

LEADERSHIP COMMITTEE APPENDIX

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APPENDIX A: LEADERSHIP COMMITTEE MINUTES 07/11/2018

Meeting:	Leadership Committee
Location:	1 East Meeting Room 3.20
Date & Time:	Wednesday 07 November 2018 at 9.00am

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

In attendance:

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

Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Andrew McLaughlin	QSU Derby	Yes
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 and signed by the chair.		
5.	Matters arising from previous meeting		
	ACTION: Email the PowerPoint and link to the database round to committee members.		
	OUTCOME: Still to action.		
	ACTION: Data Insight and Marketing Project to be discussed further at the next meeting.		
	OUTCOME: See item 6.		
6.	Project Management		
	The committee received an update on ongoing projects.		
	The committee considered the following projects for approval:		
	1) Data Insight and Marketing Project		

	<p>The Chair read out an update received from the Chief Executive that explained that the reason that the contract was a fixed term time contract was because it was expected that the work would naturally occur during the term time.</p> <p>The committee discussed the project and raised the following points:</p> <p>How does this project fit in with the long term strategy and direction of the Student Union (SU)? What will happen with the project when the contract ends? How will this data be used by The SU? What difference has the data made so far? Will this person be advising staff on how to use the data gathered? How will the success of the project be measured? What are the success indicators? Will other staff need the person to work in August? Why is the role only 25 hours a week? Is this enough time to carry out this work? Where will the person be based in the office? Is there enough room for them to be accommodated in the Marketing Office?</p> <p>The committee agreed that another meeting should be arranged as soon as possible to discuss these questions with the Chief Executive. The committee would then make a decision on the matter.</p>
7.	<p>Minutes of sub-committee meetings</p> <p>The committee received the minutes of the following 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>
8.	<p>Any other business</p> <p>No items had been previously identified for discussion.</p>
<p>The meeting ended at 9.45 am.</p>	
Item number	Action
5	Email the PowerPoint and link to the database round to committee members.

APPENDIX B: SU DATA INSIGHTS AND E-MARKETING BUSINESS CASE

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 outcome¹

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 SU². 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:

² 2017/18 Student Life Pulse survey

- 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.

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	

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)

APPENDIX C: DATA INSIGHT AND E-MARKETING JOB DESCRIPTION

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

Job purpose
<p>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. It will also deliver a highly-focused and effective e-marketing solution supporting all areas of The SU's work.</p> <p>To do this 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.</p> <p>The role also works with the Engagement & Quality Co-ordinator to identify challenges and opportunities and provide teams with actionable recommendations in line with The SU's audience strategy, in particular around The SU's inclusivity agenda.</p> <p>In addition, 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.</p>

Main duties and responsibilities	
Data management & audience segmentation	
1	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.
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	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.
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.
E-marketing & marketing	
7	Work with the Marketing Manager to interpret market data and advise on the development of The SU marketing strategy.
8	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.
9	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.
10	Support the broader work of the Marketing Department as required
Stakeholders	
11	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.
12	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.
13	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 basic 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	√	
Evidence of effective team working	√	
Skills		

Excellent IT skills including word processing, spreadsheet and presentation packages	√	
Familiarity with programming	√	
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	√	

APPENDIX D: OPERATIONS SUB-COMMITTEE MINUTES 2018-10-30

Meeting:	Operations Committee Minutes		
Location:	1 East Meeting Room		
Date & Time:	Tuesday 30 October 2018 at 9.00 am		
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		
Charlie Slack	Student Voice Manager		
Lauren Harris	Marketing Manager		
Emma Quixley	Advice & Community Manager		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Secretary)		
Kaylan Mallard	Community Liaison Co-ordinator		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Mandy Wilson-Garner	Sick leave	Yes
	Kimberley Pickett-McAtackney	NUS conference	Yes
2.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	1) Instagram account for sport area		
	2) Cause Workshop		
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: 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 Postgraduate Officer reported that they had raised this matter at their Executive committee meeting but that it had been difficult to gain feedback as many of the postgraduates were unfamiliar with Bath Time.		

