AGENDA

THE SU UNIVERSITY OF BATH

Committee:	**Leadership Committee**
Location:	**President's Office**
Date & Time:	**Tuesday 11 September 2018 at 10.30am**

Item		Appendix
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.	**Minutes of the previous meeting** Minutes will be approved and signed by the chair at the meeting. *Any amendments to the previous minutes should be forwarded to the committee clerk before the meeting.*	A
5.	**Matters arising from the previous minutes**	
6.	**Terms of Reference** 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.	B C
7.	**Project Management** The committee to receive and consider whether to approve the following projects: **None.** The committee to receive an update on the current ongoing projects/campaigns within the SU: **None.**	
8.	**Review of the Strategic Plan** The committee to review progress made against the strategic plan and agree any actions to be taken going forward.	D

9.	**Minutes of sub-committee meetings**	
	The committee to receive minutes of sub-committee meetings:	
	Operations Committee **14/08/2018** Operations Committee **21/08/2018** Operations Committee **04/09/2018**	E F G
10.	**Any other business**	
	To discuss any items raised previously under notice of any other business.	

Committee:	**Leadership Committee**
Location:	**President's Office**
Date & Time:	**Thursday 16 August 2018 at 3 p.m**

Present:	
Andrew McLaughlin	Chief Executive (Clerk)
Eve Alcock	President (Chair)
Alisha Lobo	Community Officer
Jiani Zhou	Postgraduate Officer
Andy Galloway	Sport Officer

1. **Apologies for absence**

Name	Reason	Accepted
Gregory Noakes	Annual Leave	Yes
Mandy Wilson-Garner	Annual Leave	Yes
Jack Kitchen	Annual Leave	Yes
Kimberley Pickett-McAtackney	Annual Leave	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 member declared any conflict of interest in any item on the agenda.

4. **Terms of Reference**

The committee discussed the Terms of References for the Operations sub-committee noting a few amendments to be made. They decided not to adopt them until they had opportunity to discuss them with the Governance & Executive Support Manager.

The committee discussed the Terms of References for the Leadership committee noting a few amendments to be made.

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

5. **Minutes of Sub-committee meetings**

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

6. **Project Management**

   a. **Project/campaigns for approval**

   There were no projects at this time to be approved.

   b. **Ongoing projects/campaigns**

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This item was not discussed.

7. Review of the Strategic Plan

This item was not discussed.

8. Any other business

No items had been previously identified for discussion.

The meeting ended at 5pm.

Item number	Action	Responsibility
4	Amend the Terms of References for the Operations Sub-committee and Leadership committee for presenting at the next Leadership committee meeting.	Governance & Executive Support Manager

APPENDIX B: OPPERATIONS SUB-COMMITTEE TERMS OF REFERENCE

OPERATIONS SUB-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 student group executive committees are set out in Schedule 4.

2. MEMBERSHIP

a) The membership of the sub-committee shall be:

- all Officers
- the Chief Executive
- the Deputy Chief Executive
- Student Voice Manager
- Marketing Manager
- Advice & Community Manager

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 shall serve until the next annual review.

d) The sub-committee shall elect a chair.

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

3. QUORUM

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

4. MEETINGS

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

b) The Clerk of the sub-committee will convene meetings in accordance with Articles 70 to 73 of The SU's Articles of Governance.

5. PROCEEDINGS

a) The sub-committee meeting shall be conducted in accordance with Articles 76 to 90 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 sub-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 – STUDENT GROUP 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 shall serve until the next annual review.

d) The committee shall elect a chair.

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

3. QUORUM

The quorum for any meeting of the committee and for any vote 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 70 to 73 of The SU's Articles of Governance.

5. PROCEEDINGS

a) The committee meeting shall be conducted in accordance with Articles 76 to 90 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 sub-committee.

2. To receive, consider and approve changes to the Operations sub-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.

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

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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:
  - o Reporting and managing over- and under-spend within the SU
  - o Requests and approvals of additional spend
  - o 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.

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- 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.

