

AGENDA

Committee:	Leadership Committee
Location:	President's Office
Date & Time:	Thursday 16 August 2018 at 3pm

1. Apologies for absence

Committee to receive and approve any apologies received for absence.

2. Notice of any other business

Chair to notify the committee of any items raised in advance of this meeting for discussion under any other business.

3. Declaration of conflict of interest

Members are asked to declare any conflict of interest they may have in relation to any business to be discussed at the meeting.

4. Terms of Reference

(Appendix A)
(Appendix B)

Committee to receive and agree the Terms of Reference for the Operations sub-committee.

Committee to agree their Terms of Reference to be recommended for adoption by the Board of Trustees at their next meeting.

5. Minutes of sub-committee meetings

The committee to receive minutes of sub-committee meetings:

Sub-committee	Date	Appendix
Operations Committee	10/07/2018	C
Operations Committee	16/07/2018	D
Operations Committee	24/07/2018	E
Operations Committee	07/08/2018	F
Events Committee	23/07/2018	G
Events Committee	03/08/2018	H

6. Project Management

6.1. Projects/campaigns for approval

The committee to receive and consider whether to approve the following projects:

Business case	Submitted by	Appendix
None received to date.		

6.2. Ongoing projects/campaigns

The committee to receive an update on the current ongoing projects/campaigns within the SU:

Current projects/campaigns	Appendix
None currently listed.	

7. Review of the Strategic Plan

(Appendix I)

The committee to review progress made against the strategic plan and agree any actions to be taken going forward.

8. Any other business

To discuss any items raised previously under notice of any other business.

OPERATIONS COMMITTEE**1. TERMS OF REFERENCE**

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

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

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

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

2. MEMBERSHIP

a) The membership of the committee shall be:

- all Officers (ex officio)
- the Chief Executive (ex officio)
- the Deputy Chief Executive (ex officio)
- Student Voice Manager (ex officio)
- Marketing Manager (ex officio)
- Advice & Community Manager (ex officio)

b) Except for those listed above, other members shall be appointed and reviewed annually at a Board of Trustees meeting.

c) Should a vacancy arise, a successor shall be appointed by the Board of Trustees at its next meeting following receipt of the resignation, and members so appointed shall serve until the next annual review.

d) The committee or the Board of Trustees shall appoint the chair.

e) The Board of Trustees will appoint the secretary who shall not be the Chief Executive.

3. QUORUM

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

4. MEETINGS

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

b) The Clerk of the committee will convene meetings in accordance with Articles TBC to TBC of The SU's Articles of Governance.

5. PROCEEDINGS

a) The committee meeting shall be conducted in accordance with Articles TBC to TBC of 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 Leadership committee.
- c) Any recommendations (including changes to the Terms of References) shall be submitted to the next meeting of the Leadership committee for consideration and approval.
- d) The minutes shall be kept in a separate minute folder.

SCHEDULE 1 – REPRESENTATION RESPONSIBILITIES

1. To identify and monitor key issues for The SU.
2. To agree (if necessary) the response that The SU will take to key issues that have been identified.

SCHEDULE 2 - 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 3 – COMMUNICATION PLANNING RESPONSIBILITIES

1. To monitor and plan outgoing communications from The SU.

SCHEDULE 4 – EXECUTIVE COMMITTEES

1. To receive the minutes and consider any recommendations of the Executive committees.
2. To receive, consider and approve changes to the Executive committee's Terms of Reference (Constitution).
3. To receive and consider appeals from the sub-groups of the Executive committees.

LEADERSHIP COMMITTEE**1. TERMS OF REFERENCE**

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

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

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

2. MEMBERSHIP

a) The membership of the committee shall be:

- all Officers (ex officio)
- the Chief Executive (ex officio)

b) Except for the Officers and Chief Executive, other members shall be appointed and reviewed annually at a Board of Trustees meeting.

c) Should a vacancy arise, a successor shall be appointed by the Board of Trustees at its next meeting following receipt of the resignation, and members so appointed shall serve until the next annual review.

d) The committee or the Board of Trustees shall appoint the chair.

e) The Board of Trustees will appoint the secretary who shall not be the Chief Executive.

3. QUORUM

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

4. MEETINGS

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

b) The Clerk of the committee will convene meetings in accordance with Articles TBC to TBC of The SU's Articles of Governance.