	<p>ACTION: Student Voice Manager and Postgraduate Officer to raise the matter of the graduate centre further with the University. OUTCOME: This still to be actioned.</p> <p>ACTION: The Deputy Chief Executive to get further information on what is happening with zero hour contracts. OUTCOME: In the absence of the Deputy Chief Executive the secretary reported on their behalf the response that they had received from Human Resources (HR). HR had shared that the view of UCU and others in the sector is that casual/hourly paid work for students is good for them and the University.</p> <p>ACTION: Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes. OUTCOME: This still to be actioned.</p> <p>ACTION: Chair to write blog about the People’s March for publishing on The Student Union (SU) website. OUTCOME: Completed.</p>
6.	<p>Representation and planning</p> <p>The Student Voice Manager reported on student voice issues to the committee.</p> <p>The committee discussed an external speaker who had been invited to attend a debate and whether an Officer would need to be present to help manage it. After discussing the matter the committee agreed that an Officer was not required and it was for the person chairing the debate to ensure that it remained on topic.</p> <p>The Education Officer shared and explained the NSS question bank to the committee. The committee discussed and agreed that the Education Officer should provide feedback to the University on the NSS question bank.</p> <p>ACTION: The Education Officer to give feedback to the University on the NSS question bank.</p> <p>The committee discussed unit assessment feedback and in particular the issue the University were raising with regards to feedback being given that they were considering to be offensive. They noted that what might be considered offensive might be a communication issue for some students. It was agreed that for the committee to be able to understand and feedback on this they would need to see some of the comments that the University had received.</p> <p>ACTION: The Student Voice Manager and Education Officer to put together a paper on this which is to include some of the comments received that the University consider to be offensive.</p> <p>The Student Voice Manager requested feedback on Council Senate Student Union (CSSU) papers. The Chair noted some of the issues that they had found around writing papers for CSSU and in particular knowing when papers needed to be submitted by. They suggested that dates for submitting these papers needed to be inputted into the Officers’ calendars to help them prepare for these in advance.</p> <p>ACTION: Deadlines for submitting papers to CSSU to be put into the Officers’ calendars.</p> <p>The committee discussed accessibility to The SU bars on club nights. Enable had raised some issues in terms of accessibility for people with disabilities. The Community Officer explained that they had discussed many of these already with the Bars & Events Manager and that the current arrangements were the best that The SU could do at present.</p>
7.	<p>Priority communications</p>

	<p>The Marketing Manager reported on the results received from the social media polls to date. They noted that the results varied depending on which year the student was in. The communication that worked best for all students were emails. In particular the results were confirming that the favoured social media platforms for new students were different to previous students' years.</p> <p>The Marketing Manager reported on the events that were taking place over the next week.</p> <p>The Marketing Manager noted that revenue from Totum was down 30% from last year but that media sales were up from last year. The Chief Executive noted that Totum had not done well nationally.</p> <p>The committee discussed and agreed that it was okay for The SU to promote the new Netflix show 'Sex Education' on its plasma screens around The SU.</p> <p><i>(Student Voice Manager left the meeting at this point)</i></p>
8.	<p>Advice & Support Issues</p> <p>The Advice & Community Manager reported that 70 students had contacted the advice & support team since the last meeting.</p> <p>The main focus of these enquires had been accommodation issues.</p> <p>They also noted that zero issues had been reported to The SU through the University's support & report tool since the last meeting.</p> <p><i>(Advice & Community Manager left the meeting at this point)</i></p>
9.	<p>Reputational risk</p> <p>The following reputational risks were identified for discussion:</p> <p>The Community Liaison Co-ordinator reported that several complaints had been received concerning students urinating into the river and on tied up boats. They noted that in addition to potentially damaging the reputation of The SU there were river safety concerns to note as well.</p> <p>The committee discussed and agreed that the best way to respond was to promote river safety among student.</p> <p>ACTION: Marketing Manager to send out message promoting river safety to students.</p> <p><i>(Community Liaison Co-ordinator left the meeting at this point)</i></p> <p>The Sport Officer reported that the footage that the newspaper Bath Time had of the rugby team singing some inappropriate chanting which had been noted at the last meeting had now gone live. To date no issues had been raised in relation to the matter.</p>
10.	<p>Executive Committee issues, including financial variations</p> <p>The Community Officer raised some operational issues for their Executive committee.</p>
11.	<p>Any other business</p>

	<p>The following items had been previously identified for discussion:</p> <p>1) Instagram account for sport area</p> <p>The Sport Officer requested if the sport area could have an Instagram account and highlighted the benefits that this would bring for the sport area. The Marketing Manager noted no issues with this but suggested that the person who would be managing the account meets with them to plan out the content first.</p> <p>2) Cause Workshop</p> <p>The Chief Executive raised that they needed more students to sign up for the cause workshops taking place on the 13th and 15th of November.</p>
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The meeting ended at 10.25 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	Student Voice Manager and Postgraduate Officer to raise the matter of the graduate centre further with the University.
5	Feedback to be gathered from Executive committees on the newspaper Bath Time.
5	Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes.
6	The Education Officer to give feedback to the University on the NSS question bank.
6	The Student Voice Manager and Education Officer to put together a paper on this which is to include some of the comments received that the University consider to be offensive.
6	Deadlines for submitting papers to CSSU to be put into the Officers' calendars
9	Marketing Manager to send out message promoting river safety to students.

