√	
Criteria		
Ability to think analytically and contribute to the development and implementation of policy	√	
Numerate with ability to analyse and present complex quantitative data clearly and concisely	√	
Able to develop and maintain good working relationships across and outside the University	√	
Attributes		
Capacity for autonomous working as well as the ability to contribute as an active member of the team	√	
Competent, conscientious and motivated with a methodical approach to work	√	
Adaptable and flexible	√	
Ability to prioritise and respond effectively as new projects are introduced	√	
Resilient and determined	√	
Flexible and able to cope with competing demands	√	
Empathy with the cause and values of The SU	√	

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Meeting:	**Operations Committee Minutes**
Location:	**1 East Meeting Room**
Date & Time:	**Tuesday 09 October 2018 at 9.00 a.m**

Present:	
Eve Alcock	President (Chair)
Jiani Zhou	Postgraduate Officer
Alisha Lobo	Community 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
Emma Quixley	Advice & Community Manager

In attendance:	
Gregory Noakes	Governance & Executive Support Manager (Clerk)

Item	
12.	**Apologies for absence**

Name	Reason	Accepted
Kimberley Pickett-McAtackney	Working at home	Yes

Item	
13.	**Notice of any other business**

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

1) Complaints & Disciplinary Process
2) Sponsorship Contracts

14.	**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.

15.	**Minutes of previous meeting**

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

16.	**Matters arising from previous meeting**

ACTION: Write Nestle paper to update the committee on the company's ethical position.
UPDATE: Ongoing.

ACTION: Speak with Peter Lambert about the recent content of the newspaper Bath Time.
OUTCOME: The Chief Executive reported that they had met with Peter Lambert to discuss the newspaper Bath Time. Peter Lambert had expressed concerns over some of the content.

| | | The Chief Executive had suggested that a better approach would be to write a letter to the editor of the newspaper expressing these concerns. The editor could then respond appropriately.

The committee discussed the newspaper and agreed that it would be useful to gather feedback from the executive committees to help the newspaper develop further.

ACTION: Feedback to be gathered from executive committees on the newspaper Bath Time. |
|---|---|---|
| | | **ACTION:** Discuss the bus route changes with Peter Lambert.
OUTCOME: The Chair reported that they had met with Peter Lambert to discuss bus route changes. They noted that the University were still reluctant or unwilling to take any action on this issue.

The committee discussed the issue and what further actions could be taken. They noted that there was an issue with the replacement buses that were being used in that they were not easily accessible to people with disabilities.

The committee discussed and agreed that creating a campaign group might help co-ordinate a more effective response to the issue.

ACTION: Create a campaign group to continue to promote the issues with the bus route changes. |
| | | **ACTION:** Add Advice & Support item to the agenda.
OUTCOME: Completed |
| | | **ACTION:** Amend Board of Trustees report template.
OUTCOME: Completed |
| 17. | | **Representation and planning**

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

They noted that the graduate centre had been closed and that the University were progressing the matter further without input from The Student Union (SU) which was not what had previously been agreed. The committee agreed that the matter should be raised with the University.

ACTION: Student Voice Manager and Postgraduate Officer to meet and raise the matter of the graduate centre further with the University.

The Student Voice Manager noted that zero hour contracts were being discussed by the University as some concerns had been expressed around these types of contracts. The committee discussed noting that zero hour contracts worked for student staff as it gave them the flexibility to fit the work in around their studies and social time. However, it was also noted that while the committee believed this to be true they had no evidence to support this. They therefore agreed to that research should be conducted to see if this was indeed the case.