5. PROCEEDINGS

a) The committee meeting shall be conducted in accordance with Articles TBC to TBC of 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 – OPERATIONAL RESPONSIBILITIES

1. To receive the minutes and consider any recommendations of the Operations committee.
2. To receive, consider and approve changes to the Operations committee's Terms of Reference.
3. To receive the minutes and consider any recommendations of the Events committee.
4. To receive, consider and approve changes to the Events committee's Terms of Reference.

SCHEDULE 2 - 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 **£TBC**.
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 3 – 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.

Committee:	Operations Committee
Location:	President's Office
Date & Time:	Tuesday 10 July 2018 at 9.00 a.m

Present:	
Andrew McLaughlin	Chief Executive (Chair)
Mandy Wilson-Garner	Deputy Chief Executive
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Charlie Slack	Student Voice Manager
Helen Freeman	Marketing Manager
Emma Quixley	Advice and Community Manager
Kimberley Pickett-McAtnackney	Activities Officer

1. Apologies for absence

Name	Reason	Accepted
Eve Alcock	Graduation	Yes
Jack Kitchen	Graduation	Yes
Jiani Zhou	Graduation	Yes
Alisha Lobo	Annual Leave	Yes
Andy Galloway	BUCS conference	Yes

The meeting was not quorate and therefore formal decisions could not be taken.

The Chair introduced and explained the purpose of the committee.

2. Notice of any other business

No items were identified for discussion under any other business.

3. Declaration of interest in any item on this agenda

No member of the committee declared any conflict of interest.

4. Terms of Reference

The terms of reference for the committee were shared. The committee discussed committee membership and whether all members of staff should have voting rights at meetings.

As the meeting was not quorate a decision on this matter would be taken at the next meeting.

5. Minutes of the previous meetings

The last two sets of management committee minutes could not be approved as the meeting was not quorate. These would be approved at the next meeting.

6. Matters arising from previous meeting

These were not discussed as minutes would be approved at the next meeting

7. Representation and planning

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

Equality & diversity

The committee discussed the equality & diversity committee that the community officer had attended. They noted that females now made up to 20% of the professors at the University of Bath.

ACTION: Advice and Community Manager to circulate notes from meeting to all committee members.

Enterprise

The Deputy Chief Executive reported on the Enterprise steering group meeting they had attended. Discussions were currently taking place as to how to join enterprise with the curriculum transformation. A current issue was the lack of collaboration between the University and The Student Union (The SU). The committee discussed and agreed that The SU needed to get better at promoting enterprise to its student members.

University and College Union Strike actions (UCU)

The committee discussed the UCU strikes and the likelihood that further strike actions would be coming in the future. It was noted that UCU appeared to be having some internal issues within its membership.

QUESTION: A committee member asked the Advice and Community Manager if many students had made academic appeals on account of the strikes?

ANSWER: The Advice and Community Manager reported that very few students had made academic appeals because of the strikes.

Student Suicides

The committee discussed student suicides and the issue of them being under reported. Members were in agreement that they felt that the University was not doing enough to engage with this issue. The committee discussed whether The SU should consider taking action themselves on the issue. After consideration the committee agreed that research should be first conducted to find the best approach to take if The SU was to take action on the issue.

ACTION: the Advice and Community Manager to use their contacts at Bristol to find out how they had reported on the student suicides that had happened in Bristol.

ACTION: Chief Executive to obtain an update from the University on what they are doing with regards to this issue.

8. Priority communications

This was not discussed.

9. Reputational risk

This was not discussed.

10. Executive Committee issues, including financial variations

No executive committee issues were raised.

11. Any other business

No other business had been previously been identified for discussion.

The meeting ended at 10.00am.

Item number	Action	Responsibility
7	Circulate notes from Equality & Diversity committee meeting to all committee members.	Advice and Community Manager
7	Use contacts at Bristol to find out how they reported on the student suicides that happened in Bristol.	Advice and Community Manager
7	Obtain an update from the University on what they are doing with regards to this issue.	Chief Executive

Committee:	Operations Committee
Location:	President's Office
Date & Time:	Tuesday 17 July 2018 at 9.30 a.m

Present:	
Andrew McLaughlin	Chief Executive (Chair)
Mandy Wilson-Garner	Deputy Chief Executive
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Charlie Slack	Student Voice Manager
Helen Freeman	Marketing Manager
Eve Alcock	President
Jack Kitchen	Education Officer
Alisha Lobo	Community Officer
Jiani Zhou	Postgraduate Officer
Kimberley Pickett-McAtackney	Activities Officer

1. Apologies for absence

Name	Reason	Accepted
Emma Quixley	Training	Yes
Andy Galloway	Annual Leave	Yes

2. Notice of any other business

No items were identified for discussion under any other business.