APPENDIX E: OPERATIONS SUB-COMMITTEE MINUTES 2018-11-06

Meeting:	Operations Committee Minutes		
Location:	1 East Meeting Room		
Date & Time:	Tuesday 06 November 2018 at 9.00 a.m		
Present:			
Eve Alcock	President (Chair)		
Jiani Zhou	Postgraduate 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		
Emma Quixley	Advice & Community Manager		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Secretary)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Lauren Harris		
	Alisha Lobo	Volunteering	
2.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	<ul style="list-style-type: none"> 1) RAG donation on purchases 2) Rainbow centre fundraising 3) Sports club constitutions 4) Science bar crawl 		
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: Student Voice Manager & Activities Officer to write Nestle paper to update the committee on the company's ethical position.		
	UPDATE: Ongoing. The Activities Officer gave a brief update on work being done in this area.		
	ACTION: Student Voice Manager and Postgraduate Officer to raise the matter of the graduate centre further with the University.		
	OUTCOME: Completed.		

	<p>ACTION: Feedback to be gathered from Executive committees on the newspaper Bath Time. OUTCOME: Ongoing.</p> <p>ACTION: Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes. OUTCOME: A meeting to discuss this has been arranged.</p> <p>ACTION: The Education Officer to give feedback to the University on the NSS question bank. OUTCOME: Ongoing.</p> <p>ACTION: The Student Voice Manager and Education Officer to put together a paper on this which is to include some of the comments received that the University consider to be offensive. OUTCOME: Ongoing.</p> <p>ACTION: Deadlines for submitting papers to CSSU to be put into the Officers' calendars OUTCOME: Completed. The committee discussed CSSU meetings and how to make these work for the Students' Union (SU). They agreed the papers that the Officers would write and submit to CSSU for this academic year. It was agreed that these papers would first be considered by this committee and then submitted to CSSU.</p> <p>ACTION: Marketing Manager to send out message promoting river safety to students. OUTCOME: Still to be actioned. The Chief Executive reported that further complaints around students urinating in to the river had been received. It was noted that the lack of public toilets was an issue that The SU had raised in previous years with the Local Council. The committee discussed and agreed that the issue of a lack of public toilets was possibly leading to students using the river.</p>
6.	<p>Representation and planning</p> <p>The Student Voice Manager reported on student voice issues to the committee.</p> <p>The committee discussed whether The SU should extend the opening hours for the Virgil Building to allow students to use it longer in the evenings. They noted a concern expressed around student work/life balance and whether this would encourage students to work longer hours. The committee noted that this would happen regardless of whether the Virgil Building was open or not and agreed that having the building open would provide a better working environment for these students.</p> <p>The committee discussed international holidays and events celebrated on campus.</p> <p>The committee noted that the University was beginning to look at tuition fees for degrees and that The SU would need to consider what stance it would take in relation to these.</p>
7.	<p>Priority communications</p> <p>This item was not discussed as the Marketing Manager was not present at the meeting.</p>
8.	<p>Advice & Support Issues</p> <p>The Advice & Community Manager reported that 94 students had contacted the advice & support team since the last meeting.</p> <p>The main focus of these enquires had been disciplinary issues.</p> <p>They also noted that zero issues had been reported to The SU through the University's support & report tool since the last meeting.</p> <p><i>(The Education Officer, Postgraduate Officer, Student Voice Manager and Governance & Executive Support Manager left the meeting at this point)</i></p>

9.	<p>Reputational risk</p> <p>The following reputational risks were identified for discussion:</p> <p>The Sport Officer reported that The SU had received an anonymous letter from a parent condemning their child's experience during a welcome social in one of The SU sports clubs. They had discussed this internally and with various contacts, and will raise the issue with all sports clubs to remind them of expectations and consequences.</p> <p>ACTION: Sport officer to follow up with all sports clubs on welcome socials.</p> <p>The Chair reported that the Pro-Vice Chancellor (Teaching & Learning) had raised two issues from the first edition of the Bath Time student newspaper. These were in reference to the previous Vice-Chancellors expense claims, and the debate sparked by the presence of animal rights campaigners on campus during open day. They reported that having looked at the articles, there appear to be no substantive causes for concern.</p> <p>ACTION: SU President to email the University's Marketing Director to remind them of student media's role and the benefits of direct lines of communication.</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>The following items had been previously identified for discussion:</p> <p>1) RAG donation on purchases</p> <p>The SU President declared a conflict of interest in this matter as they had previously been the chair of RAG.</p> <p>It was explained that RAG were keen to include a donate £1 button as an option for purchases on The SU website, and the Web Developer and Digital Technology Lead had asked for a steer on whether this would be acceptable.</p> <p>Officers agreed that this would be acceptable as long as RAG made it clear what the fundraising was for and how it would be split between charities and was compliant with fundraising rules.</p> <p>ACTION: Web Developer and Digital Technology Lead to implement the change.</p> <p>2) Rainbow centre fundraising</p> <p>The Advice and Community Manager outlined an approach for tickets to SU events to be offered as raffle prizes.</p> <p>The committee discussed this and decided to decline the opportunity on the grounds that The SU is a charity, and there are existing student-led fundraising priorities via RAG.</p> <p>3) Sports club constitutions</p>