ACTION: The Deputy Chief Executive to speak with the Student Development Manager about zero hour contracts. |
| 18. | | **Priority communications**

The Marketing Manager reported that the promotion of the elections was the priority for communications this week. |
| 19. | | **Advice & Support Issues** |

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	The Advice & Community Manager reported that the number of students who had used the advice & support team this year during Freshers' week was down from last year. For the year 2017-18 200 students had used the advice & support team during Freshers' week. This year 130 students had used the advice & support team during Freshers' week. The main focus of these enquires currently was academic appeals, course changes and council taxes. *(The Postgraduate Officer left the meeting at this point)*
20.	**Reputational risk** The following reputational risks were identified for discussion: **1) Student Club Pictures** The Marketing Manager noted that they had come across several pictures on club Instagram that might be considered inappropriate. The Sport Officer reported that they had already taken some action on the matter by raising the matter with the club's chair. **2) Score Tickets** The President noted that it had been brought to their attention that Score tickets were being bought and sold at inflated prices. The committee discussed what actions could be taken to prevent this.
21.	**Executive Committee issues, including financial variations** No executive committee issues were raised. The committee noted the process by which the elections committee was appointed had changed. *(The Community Officer left the meeting at this point)*
22.	**Any other business** The following items had been previously identified for discussion: **1) Complaints & Disciplinary process** The committee discussed the Complaints & Disciplinary process and agreed that this needed more time than this meeting provided to discuss appropriately. 2) **Sponsorship contracts** The Marketing Manager noted that there were a few issues of clubs signing up for sponsorships which stipulated within their contract reporting back to the sponsors on specific things.
	The meeting ended at 10.30 am.

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Item number	Action	Responsibility
5	Write Nestle paper to update the committee on the company's ethical position.	Student Voice Manager & Activities Officer
5	Feedback to be gathered from executive committees on the newspaper Bath Time.	
5	Create a campaign group to continue to promote the issues with the bus route changes.	President & Student Voice Co-ordinator
6	Meet and raise the matter of the graduate centre further with the University.	President & Postgraduate Officer
6	Speak with the Student Development Manager about zero hour contracts.	Deputy Chief Executive

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Meeting:	**Operations Committee Minutes**
Location:	**1 East Meeting Room**
Date & Time:	**Tuesday 16 October 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
Mandy Wilson-Garner	Deputy Chief Executive
Charlie Slack	Student Voice Manager
Lauren Harris	Marketing Manager
Emma Quixley	Community & Advice Manager

In attendance:

Gregory Noakes	Governance & Executive Support Manager (Clerk)

Item	
1.	**Apologies for absence** <table><tr><th>Name</th><th>Reason</th><th>Accepted</th></tr><tr><td>Andrew McLaughlin</td><td>Other work commitments</td><td>Yes</td></tr></table>
2.	**Notice of any other business** No items were identified for discussion under any other business.
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** Amendments to the minutes of the previous meeting were noted. These minutes would be approved and signed by the Chair at the next meeting after the amendments were made.
5.	**Matters arising from previous meeting** **ACTION:** Student Voice Manager & Activities Officer to write Nestle paper to update the committee on the company's ethical position. **UPDATE:** Ongoing. **ACTION:** Feedback to be gathered from executive committees on the newspaper Bath Time. **OUTCOME:** The Community Officer gave some initial feedback they had received from their Executive committee. Other Officers would report back when their Executive committees met. **ACTION:** President & Student Voice Co-ordinator to create a campaign group to continue to promote the issues with the bus route changes. **UPDATE:** This to be completed as part of the top ten action planning.