3. Declaration of interest in any item on this agenda

No member of the committee declared any conflict of interest.

4. Terms of Reference

This item was not discussed.

5. Minutes of the previous meetings

The management committee minutes from 18/06/2018 and the 04/06/2018 were approved and signed by the chair. These were signed at this meeting as the management committee had now been disbanded.

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

6. Matters arising from previous meeting

Item number	Action	Outcome
7	Circulate notes from Equality & Diversity committee meeting to all committee members.	Completed.
7	Use contacts at Bristol to find out how they reported on the student suicides that happened in Bristol.	Completed.
7	Obtain an update from the University on what they are doing with regards to this issue.	ACTION: Still to be actioned by the Chief Executive

7. Representation and planning

(The activities officer joined the meeting at this point)

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

The Deputy Chief Executive reported on a meeting they had attended regarding postgraduate work space. It was noted that a working group was being assembled which would include Officers to discuss this further.

ACTION: The Deputy Chief Executive to seek further information on this.

The committee discussed international signs that had been put up in some buildings which instructed people on how to use the toilet correctly. They agreed that these signs were not appropriate and may be seen by international students as patronising.

ACTION: The Chief Executive to raise this with Peter Lambert.

The committee discussed the university's plans for a globe room and how this was duplicating a lot of the work the student union (SU) was doing with international students. They noted that The SU had not been consulted on this at any point and that the project had been approved without The SU even knowing it was happening.

ACTION: The Chief Executive to raise this with Peter Lambert.

The committee discussed student parking on Bristol road and recent actions that had been taken to prevent this. They agreed that in future it would be useful for surveys to record if students had their own cars. This would allow for greater informed discussion around this subject and what affect it was actually having on students.

*(The Student Voice Manager, President, Education Officer and Postgraduate Officer left the meeting at this point to attend another meeting.
The meeting from this point was inquorate and formal decisions could no longer be taken)*

8. Priority communications

The Marketing Manager shared and went through the communications calendar with the committee. Committee members noted that in future items raised in the Student Voice Manager's report may feed into this.

9. Reputational risk

The following reputational risk was identified:

An article within the Daily Mail/Mirror.

The committee noted that the President was planning to respond to this article via facebook.

10. Executive Committee issues, including financial variations

No executive committee issues were raised.

11. Any other business

No other business had been previously been identified for discussion.

The meeting ended at 10.00am.

Item number	Action	Responsibility
6	Obtain an update from the University on what they are doing with regards to this issue.	Chief Executive
7	Seek further information on University's plans for postgraduate work space.	Deputy Chief Executive
7	International signage to be discussed with Peter Lambert	Chief Executive
7	University's plans for a globe room to be discussed with Peter Lambert	Chief Executive

Committee:	Operations Committee
Location:	President's Office
Date & Time:	Tuesday 24 July 2018 at 9.30 a.m

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

In attendance:	
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Charlie Slack	Student Voice Manager
Helen Freeman	Marketing Manager
Emma Quixley	Community & Advice Manager

1. Apologies for absence

Name	Reason	Accepted
Mandy Wilson-Garner	None	Yes
Andy Galloway	Annual Leave	Yes

2. Notice of any other business

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

- 1) Pre-loading alcohol study

3. Declaration of conflict of interest

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

4. Minutes of the previous meetings

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

5. Matters arising from previous meeting

Item number	Action	Outcome
6	Obtain an update from the University on what they are doing with regards to this issue.	<p>The Chair reported on what the University were doing with regards to student suicides and what The Students' Union (The SU) could do to provide support to the student community.</p> <p>ACTION: Chief Executive to continue discussion with the University around this issue.</p>

7	Seek further information on University's plans for postgraduate work space.	
7	International signage to be discussed with Peter Lambert	This had been raised with the University and was now being looked into.
7	University's plans for a globe room to be discussed with Peter Lambert	

6. Representation and planning

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

The committee discussed the University Council meeting and the work of its effectiveness committee.

The committee discussed the University induction meeting that some of The SU officers had attended. They reported that they had concerns around the proposed presentation to be used for student induction which they felt was not clear and lacked relevance in parts. The committee agreed that feedback should be to the University.