	<p>The Sports Officer explained that currently individual club constitutions should come to the Operations Committee as part of the approval process, but suggested that it might be more appropriate at club committee level with appropriate oversight from the sports area of The SU. After discussing the matter the committee agreed.</p> <p>ACTION: Sports officer to discuss with the Governance & Executive Support Manager, and alter the process for approving club constitutions.</p> <p>4) Science bar crawl</p> <p>It was agreed that the Activities Officer would forward information to members of the committee, for discussion and a decision outside the meeting.</p> <p>ACTION: Committee to take decision on science bar crawl via email.</p>
<p>The meeting ended at 10.30am.</p>	
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 Chair to meet to discuss how best to represent students in the event of strikes.
5	The Education Officer to give feedback to the University on the NSS question bank.
5	Marketing Manager to send out message promoting river safety to students.
9	Sport officer to follow up with all sports clubs on welcome socials.
9	SU President to email the University's Marketing Director to remind them of student media's role and the benefits of direct lines of communication.
11	Web Developer and Digital Technology Lead to implement the change.
11	Sports officer to discuss with the Governance & Executive Support Manager, and alter the process for approving club constitutions.
11	Committee to take decision on science bar crawl via email.

APPENDIX F: OPERATIONS SUB-COMMITTEE MINUTES 2018-11-13

Meeting:	Operations Committee Minutes
Location:	1 East Meeting Room
Date & Time:	Tuesday 13 November 2018 at 9.00 am
Present:	
Eve Alcock	President (Chair)
Jiani Zhou	Postgraduate Officer
Alisha Lobo	Community Officer
Andy Galloway	Sport Officer
Jack Kitchen	Education Officer
Kimberley Pickett-McAtackney	Activities Officer
Andrew McLaughlin	Chief Executive
Charlie Slack	Student Voice Manager
Lauren Harris	Marketing Manager
Emma Quixley	Advice & Community Manager
Mandy Wilson-Garner	Deputy Chief Executive
Item	
1.	<p>Apologies for absence</p> <p>All committee members were present.</p>
2.	<p>Notice of any other business</p> <p>The following items were identified for discussion under any other business:</p> <ul style="list-style-type: none"> 1) Fight night 2) We chat 3) Totum 4) Safe Taxi
3.	<p>Declaration of conflict of interest</p> <p>No committee members declared a conflict of interest in any item on the agenda.</p> <p>Committee members were reminded to declare any conflict of interest if it arose during the course of the meeting.</p>
4.	<p>Minutes of previous meeting</p> <p>The following amendment was noted to the previous minutes:</p> <p>P2 item 6 Representation and planning <i>'The committee noted that the University was beginning to look at tuition fees for degrees and that The SU would need to consider what stance it would take in relation to these'</i> should read <i>'The committee noted that the University was beginning to look at international tuition fees for degrees and that The SU would need to consider what stance it would take in relation to these'</i></p> <p>The minutes would be signed at the next meeting after this amendment was made.</p>
5.	<p>Matters arising from previous meeting</p>