Committee:	**Operations Committee**
Location:	**President's Office**
Date & Time:	**Tuesday 14 August 2018 at 9.00 a.m**

Present:	
Eve Alcock	President
Alisha Lobo	Community Officer
Andy Galloway	Sports Officer

In attendance:	
Charlie Slack	Student Voice Manager
Helen Freeman	Marketing Manager
Emma Quixley	Community & Advice Manager (Clerk)

1. **Apologies for absence**

Name	Reason	Accepted
Andrew McLaughlin	Annual Leave	Yes
Kimberley Pickett-McAtackney	Annual Leave	Yes
Gregory Noakes	Annual Leave	Yes
Mandy Wilson-Garner	Annual Leave	Yes
Jack Kitchen	Working at Virgil Building	Yes
Jiani Zhou	Not known	

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	Responsibility
5	Continue discussion with the University around student suicides.	**ACTION: Carried over to next meeting.**
5	Respond to the Edge consultation	**ACTION: Carried over to next meeting.**
6	Meet to discuss Union processes further.	Community & Advice Manager met with the Governance & Executive Support Manager. Meeting arranged for the 15th August to discuss further with Deputy Chief Executive and Community Officer.

8	Contact NUS with regards to the anti-marketisation roadshow to seek further clarity around its purpose.	Awaiting response from NUS.

6. Representation and planning

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

The Student Voice Manager updated the committee on meeting with members of staff from the Doctoral College. Health and Safety for Doctoral students was discussed in their various working environment. It was discovered there are no risk assessments conducted for these students in their various places of work. This may therefore be a good issue for the Top Ten. The Student Voice Manager updated the committee that the curriculum transformation placement students have started and some of the Officers have met with them.

The Student Voice Manager updated the committee that meetings have started for student voice report.

The Student Voice Manager raised VC recruitment as a topic. The President said they are meeting the successful candidate off campus to discuss communications to student about their appointment.

The Community Officer met with Jane Loveys (Director of AHS). Part of the discussion in this meeting was Polden Court accommodation. The cost of this accommodation is £210 per week. AHS have said they are going to do a benchmarking exercise with other universities on their accommodation costs.

The Community Officer also spoke with Jane about provision of products in fresh for black students. A list is being complied with Race Equality group and items will be stocked in fresh.

Andy attended BUCS working group meeting. The meeting was very focused on performance. Andy felt it should also focus on other areas of BUCS also and raised this in the meeting. Andy informed the committee that the budget has been cut to focus on 7 sports. There was a sense from the committee that there hasn't been enough consultation with SU or students on this. Club membership is going up to £35 but includes insurance now and BUCs costs going up to £65 from £50.

7. Priority communications

The Marketing Manager noted the A Level Results day coming up. It was suggested that Officers could do some posts on their social media for this.

8. Reputational risk

The Community Officer raised the University Report & Support tool and processes around harassment and misconduct as a reputational risk and area of concern.

Josh Callendar, the Anti-Harassment Campaign Manager, shared the current Report & Support Tool with The Community Officer.

The Community Officer stated she feels it is not good enough. It is not visually appealing or accessible. The tone is not as supportive as it should be and the description of the SU is not sufficient.

A more general concern around the University and SU procedures was raised. It currently feels very unclear as to both what the University processes are and the SU processes. The Community & Advice Manager and the Community Officer are due to meet with Deputy Chief Executive to discuss.

ACTION: Community Officer and Community & Advice Manager to meet with Josh and George, the Equality and Diversity Manager, as soon as they return from holiday to express concerns.

The Community Officer informed the committee that BBC South West are planning on doing a segment with the University on this Report and Support tool and the SU officers may also be asked to feature.

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
5	Meet to discuss Union processes further.	Community & Advice Manager, Community Officer and Deputy Chief Executive.
8	Arrange meeting with George Brown, Equality & diversity Manager, for when they return from holiday.	Community & Advice Manager and Community Officer.

Committee:	**Operations Committee**
Location:	**President's Office**
Date & Time:	**Tuesday 21 August 2018 at 9.00 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
Andy Galloway	Sport Officer (joined the meeting under item 6)

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	Annual Leave	Yes

2. **Notice of any other business**

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

   1) Microwave

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.	Chief Executive arranged meeting with Peter Lambert to discuss.
5	Respond to the Edge consultation	Activities Officer reported that this had not been actioned as Edge appeared to have made a decision on the matter.
5	Meet to discuss Union processes further.	Community & Advice Manager,

		Community Officer and Deputy Chief Executive had met to discuss Union processes around harassment further. Another meeting has been arranged for the 13th September.
8	Arrange meeting with George Brown, Equality & diversity Manager, for when they return from holiday.	The Community Officer reported that they had raised their concerns around the University reporting & support tool with the Anti-Harassment Campaign Manager. This issue would be further discussed at the meeting arranged for the 13th September.