ACTION: Officers to provide University with feedback on presentation to be used for student induction.

The committee discussed Edge and its upcoming consultation around changes to be made. Concerns were expressed around the lack student input being sought through the consultation. It noted that there were some changes that would have a positive impact on students but others that did not appear to be well thought out. The committee agreed that the Activities Officer should respond to the Edge consultation.

ACTION: Activities Officer to respond to the Edge consultation.

The committee discussed the cost saving measures being implemented across the University and the affect that this was going to have on students through the increased additional costs they would have to pay.

(The Activities Officer left the meeting at this point)

The committee discussed how transparent The SU could be around Council meetings and the Vice Chancellor recruitment. They agree that something on both of these subjects should be published and considered whether a blog should be set up for this purpose. Before proceeding the committee agreed that some actions would need to be taken.

ACTION: President to contact the Head of Secretariat to discuss what information can be published.

ACTION: Officers and Marketing Manager to meet to discuss the proposed blog.

ACTION: President and Education Officer to write a piece on Council meetings and Vice Chancellor recruitment for the blog.

7. Priority communications

This was not discussed.

8. Reputational risk

No reputational risks were identified.

9. Executive Committee issues, including financial variations

No executive committee issues were raised.

10. Any other business

The following item had been previously identified for discussion:

1) Pre-loading alcohol study

The committee discussed the Psychology departments request to conduct a study into pre-loading alcohol using The SU nightclub. Concerns were expressed over how students would react to the study being conducted at the nightclub. The committee agreed not to grant permission for the study to be conducted.

The meeting ended at 11.00am.

Item number	Action	Responsibility
5	Continue discussion with the University around student suicides.	Chief Executive
6	Provide University with feedback on presentation to be used for student induction.	Officers
6	Respond to the Edge consultation	Activities officer
6	Contact the Head of Secretariat to discuss what information can be published in relation to Vice Chancellor recruitment.	President
6	Meet to discuss the proposed blog on Vice Chancellor recruitment.	Officers and Marketing Manager
6	Write a piece on Council meetings and Vice Chancellor recruitment for the blog.	President and Education Officer

Committee:	Operations Committee
Location:	President's Office
Date & Time:	Tuesday 07 August 2018 at 9.00 a.m

Present:	
Mandy Wilson-Garner	Deputy Chief Executive (Chair)
Eve Alcock	President
Jack Kitchen	Education Officer
Alisha Lobo	Community Officer
Jiani Zhou	Postgraduate Officer
Andy Galloway	Sports Officer

In attendance:	
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Charlie Slack	Student Voice Manager
Helen Freeman	Marketing Manager
Emma Quixley	Community & Advice Manager

1. Apologies for absence

Name	Reason	Accepted
Andrew McLaughlin	Annual Leave	Yes
Kimberley Pickett-McAtackney	Annual Leave	Yes

The Education Officer reported to the committee that they would have to leave early to attend another meeting.

2. Notice of any other business

No items were identified for discussion under any other business.

3. Declaration of conflict of interest

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

4. Minutes of the previous meetings

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

5. Matters arising from previous meeting

Item number	Action	Outcome
5	Continue discussion with the University around student suicides.	ACTION: Carried over to next meeting.
6	Provide University with feedback on presentation to be used for student induction.	Action not completed. President reported that they wanted to speak with University first to discuss ideas.
6	Respond to the Edge consultation	ACTION: Carried over to next meeting.

6	Contact the Head of Secretariat to discuss what information can be published in relation to Vice Chancellor recruitment.	President reported that they not been able to contact the Head of Secretariat and had therefore gone ahead with publishing update on Vice Chancellor recruitment.
6	Meet to discuss the proposed blog on Vice Chancellor recruitment.	A meeting has been arranged to discuss this.
6	Write a piece on Council meetings and Vice Chancellor recruitment for the blog.	This would be addressed at the same meeting mentioned above.

6. Representation and planning

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

The committee discussed the Doctorial College and in particular the Doctorial Welcome Team. It was noted that the Doctorial College was planning events for Fresher's week and the upcoming academic year for postgraduates. Some concerns were expressed by the committee that they may be duplicating activities that The SU were hosting.

The Sports Officer reported that they would be attending a meeting with BUCs regarding club fees. It was noted that the fees for clubs had not been increased for five years and that there was a high chance that fees would therefore go up this year.

(The Community Officer joined the meeting at this point)

The Chair reported that they would be attending an Enterprise working group meeting this afternoon.