	<p>ACTION: Student Voice Manager & Activities Officer to write Nestle paper to update the committee on the company's ethical position. UPDATE: Deferred to Leadership committee.</p> <p>ACTION: Feedback to be gathered from Executive committees on the newspaper Bath Time. OUTCOME: Ongoing.</p> <p>ACTION: Student Voice Manager and Chair to meet to discuss how best to represent students in the event of strikes. OUTCOME: Meeting held, but resolution not clear. Student Voice Manager producing a paper with CE for next meeting.</p> <p>ACTION: The Education Officer to give feedback to the University on the NSS question bank. OUTCOME: This was not able to be completed as University contact off sick.</p> <p>ACTION: Marketing Manager to send out message promoting river safety to students. OUTCOME: Completed.</p> <p>ACTION: Sport officer to follow up with all sports clubs on welcome socials. OUTCOME: Completed.</p> <p>ACTION: SU President to email the University's Marketing Director to remind them of student media's role and the benefits of direct lines of communication.</p> <p>ACTION: Web Developer and Digital Technology Lead to implement the change. OUTCOME: Completed.</p> <p>ACTION: Sports officer to discuss with the Governance & Executive Support Manager, and alter the process for approving club constitutions. OUTCOME: Still to be completed.</p> <p>ACTION: Committee to take decision on science bar crawl via email. OUTCOME: Completed.</p>
6.	<p>Representation and planning</p> <p>It was reported that : The International Students Association is planning a campaign on international students' mental health. The Doctoral College has produced an operating plan. Additional seating space is to be provided in the library. The SU President will offer to address a visiting delegation from Taylor University. Discussions with The Edge continue following the CSSU paper. Positive meetings have been held and student input is now being sought. The SU President has been elected onto the NUS National Executive Committee.</p>
7.	<p>Priority communications</p> <p>The Marketing Manager reported that there was not much to report in terms of priority communications.</p>
8.	<p>Advice & Support Issues</p> <p>The Advice & Community Manager reported that 87 students had contacted the advice & support team since the last meeting.</p> <p>The main focus of these enquires had been accommodation and academic issues.</p> <p>They also noted that one issue had been reported to The SU through the University's support & report tool since the last meeting.</p>
9.	<p>Reputational risk</p> <p>The following reputational risks were identified for discussion:</p>

	<p>The committee discussed the toilet bowls in the male toilets in the student centre noting that they do not have seats due to issues with vandalism.</p> <p>Concern has been expressed that trans students are not able to use these toilets, therefore this provision is not being made. Comment were also made that this is a poor quality feature for all students using the facility.</p> <p>The Transport & Facilities Co-ordinator is currently investigating costs, and whether the Estates department will cover this cost in line with the University's commitments to trans students and staff.</p>
10.	<p>Executive Committee issues, including financial variations</p> <p>There were no executive committee issues to discuss.</p>
11.	<p>Any other business</p> <p>The following items had been previously identified for discussion:</p> <p>3) Fight night</p> <p>The committee discussed concerns over the boxing club's fight night event, with an external commercial partner. Future events to go through the Bars & Entertainments Manager for consideration how it might be supported internally first.</p> <p>4) WeChat</p> <p>The committee discussed ISA wish to use this. Marketing Manager will look at costing up student staff for next meeting.</p> <p>5) Totum</p> <p>Marketing Manager reported that sales have gone down 6k this year and raised the question do we still want to promote this? The committee agreed to not promote and use the space for promoting other business</p> <p>6) Safe taxi scheme</p> <p>The committee noted that Bath spa currently used this. Campus security have the scheme but they won't publicise it to students. It was agreed that the Community Officer will contact head of security to discuss.</p>
<p>The meeting ended at 10.25 am.</p>	
Item number	Action
5	Feedback to be gathered from Executive committees on the newspaper Bath Time.
5	Student Voice Manager and Chief Executive to produce a paper on strikes for the next meeting.
5	The Education Officer to give feedback to the University on the NSS question bank.

APPENDIX G: EVENTS SUB-COMMITTEE MINUTES 2018-10-30

Meeting:	Events Committee Minutes		
Location:	1 East Meeting Room		
Date & Time:	Tuesday 30 October 2018 at 12.15 p.m		
Present:			
Mike Dalton	Bars and Entertainment Manager (Chair)		
Paul Brooks	Transport & Facilities Coordinator		
Helen McHenry	Finance Manager		
Polly Hawker	Activities Manager		
Lauren Harris	Marketing Manager		
Carmela Lear	Student Activities Co-ordinator		
Louisa Peters	Volunteer Support Co-ordinator		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Clerk)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Kimberley Pickett-McAtackney	NUS Conference	Yes
	Anna Boneham	Other Work Commitments	Yes
2.	Notice of any other business		
	The following items were identified for discussion under any other business:		
	1) Farmers Market		
	The committee discussed and agreed that they needed to see the paperwork for proposed farmers market at the next meeting.		
	ACTION: Paperwork for the Farmers Market to be presented at the next meeting.		
	2) Freshers' week feedback		
	The Marketing Manager reported that they had received feedback with regards to the decision to remove crew from Freshers' week. The Chair explained the reasons for their removal and noted that this matter would be further discussed at a meeting taking place tomorrow.		
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		