	ACTION: Student Voice Manager and Postgraduate Officer to meet and raise the matter of the graduate centre further with the University. **OUTCOME:** Still to be actioned.
	ACTION: The Deputy Chief Executive to speak with the Student Development Manager about zero hour contracts. **OUTCOME:** Still to be actioned.
6.	**Representation and planning** The Student Voice Manager shared and went through the student voice report with the committee. The Chair reported on the latest actions carried out since the last meeting concerning the bus route changes made by the bus company First. The committee was notified that strike action by University staff over pensions and pay was likely to occur. It discussed the best way to engage students on the issue to see how best to represent them in the event that strikes went ahead. **ACTION: Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes.** The Community Officer reported that HR was requesting them to inform student staff that they cannot work over 20 hours. The committee discussed and agreed that HR should be the one to inform student staff of this. The committee noted that the senate and CSSU meetings were happening this week. The Student Voice Manager reported that they would be bringing the effective behaviour framework to share with the committee to get Officer feedback on it ahead of using it with the Review panel this year.
7.	**Priority communications** The Marketing Manager reported that priority communications this week were around rugby at the rec and the People's March. The Chair volunteered to write a blog on the People's March as they would be attending. The committee discussed how best to communicate priority issues and the top ten. **ACTION: The Marketing Manager to review the top ten Student Union (SU) web page.** It was noted that this year's student were currently favouring snap chat as their favourite means of communications.
8.	**Advice & Support Issues** The Advice & Community Manager reported that 86 students had contacted the advice & support team this week.
9.	**Reputational risk** No reputational risks were identified for discussion.
10.	**Executive Committee issues, including financial variations**

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	No executive committee issues were raised.
	The committee approved the appointment of the following associate members: Naing Htut Shan Bradleu-Cong Luke Voss Jonathan Rowney Olivia Caesar Laura Maddox Zuhayr Rymansaib Bethany Kennedy The committee discussed the best way to appoint associate members in future. They agreed that Officers and Line managers should sign off appointments and this committee be notified of all appointments.
11.	**Any other business** No items had been previously identified for discussion.

The meeting ended at 10 am.

Item number	Action
5	Student Voice Manager & Activities Officer to write Nestle paper to update the committee on the company's ethical position.
5	Feedback to be gathered from executive committees on the newspaper Bath Time.
5	Student Voice Manager and Postgraduate Officer to meet and raise the matter of the graduate centre further with the University.
5	The Deputy Chief Executive to speak with the Student Development Manager about zero hour contracts.
6	Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes.
7	The Marketing Manager to review the top ten Student Union (SU) web page.

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Meeting:	**Operations Committee Minutes**
Location:	**1 East Meeting Room**
Date & Time:	**Tuesday 23 October 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
Mandy Wilson-Garner	Deputy Chief Executive
Charlie Slack	Student Voice Manager
Lauren Harris	Marketing Manager
Emma Quixley	Advice & Community Manager

In attendance:	
Gregory Noakes	Governance & Executive Support Manager (Clerk)

Item	
23.	**Apologies for absence**

Name	Reason	Accepted
Andrew McLaughlin	Annual leave	Yes

Item	
24.	**Notice of any other business** The following items were identified for discussion under any other business: 1) Effective Behaviour Framework papers 2) Disciplinary interim measures
25.	**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.
26.	**Minutes of previous meeting** The minutes of the previous meeting were approved and signed by the Chair.
27.	**Matters arising from previous meeting**
	ACTION: Student Voice Manager & Activities Officer to write Nestle paper to update the committee on the company's ethical position. **UPDATE:** Ongoing.
	ACTION: Feedback to be gathered from Executive committees on the newspaper Bath Time. **UPDATE:** The Sport Officer returned some feedback they had received from their Executive committee meeting. They had suggested that it was not clear to new students that the newspaper Bath Time is published by the Media group and not The Student Union (SU). This might be confusing people.