The Education Officer reported they had had discussions regarding student trustees with Officers from other Unions. In general the feedback had been mostly negative with common issues being that student trustees often did not understand their role or only became a student trustee for personal reasons.

The Community & Advice Manager reported on a meeting they had had with the University to discuss the University reporting and support tool. At the meeting they had been asked a few questions regarding the Union's wider processes and how they would respond to certain scenarios which they could not answer.

ACTION: Community & Advice Manager, Community Officer, Deputy Chief Executive and Governance & Executive Support Manager to meet to discuss Union processes further.

7. Priority communications

The Marketing Manager noted there were no changes to report.

8. Reputational risk

The Student Voice Manager raised a reputational risk with regards to some external speakers that were attending the Fresher's week.

The Fusion movement and Freedom movement were both groups that were part of the Evangelical Alliance who held a stance against same sex marriages. There was a risk that their attendance might upset some Members of the Union.

The Student Voice Manager explained the background behind both groups.

The President noted to the committee's attention that as a Christian they may have a conflict of interest. The committee noted the conflict of interest but agreed that the President brought useful insight to this matter.

The President gave further details with regards to the Fusion movement that they were familiar with but could not provide anything further with regards to the Freedom movement who they were unfamiliar with. They believed that by nature these movements were unlikely to send anyone who would actively seek to antagonise Members of the Union.

(The Education Officer left the meeting at this point)

The committee discussed the matter and decided that the Officers should vote on the matter.

The Officers voted unanimously in favour of allowing both to attend Fresher's week.

The Community Officer reported that they had been approached with regards to whether Bath would be interested in hosting an anti-marketisation roadshow in October. The committee discussed and agreed that further information was required before a decision could be taken.

ACTION: Community Officer to contact NUS with regards to the anti-marketisation roadshow to seek further clarity around its purpose.

9. Executive Committee issues, including financial variations

No executive committee issues were raised.

10. Any other business

No items had been previously identified for discussion.

The meeting ended at 10.00am.

Item number	Action	Responsibility
5	Continue discussion with the University around student suicides.	Chief Executive
5	Respond to the Edge consultation	Activities Officer
6	Meet to discuss Union processes further.	Community & Advice Manager, Community Officer, Deputy Chief Executive and Governance & Executive Support Manager
8	Contact NUS with regards to the anti-marketisation roadshow to seek further clarity around its purpose.	Community Officer

Committee:	Events Committee
Location:	East 3.6
Date & Time:	Monday 23 July 2018 at 12.15 pm

Present:	
Mike Dalton	Bars and Events Manager
Helen Freeman	Marketing Manager
Helen McHenry	Finance Manager
Paul Brooks	Transport & Facilities co-ordinator
Anna Boneham	Student Volunteer Manager
Carmela Lear	Student Activities co-ordinator
Gregory Noakes	Governance & Executive Support Manager (minute taker)

(No agenda was issued for this meeting. These minutes were taken of the meeting)

1. Apologies for absence

All members were present.

2. Notice of any other business

No items were identified for discussion under any other business.

3. Declaration of interest in any item on this agenda

No member of the committee declared any conflict of interest.

4. Events Wash up

The Bars and Events Manager began the meeting by explaining the purpose of the events committee which was to support and advice people running events within the Students' Union (The SU). This was achieved through the range of expertise brought to the committee by its members who were able to advise people on everything from finance, marketing to health & safety risks.

The committee reflected on the work of the committee over the last 12 months and discussed ways that it could be improved.

The committee discussed the format of meetings and agreed that 15 minute for groups to present their events to the committee worked well. Consideration was given to sending information out before the meeting to help committee members prepare for the meeting. The committee agreed that papers should be sent out 3 days before the meeting.

The committee discussed the online events planner and whether training should be provided for staff and members around this. They agreed that this should be discussed with the Web Co-ordinator.

ACTION: Committee to discuss online events planner with Web Co-ordinator.

The committee discussed the need for a follow up on events after they have happened in order to identify anything that can be learnt from them for next time. It was suggested that a monthly catch up meeting should happen to review events held over the past month.

AGENDA

The committee discussed risk assessments for events and the Transport & Facilities co-ordinator noted that the University were allowing The SU to amend the risk assessment forms to be more student accessible.

ACTION: Transport & Facilities co-ordinator and Marketing Manager to redesign the risk assessment forms.