	<p>ACTION: BUASS budget plans to be re-worked and submitted for consideration at the next committee meeting.</p> <p>OUTCOME: This had been received. There were no further issues identified so the committee now gave approval for the BUASS event to go ahead.</p>
6.	<p>Student Event Proposals</p> <p>Pharmacy & Pharmacology Ball</p> <p><i>(A member from Pharmacy & Pharmacology society joined the meeting at this point)</i></p> <p>The Student Activities Co-ordinator introduced and explained the event to the committee.</p> <p>The Finance Manager noted that based on the current figures the event would be making a loss of around £366. They identified several amendments that needed to be made to the budget plan for the event. The loss was not a big concern as the society would most likely recover the loss by the end of the academic year.</p> <p>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.</p> <p>ACTION: Pharmacy & Pharmacology event budget plan to be re-worked and submitted for approval at the next committee meeting.</p> <p><i>(The member from Pharmacy & Pharmacology society left the meeting at this point)</i></p> <p>Bath University Model United Nations Society (BUMUNS) two day conference</p> <p><i>(Two members from BUMUNS joined the meeting at this point)</i></p> <p>The Student Activities Co-ordinator introduced and explained the event to the committee.</p> <p>The two members from BUMUNS explained how they would be promoting the event and how they had budgeted for the event.</p> <p>The committee discussed ticket sales and what would happen if all the early bird tickets were sold. The two members from BUMUNS explained that they had room in the budget to make cuts elsewhere to make savings in case of that eventuality. The committee suggested that they needed to put in some dates to check on ticket sales and cap the number of early bird tickets available.</p> <p>The Finance Manager identified several amendments that needed to be made to the budget plan for the event. It was noted that this could have a potential impact on the expected income.</p> <p>ACTION: BUMUNS event budget plan to be re-worked and submitted to the Finance Manager for approval.</p>
7.	<p>Review of events</p> <p>There were no events at this time to review.</p>
8.	<p>Any other business</p>

	Items identified for discussion had already been discussed under item 2.
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The meeting ended at 1pm.

APPENDIX H: EVENTS SUB-COMMITTEE MINUTES 2018-11-06

Meeting:	Events Committee Minutes		
Location:	1 East Meeting Room		
Date & Time:	Tuesday 06 November 2018 at 12.15 p.m		
Present:			
Mike Dalton	Bars and Entertainment Manager (Chair)		
Helen McHenry	Finance Manager		
Polly Hawker	Activities Manager		
Carmela Lear	Student Activities Co-ordinator		
Louisa Peters	Volunteer Support Co-ordinator		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Secretary)		
Eve McWilliam	Finance Assistant		
Tess Thomas	International Student Co-ordinator		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Kimberley Pickett-McAtackney		
	Anna Boneham	Other Work Commitments	
	Paul Brooks	Other Work Commitments	
	Lauren Harris		
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		
	ACTION: Paperwork for the Farmers Market to be presented at the next meeting.		
	OUTCOME: To be discussed later in the meeting under item 7.		
	ACTION: Pharmacy & Pharmacology event budget plan to be re-worked and submitted for approval at the next committee meeting.		
	OUTCOME: Completed.		
	ACTION: BUMUNS event budget plan to be re-worked and submitted to the Finance Manager for approval.		
	OUTCOME: Completed.		
6.	Snowball		

	<p>The Chair reported on plans for snowball. They noted that the work planned to make the Students' Union (SU) bar and club appropriate for the event would be arranged to happen outside the normal working hours so as to cause as little disruption to The SU during the day.</p> <p>The Chair noted that one of the key concerns identified was that as it was being held on campus at The SU it might be seen as another club night. To ensure this was not the case a range of activities and games were being planned for the event to distinguish it apart.</p> <p>The Chair reported that further information would be shared on this event once some further details were finalised.</p>
7.	<p>Review of events</p> <p>1) Farmers Market</p> <p>The committee discussed the Farmers Market that had been planned for the 1st November but had to be cancelled the night before the event. They noted that the dates for the rest of the year for this event were 06th December 2018, 14th March 2019 and 11th April 2019.</p> <p>The committee reviewed and identified the following issues as being contributing factors for why the event had to be cancelled:</p> <ul style="list-style-type: none"> • The Officer who had been making the arrangements for the event was not going to be present on campus for the event resulting in a lack of leadership for the event; • A lack of internal communication within The SU between staff and Officer lead to staff being ill informed of what arrangements had been put in place for the event; • Key planning documentation for the event was not kept in an accessible folder where staff could access it resulting in staff not being able to take over management of the event; • The planning documentation does not contain all the essential information for an event of this nature; • The event was never submitted to the Events committee for checking and approval. <p>The committee noted that the last minute cancellation of the event had had both a reputational and financial impact on The SU. The financial impact was having to repay companies attending the loss of earnings that had occurred due to the cancellation of the event. The reputational impact was that the relationship between these companies and The SU may now be damaged which may deter them from engaging with The SU on further events.</p> <p>The committee discussed and agreed that the following actions should be taken with regards to the Farmers Market planned for the 06th December:</p> <ul style="list-style-type: none"> • The Marketing Team (with their agreement) should take over management of the event; • All key planning documentation to be completed and submitted to the Events committee a few weeks in advance of the event so that the committee can decide if it's viable for the event to still go ahead. <p>The committee agreed that in future all events being arranged by Officers and staff within The SU should be submitted to the committee at least two weeks ahead of an event in future.</p>