	ACTION: Student Voice Manager and Postgraduate Officer to meet and raise the matter of the graduate centre further with the University. **UPDATE:** An email is being written to be sent to the University about the graduate centre.
	ACTION: The Deputy Chief Executive to speak with the Student Development Manager about zero hour contracts. **OUTCOME:** The committee received a paper on hourly paid workers (appendix B). They discussed zero hour contracts and agreed that it would be useful to get further information in the form of feedback from students on zero hour contracts and HR. **ACTION: The Deputy Chief Executive to get further information on what is happening with zero hour contracts.**
	ACTION: Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes. **UPDATE:** The meeting had been arranged for this discussion to take place.
	ACTION: The Marketing Manager to review the top ten Student Union (SU) web page. **OUTCOME:** The Marketing Manager reported on the progress they had made in reviewing the top ten SU webpage. The committee discussed the differences between priority issues and top ten issues and what they should be referred to on the website.
28.	**Representation and planning** The Student Voice Manager reported on student voice issues to the committee. The committee discussed The SU Halloween ban list regarding fancy dress and making students aware of what was and wasn't appropriate to dress up as. The Chair reported on the People's March and agreed to write a blog for The SU website. **ACTION: Chair to write blog about the People's March for publishing on The SU website.** The Chair gave an update on the ongoing actions being taken with regards to the bus route changes made by the company First. They also reported that the role of senate in governance was now undergoing more scrutiny in the sector. The Marketing Manager reported that during Freshers' week students had been posting links to What's App groups on The SU webpage. They explained that it was not possible for The SU to guarantee the contents of these What's App groups and that there might be potential reputational risks if it was allowed to continue. The committee agreed that for next year The SU should not allow links to student What's App groups to be published on its webpages. The Education Officer noted and explained concerns currently being raised over degree inflation.
29.	**Priority communications** The Marketing Manager reported that they were receiving a lot of feedback from student societies indicating that new students were preferring different social media spaces to previous student years.
30.	**Advice & Support Issues** The Advice & Community Manager reported that 103 students had contacted the advice & support team since the last meeting. The main focus of these enquires had been accommodation issues.

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	They also noted that zero issues had been reported to The SU through the University's support & report tool since the last meeting.
31.	**Reputational risk** The following reputational risks were identified for discussion: The Sport Officer raised that the newspaper Bath Time had footage of the rugby team singing some inappropriate chanting and that this would be going live. The Activities Officer raised that Backstage had been unsuccessful in recruiting any new members this year and that this could have an impact on The SU's ability to host future events. The committee discussed and agreed that support should be given to help Backstage with recruiting new members.
32.	**Executive Committee issues, including financial variations** The following executive committee issues were raised: The Education Officer reported that their Executive committee was going to a Bye-election for the position of senate rep.
33.	**Any other business** The following items had been previously identified for discussion: 1) **Effective Behaviour Framework papers** The Student Voice Manager explained changes being made to the way that the Review Panel operated this year and asked Officers to provide feedback on the effective behaviour framework. Officers gave positive feedback and approved changes made. 2) **Disciplinary interim measures** The Clerk explained that one of the issues with the current disciplinary process was that it was reliant on the President's availability to meet with individuals to give sanctions. This could often result in students receiving longer sanctions than they should have. The new complaints & disciplinary process would address this and other issues once it was approved and in place. This process would not be in place until, at the earliest, January 2019. The Clerk was therefore suggesting that an interim measure be put in place to address this particular issue. The interim measure would be that instead of meeting with the President to receive sanctions students would be emailed the sanctions along with a clear statement of the evidence that The SU had to support the issuing of the sanction. They would be allowed the opportunity to appeal to the President and if they did this would be when regulation 4a came into effect. The committee approved the disciplinary interim measures.
	The meeting ended at 10.20 am.

Item number	Action
5	Student Voice Manager & Activities Officer to write Nestle paper to update the committee on the company's ethical position
5	Feedback to be gathered from Executive committees on the newspaper Bath Time.
5	Student Voice Manager and Postgraduate Officer to raise the matter of the graduate centre further with the University.
5	The Deputy Chief Executive to get further information on what is happening with zero hour contracts.
5	Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes.
6	Chair to write blog about the People's March for publishing on The SU website.