The committee discussed meeting content and agreed that this should continue as it had over the last year.

5. Any other business

No other business had been previously been identified for discussion.

The meeting ended at 13.05pm.

Item number	Action	Responsibility
4	Discuss online events planner with Web Co-ordinator	Committee
4	Redesign the risk assessment forms	Transport & Facilities co-ordinator and Marketing Manager

Committee:	Events Committee
Location:	Outside Activities Office
Date & Time:	Monday 03 August 2018 at 12.15 pm

Present:	
Helen Freeman	Marketing Manager
Anna Boneham	Student Volunteer Manager (Chair)
Carmela Lear	Student Activities co-ordinator

In attendance	
Gregory Noakes	Governance & Executive Support Manager (minute taker)
Harvey	RAG Chair

(No agenda was issued for this meeting. These minutes were taken of the meeting)

1. Apologies for absence

All members invited were present.

2. Notice of any other business

No items were identified for discussion under any other business.

3. Declaration of interest in any item on this agenda

No member of the committee declared any conflict of interest.

4. RAG Trek

The RAG Chair explained to the Events committee the purpose of the event was to raise money for charity. Each person would seek to raise £1500 each with 50% going towards the running cost and 50% to charity.

The Events committee noted that the event had been held the previous year and asked what lessons had been learnt from this.

The RAG Chair explained that the proposed budget for this year's event was building on the previous year's budget. Learning from last year the budget had been planned to take into account the variable that some people might drop out of the event. The committee Chair noted that the Finance Manager had reported no concerns with the proposed budget.

QUESTION: A committee member asked how long people would have to opt out after signing up for the event?

ANSWER: The RAG Chair reported they would have up to 14 days to change their mind.

The RAG Chair also explained that they were going to speak early on in the term with participants to set expectations and encourage them to start planning early.

The Events committee discussed how the event could be advertised early on to raise people's awareness for it. It suggested that a launch event early on in the autumn term might help achieve this. This would help when it later came to raise money.

AGENDA

The committee Chair noted that the Transport & Facilities co-ordinator had suggested that participants should be responsible for themselves in their free time and that this should be made clear to them beforehand. They had also suggested that they should also use 'find my friend' app during the event so that family and friends could track their movements.

QUESTION: A committee member asked how would the event ensure that they had skilled leaders?

ANSWER: The RAG Chair explained that two participants who had to drop out last year for personal reasons were keen to take a leading role this year. Both were suitably skilled and motivated for the event which made them ideal. They had also prior to dropping out raised most of the money needed last year.

QUESTION: A committee member asked if they would still be interviewed before the decision was made?

ANSWER: The RAG Chair confirmed that they would be.

The committee noted that last year there had been reports of some poor behaviour relating to the event and that it was therefore important that participants this year were informed upfront of expectations.

The committee agreed and approved for the event to go ahead.

5. **Any other business**

No other business had been previously identified for discussion.

The meeting ended at 11.30am.

University of Bath Students' Union Strategic plan 2017-2020

Our cause

We believe that an independent student voice and an experience led by students delivers the biggest benefits for students and society.

We achieve this by:

- Being student led
- Empowering students
- Including all students
- Supporting students
- Having fun

Our mission is to help students get the most out of their student experience at Bath.

Where are we now? Where do we want to be in 2020?

The University of Bath Students' Union is one of the UK's top students unions, ranked highly by students in the National Student Survey and one of only four unions across the country to achieve the Gold Award in the Student Union Evaluation Initiative.

Within the University context we provide a unique perspective that is:

- Student led
- Holistic in its view of the student experience
- Independent of the University
- Democratic
- At the interface with students
- Open to working in partnership

We've spoken to a wide range of people about the Students' Union over the last 12 months. They recognise the high esteem that the Students' Union is held in, and the contribution it makes to the student experience at Bath. There is support and enthusiasm for the broad range of activities we offer, but also recommendations for some areas for development.

Feedback has consistently told us that whilst we should continue with the direction of travel of the 2013-16 Big Plan, we should aim to consolidate our current activity. Students have also told us that they want their SU to be seen to be actively involved in campaigning for change and be seen as separate to, and different from, the University.

Looking ahead, our work also needs to be considered alongside the new University strategy. This is focusing on:

- Extending the University's research power
- Affirming international partnerships
- Becoming an international leader in graduate education
- Enriching the student experience
- Expanding capacity and capability through new infrastructure, facilities and technologies

By 2020 we want to have built on our position of strength to deliver our cause with greater impact. Our mission is helping students get the most out of their time at Bath; our destination is to have helped every

student do that. This means developing our understanding of what we are here to do, planning and prioritising our work, and ensuring that we are delivering to the best of our abilities.