	ACTION: Marketing Team (with their agreement) to take over management of the Farmers Market;
8.	Any other business No items had been identified for discussion under any other business.
The meeting ended at 12.55pm.	

APPENDIX I: EVENTS SUB-COMMITTEE MINUTES 2018-11-13

Meeting:	Events Committee Minutes		
Location:	1 East Meeting Room		
Date & Time:	Tuesday 13 November 2018 at 12.15 p.m		
Present:			
Mike Dalton	Bars and Entertainment Manager (Chair)		
Helen McHenry	Finance Manager		
Anna Boneham	Volunteers Manager		
Carmela Lear	Student Activities Co-ordinator		
Louisa Peters	Volunteer Support Co-ordinator		
Paul Brooks	Transport & Facilities Co-ordinator		
Louisa Peters	Volunteer Support Co-ordinator		
In attendance:			
Gregory Noakes	Governance & Executive Support Manager (Secretary)		
Eve McWilliam	Finance Assistant		
Suzanne Snook	Community Co-ordinator		
Andy Galloway	Sport Officer (joined for item 8 only)		
Item			
1.	Apologies for absence		
	Name	Reason	Accepted
	Kimberley Pickett-McAtackney	Other Work Commitments	
	Polly Hawker	Other Work Commitments	
2.	Notice of any other business		
	The following item was identified for discussion under any other business:		
	1) Bath Bar Crawl		
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		
	ACTION: Marketing Team (with their agreement) to take over management of the Farmers Market.		
	OUTCOME: The Marketing Team had taken over the management of the Farmers Market event.		
6.	Student events proposal		

The Student Activities Co-ordinator reported that PhySoc were no longer now attending the meeting. They had cancelled the restaurant booking that had been made for their planned event.

Bath University Biosciences Society Ball (BUDS)

(Two representatives from BUBS joined the meeting at this point)

The Student Activities Co-ordinator explained the event to the committee noting that it was planned for the Apex hotel and would cost £1993.50.

The BUBS representatives explained that this was an annual event that in previous years tickets had always sold out for. In response to feedback from last year the venue had been changed to the Apex hotel as this was able to accommodate more room for dancing. Tickets were £30 and there were 120 tickets being made available for the event.

QUESTION: The Chair asked how they planned to advertise the tickets?

ANSWER: The BUBS representatives explained that they planned to use social media. The Chair suggested that they may wish to seek guidance from the Marketing team in this area who could help them promote their event.

QUESTION: The Chair asked the Finance Manger if they had any financial concerns?

ANSWER: The Finance Manager noted some small changes that needed to be addressed in the proposed budget. They also noted that they had a very small profit margin in which to cover any unexpected additional expenditures that arose. The BUBS representatives explained that their society's budget was currently healthy and could cover any additional costs if necessary.

ACTION: Finance Manager to make amendments to the BUBS budget plan.

The committee approved the event subject to the budget amendments being made.

(Two representatives from BUBS left the meeting at this point)

SU Halls Christmas Party

The Community Co-ordinator explained the event to the committee noting that this was the second year the event had been held. It was aimed at hall reps with £5 being charged per a ticket. Venue was the student union's (SU) bar and club. Games were being arranged to give it a distinctive difference to a regular club night.

QUESTION: The Transport & Facilities Co-ordinator asked what would happen if one of the games arranged for the event was broken? Were these games insured to cover them while they were on The SU's premises?

ANSWER: The committee discussed and agreed that this needed to be further investigated.

ACTION: The Chair and Transport & Facilities Co-ordinator to investigate whether the games supplied for the event are covered by insurance while on the premises.

The committee discussed the target audience of the hall reps and what would happen in the event that not enough of them bought tickets. It was suggested and agreed that tickets should go on sale two weeks before the event. For the first week of the sales it would only be available to hall reps with it being opened up more widely to students in the second week of sales.

The committee approved the event subject to the insurance being checked for games.