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Meeting:	**Events Committee Minutes**
Location:	**1 East Meeting Room**
Date & Time:	**Tuesday 09 October 2018 at 13.15 p.m**

Present:	
Mike Dalton	Bars and Entertainment Manager (Chair)
Paul Brooks	Transport & Facilities Coordinator
Helen McHenry	Finance Manager

In attendance:	
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Eve McWilliam	Finance Assistant

Item	
34.	**Election of Chair** The Bars and Entertainment Manager was unanimously elected as the chair of the committee for the academic year 2018/19.
35.	**Apologies for absence**

Name	Reason	Accepted
Kimberley Pickett-McAtackney	Working from home	Yes
Polly Hawker	None	Yes
Anna Boneham	Other Work Commitments	Yes
Carmela Lear	Other Work Commitments	Yes
Lauren Harris	Another meeting	Yes

36.	**Notice of any other business** The following items were identified for discussion under any other business: 1) Snowball
37.	**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.
38.	**Minutes of previous meeting** The minutes of the previous meeting were approved.
39.	**Matters arising from previous meeting** There were no matters arising from the previous minutes to discuss.
40.	**Student Event Proposals** There were no student event proposals to consider.

41.	**Any other business**
	The following items had been previously identified for discussion:
	1) Snowball
	The Chair reported that this year's Snowball would be held on campus at the student union (SU). In previous years this had been held at the Pavilion but it had been decided that the cost for this was now too much. The event had been budgeted for and a plan would be shared with the committee in a future meeting.

The meeting ended at 13.30 pm.

Meeting:	**Events Committee Minutes**
Location:	**1 East Meeting Room**
Date & Time:	**Tuesday 23 October 2018 at 11 am**

Present:

Mike Dalton	Bars and Entertainment Manager (Chair)
Paul Brooks	Transport & Facilities Co-ordinator
Helen McHenry	Finance Manager
Carmela Lear	Student Activities Co-ordinator
Lauren Harris	Marketing Manager

In attendance:

Gregory Noakes	Governance & Executive Support Manager (Clerk)
Eve McWilliam	Finance Assistant

Item	
1.	**Apologies for absence** <table><tr><th>Name</th><th>Reason</th><th>Accepted</th></tr><tr><td>Kimberley Pickett-McAtackney</td><td>None</td><td>Yes</td></tr><tr><td>Polly Hawker</td><td>None</td><td>Yes</td></tr><tr><td>Anna Boneham</td><td>Other Work Commitments</td><td>Yes</td></tr><tr><td>Louisa Peters</td><td>Other Work Commitments</td><td>Yes</td></tr></table>
2.	**Notice of any other business** No items were identified for discussion under any other business.
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.
5.	**Matters arising from previous meeting** There were no matters arising from the previous minutes to discuss.
6.	**Student Event Proposals** It was noted that the BUASS had not submitted their paperwork in advance of the meeting to allow for it to be circulated around to the members of the committee. The Chair suggested and the committee agreed that in future student groups should not be allowed to attend unless they have submitted their paperwork in advance of the meeting to give reasonable time for paperwork to be read. The Student Activities Co-ordinator introduced and explained the event to the committee.

	The Finance Manager noted that for the previous year BUASS had made a loss on this event.
	The budget information for the event was shared with the committee and the Finance Manager noted that the event would only make an income if all the tickets were sold.
	(Two members from BUASS joined the meeting at this point)
	The Finance Manager explained that they had concerns over how dependent the event was on all the tickets being sold for it to make a profit with little room between that and making a loss. They advised that they needed to make some savings to increase this margin.
	The Chair suggested that they may be able to make further savings as The SU might be able to get the security fee waived for using an external catering supplier not on venue's approved list of suppliers.
	The Marketing Manager suggested that further savings could be made if they used The SU's photographer. It was explained that The SU would pay for this in exchange for having the rights to use and access the events photos.
	The committee requested that the BUASS members go away and re-work their budget plans taking into account the suggestions made here. Next week the committee would review their proposed budget plans and decide whether to approve the event.
	==ACTION: BUASS budget plans to be re-worked and submitted for consideration at the next committee meeting.==
7.	**Review of events** There were no events at this time to review.
8.	**Any other business** No items had been previously identified for discussion.

The meeting ended at 11.35 am.

Item number	Action
6	BUASS budget plans to be re-worked and submitted for consideration at the next committee meeting.