Organisational Key Performance Indicators (KPIs)

We are moving towards a simpler set of organisational KPIs linked to our cause and the outcomes we achieve. Year one will be about creating a baseline we can work from. The work in our enabling programmes will help us better understand student motivations, engagement and participation. As we learn more, we will be able to finesse the way we measure delivery of our cause.

THINK	FEEL	DO
"I am satisfied with..."	"I am getting the most out of my time at Bath."	Engagement level
Surveys: UG: NSS & UKES, PTES, PRES	Surveys: UG: UKES, PTES, PRES	Participation data

Data will be analysed so that we can test the inclusivity of what we do. Different teams will collect evaluation data as a way of measuring impact through individual events and activities. This will reflect the distinctive nature of each area of work, but will connect to organisational KPIs. We will also increase the volume of individual case studies and narratives.

Our strategy for 2017-20

There are three areas to our strategy.

A. All of our work needs to reflect key strategic shifts:

- Embed our **cause** in all we do.
- Focus on delivering **fewer bigger better** initiatives.

B. We need to develop our skills and capacity in four enabling programmes of work:

- Build the skills and capability of our **people**
- Improve our **financial processes**
- Improve our **communications**
- Increase our **knowledge**

C. Students want us to develop our offer by:

- Improve development, recognition and reward for **student leaders**
- Support the independent **student voice**
- Improve and extending **peer-to-peer support**
- Enhancing the **postgraduate student experience**

Strategic objectives

1. Apply the core strategy to all our work

Teams will be tasked to demonstrate how they are planning to achieve the following objectives.

- Embed our **cause** in all we do. This means talking openly about why we are here and what we are here to do, constantly reminding people about our cause.
- Deliver **Fewer bigger better** initiatives. We need to be constantly looking for opportunities to remove duplication of effort, join activities together and prioritise ruthlessly to achieve greater impact in what we do.

2. Build the skills and capability of our people:

Our people enabling programme is about ensuring that our people are able to perform at their highest level through being empowered in their roles, are engaged fully in our cause and enjoy their work. Our work here links closely with the new University Workforce Strategy.

- Every member of staff to have a personal development plan linked to the strategy and their personal objectives, ensuring provision of development opportunities over the course of the plan.
- As part of this, develop the management skills, knowledge and confidence within the Students' Union through a tailored leadership development programme, with a clear succession plan for all leadership roles.
- Develop the SU's distinctive 'employer brand' (i.e. how we're distinct from the university and others) by linking employment to our cause, values and behaviour. This will be manifested through our recruitment, induction, development and recognition processes. Include student staff as part of this approach
- Improve facilities for staff so they have space to work and places to rest.
- Ensure that all SU staff are paid fairly in comparison with matched University roles.
- Ensure we have the right structures, capacity and roles to deliver our strategy.
- Continue to improve the way we meet and communicate with each other in the Students' Union, blurring distinctions between teams to help break down false barriers.

3. Improve our financial processes

Our finance and process enabling programme aims to improve the transparency of our finances, increase accountability amongst budget holders and officers, and strengthen our planning and processes. We will improve our efficiency and begin diversifying our income streams – helping fund our strategic plan and deliver our core charitable purpose.

- Move to a three-year financial planning cycle so the University grant is matched directly against the delivery of our core work and that budget holder submissions are based on clear long-term delivery plans. We will ensure we have the funds to deliver our core work, and our reserves are managed at an appropriate level.
- Review processes and procedures seeking efficiencies in time and funding, including procurement. Review options and move our financial systems online wherever possible, to achieve greater transparency and accountability amongst budget holders.
- Improve the clarity of SU finances through a clear Management Team process and tracking of:
 - Reporting and managing over- and under-spend within the SU
 - Requests and approvals of additional spend
 - External bids for money, from University or sponsors or elsewhere.
- Grow the skills, knowledge and confidence of budget holders (student and staff) so they can take greater accountability of the finances they manage in the SU, supported by the tools and training they need to perform their work.
- Begin increasing income from external sources, including sponsorship, partnership funding and new commercial activity, as a way of diversifying our income.