	<p>Bath takes Bristol</p> <p>The Community Co-ordinator explained the event to the committee. 5 coaches containing 235 students would go to Bristol to visit several pubs. Ten volunteers and security staff would be present to manage the event. They noted that the event had been successful last year with all tickets being sold out.</p> <p>The committee discussed what would happen in the event that a student did not return to the bus. The Community Co-ordinator explained that staff on the night would do their best to ensure that this did not happen but that the buses would not wait for any students who did not return on time. Students were informed of this in advance. University campus security would be informed of any students who did not return to the bus. Students would then have to make their own arrangement to get home from Bristol.</p> <p><i>(The Community Co-ordinator left the meeting at this point)</i></p>
7.	<p>Review of events</p> <p>There were not events to review at this time.</p>
8.	<p>Any other business</p> <p>The following item had been identified for discussion under any other business:</p> <p>1) Bath Bar Crawl</p> <p>The Student Activities Co-ordinator explained the event to the committee. It was a fight night being arranged by the company called Bath Bar Crawl. There was no actual bar crawl arranged as part of this event. Students would be participating in the arranged fights.</p> <p>The Chair noted that previously that The SU in the past had chosen to not allow any kind of association between the Union and such companies regardless of the activity.</p> <p>The committee discussed the health & safety concerns and the risk involved in such an event.</p> <p>The Marketing Manager noted that this had been raised in the Operations committee meeting earlier in the day.</p> <p><i>(The Sports Officer was invited and joined the meeting at this point)</i></p> <p>The Sport Officer reported that they had only recently become aware of the event themselves. They explained that it was a charity event and that the students planning to participate were all from the boxing club.</p> <p>The committee discussed and noted that The SU's insurance would not cover students for doing an event such as this. They felt that these students needed to be informed of this.</p> <p>The committee discussed and agreed that further details of this event should be given to the Chair and Transport & Facilities Co-ordinator so that they could further investigate the event.</p>

	ACTION: Sport Officer to email the Chair and Transport & Facilities Co-ordinator further details to allow for a fuller investigate into the event.
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The meeting ended at 1.10pm.

APPENDIX J: LEADERSHIP COMMITTEE TERMS OF REFERENCE

LEADERSHIP COMMITTEE

1. TERMS OF REFERENCE

The committee's responsibilities for project management are set out in [Schedule 1](#).

The committee's responsibilities for strategic planning are set out in [Schedule 2](#).

The committee's responsibilities for reputational risks are set out in [Schedule 3](#).

The committee's responsibilities for student group executive committees are set out in [Schedule 4](#).

2. MEMBERSHIP

a) The membership of the committee shall be:

- all Officers (ex officio)

b) The committee shall elect an Officer to be the chair.

c) The Board of Trustees will appoint the secretary who cannot be the Chief Executive.

3. QUORUM

The quorum for any meeting of the committee and for any vote shall be three Officers.

MEETINGS

a) The committee shall meet as and when necessary to fulfil its responsibilities.

b) The secretary of the committee will convene meetings in accordance with The Student Union's (SU) Articles of Governance.

5. PROCEEDINGS

a) The committee meeting shall be conducted in accordance with The SU's Articles of Governance.

b) Minutes shall be kept of each meeting and shall be presented to the next meeting of the committee for approval and signing. A copy of the minutes shall be submitted to the next meeting of the Board of Trustees.

c) Any recommendations (including changes to the Terms of References) shall be submitted to the next meeting of the Board of Trustees for consideration and approval.

d) The minutes shall be kept in a separate minute folder.

SCHEDULE 1 - PROJECT MANAGEMENT RESPONSIBILITIES

1. To receive, consider and approve proposed SU wide projects/campaigns within The SU.
2. To recommend for the Finance & Audit committee's approval projects which will cost more than £10, 000.
3. To oversee and manage ongoing SU wide projects/campaigns within The SU.
4. To deal with any other project management matters which the Board of Trustees may refer from time to time.

SCHEDULE 2 – STRATEGIC PLANNING RESPONSIBILITIES

1. To recommend a draft strategic plan for the Board of Trustees to consider for adoption.
2. To follow and implement the strategic plan as agreed by the Board of Trustees.
3. To report to the Board of Trustees on progress made towards the agreed strategic plan.

SCHEDULE 3 - REPUTATIONAL RESPONSIBILITIES

1. To identify and monitor reputational risks for The SU.
2. To take action (if necessary) to prevent or limit the impact of reputational risks to The SU that have been identified.

SCHEDULE 4 – STUDENT GROUP EXECUTIVE COMMITTEES

1. To receive, consider and approve changes to the Executive committee's terms of reference (Constitution).
2. To receive and consider appeals from the sub-groups of the Executive committees.