4. Improve our communications

Through our communications enabling programme we will overhaul our communications to deliver a high impact suite of tools for engaging audiences and delivering our core objectives. Our communications will provide students with everything they need to get the most out of their time at Bath.

- Review SU branding, developing a new visual identity, brand language and brand architecture that covers all of our work – with tools and templates that can be used by all SU teams and student groups.

- Develop an organisation-wide calendar to help the Management Team in planning and prioritising activity throughout the year
- Develop our communications approach so we are clear about what we'll communicate when, and how we'll do it on the different channels available to us.
- Review current performance and develop a new website that is focused on the user experience and based on our new student segmentation model.
- Increase the volume and quality of content, including our bank of video and images, in support of our strategic objectives.
- Develop the content production and publishing skills of SU staff, student media, student groups and others.

5. Increase our knowledge

To be successful in helping students get the most out of their time at Bath, we have to develop our understanding of them so we can tailor our activities, respond effectively to their needs and represent the student voice in the University and elsewhere. We will develop and make use of a suite of knowledge tools and models that inform our work – and help us measure the outcomes of the work we do.

- Develop SU knowledge so we can better understand the motivations of students in coming to Bath, understand and pre-empt trends, and get a stronger sense of their views, opinions and experiences. We can use this work to prove the validity of our cause, gaining valuable insight that will influence all we do.
- Create a suite of tools to influence our work:
 - segmentation model, based on student motivations
 - student journey model, based on how need changes throughout the student experience
 - engagement strategy, so we can be clear about how we move students from a transactional to an emotional connection with our cause
- Develop a robust suite of outcomes measures linked to the delivery of our cause, capturing actual attendance/participation data that can be utilised in communications activity and elsewhere.

6. Improve development, recognition and reward for student leaders

Ensure our leaders are trained and developed; feel valued; and receive appropriate reward and recognition.

- Develop a cross-SU culture where Student Leaders are supported, recognised and accredited from the time they come into role to their handover to other students.
- Work as part of the Skills Audit project to further develop Student Leader training to ensure students are equipped to hold a committee position, be a representative or have a supporting role within the SU and across the University.
- Further develop the Student Leader's hub as a central resource to enable Student Leaders easy access to key information such as training, updated role profiles and resources relevant to their roles.
- Build a community of Student Leaders where they actively share information with each other and with the Students' Union and be able to directly influence SU policy.

7. Support the independent student voice

Ensure that the appropriate structure, support and advice is offered in order to help students to lead on changes in their student experience.

- Develop a community of change makers by training and supporting students to be confident in creating change for themselves.
- Create, launch and win on campaigns by developing core campaigns, grassroots initiatives and political activity which seeks to improve the lives of our members and wider society.

- Enhancing the SU democratic processes, ensuring the SU is shaped by the members through interactive forums
- Creating a platform in which elected representatives offer transparent and timely updates to students on how their SU is working for the benefit of all of our members.

8. Improve and extend peer-to-peer support

Ensure that the provision of appropriate peer support is extended across further, key areas of the student experience.

- Build on the success of undergraduate mentoring schemes and develop schemes for postgraduate students so that all new students are offered support by their peers during their first year at University.
- Build active learning communities through the expansion and further development of Peer Assisted Learning (PAL) schemes where students are given the opportunity to collaboratively work with other students.
- Build a strong sense of community, belonging and tradition in University Halls by further developing the Hall Rep system, and by enabling senior students (former hall reps and Freshers' week Captains) to mentor hall reps through, and beyond the induction period.
- Further support and develop our student support groups to enable them to lead and run activities across the SU and the University to help promote and support student health and wellbeing.

9. Enhance the postgraduate student experience

Ensure increased access to opportunities for engagement and, as a consequence, levels of postgraduate student satisfaction.

- Improve the quality and timeliness of postgraduate students' induction – to ensure that a comprehensive, year round, rolling induction programme is available to all new postgraduate students.
- Address the perceived sense of isolation amongst PGR students.
- Provide enhanced support for PGs who teach – focusing on the needs of those PGR students who undertake teaching as part of their PG study at the University.
- Demonstrate the relevance and value of the SU to the PG student experience.

Finances

The Students' Union is not yet in a position to outline our financial projection over the next three years. Our funding remains tied to University block grant funding to fund permanent roles and support our core work. We have allocated more than £130k from SU reserves to fund the delivery of this strategy.

Strategic risks

The Students Union maintains a strategic risk register which highlights threats and weaknesses in being able to deliver our objectives.