6. **Representation and planning**

(The Sport Officer joined the meeting at this point)

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

7. **Priority communications**

The Marketing Manager noted there were no major changes to report.

The officers were encouraged to consider planning content to publish at the start of term.

8. **Reputational risk**

The President raised the recent deal made between Nestle and Starbucks expressing concerns that Members may feel opposed to the Union continuing to use Starbucks due to the unethical background of Nestle.

The committee discussed whether the matter needed to go out to students for greater consultation but identified that the following questions needed to be answered first before that decision could be made:

QUESTION: What affect would the deal made between Nestle and Starbucks have on the current arrangements that Starbucks had with the coco bean farmers?

QUESTION: What would be the financial implications to The SU of changing coffee provider?

QUESTION: What are the terms of the current contract between The SU and Starbucks?

ACTION: Chief Executive and President to return with answers to these questions to allow for a decision to be made on how The SU should respond to the Nestle/Starbucks deal.

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) Microwave

The Chief Executive reported that Student Services were requesting that The SU remove their microwave from the graduate centre on the grounds that it was causing a fire risk.

The committee discussed noting that this had never been raised as an issue previously.

==**ACTION: Chief Executive to discuss the issue of the microwave with Peter Lambert at their next meeting.**==

The meeting ended at 9.55am.

Item number	Action	Responsibility
8	Seek answers to questions raised at this meeting to allow for a decision to be made on how The SU should respond to the Nestle/Starbucks deal.	Chief Executive and President
10	Discuss the issue of the microwave in the graduate centre with Peter Lambert at their next meeting.	Chief Executive

Committee:	**Operations Committee**
Location:	**President's Office**
Date & Time:	**Tuesday 09 September 2018 at 9.00 a.m**

Present:	
Eve Alcock	President
Alisha Lobo	Community Officer *(Joined the meeting under item 4)*
Andy Galloway	Sports Officer
Kimberley Pickett-McAtackney	Activities Officer
Jack Kitchen	Education Officer *(Joined the meeting under item 5)*
Jiani Zhou	Postgraduate Officer

In attendance:	
Charlie Slack	Student Voice Manager
Helen Freeman	Marketing Manager
Lauren Harris	Marketing Manager
Emma Quixley	Community & Advice Manager
Gregory Noakes	Governance & Executive Support Manager (Clerk)
Mandy Wilson-Garner	Deputy Chief Executive (Chair)
Mike Dalton	Bars & Event Manager *(Left the meeting after item 5)*

1.   **Apologies for absence**

Name	**Reason**	**Accepted**
Andrew McLaughlin	Annual Leave	Yes

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.

The Student Voice Manager noted their personal relationship with the Bars & Event Manager.

4.   **Minutes of the previous meetings**

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

(The Community Officer joined the meeting at this point)

5.   **Matters arising from previous meeting**

Item number		
8	Action	Seek answers to questions raised at this meeting to allow for a decision to be made on how The SU should respond to the Nestle/Starbucks deal.

	Outcome	The Bars & Events Manager shared and went through their commercial report on The Students' Union (The SU) Starbucks.

They reported that since the decision made to switch to branded coffee the bar had been making a sizable income from coffee. Last year's income from coffee had been £140,000.

(The Education Officer joined the meeting at this point)

They recommended that in the event the decision was taken to drop Starbucks they should continue with another branded coffee to keep sales up. They explained that the income from coffee helped the bar by ensuring that it did not become overly reliant on club nights.

QUESTION: The Deputy Chief Executive asked what other Students' Unions were doing in response to the Nestle takeover of Starbucks?
ANWSER: The Bars & Events Manager reported that four Students' Unions have a ban on Nestle and are operating with the Costa brand. Other Students' Unions appear to be taking a wait and see approach.

QUESTION: An Officer asked what would be the impact on the bar of going back to a non-branded coffee?
ANSWER: The Bars & Events Manager explained that this was hard to predict but noted that branded coffee had become a reliable source of income.

The committee discussed the ethical issue of continuing to use Starbucks now that it was owned by Nestle and the financial implications of taking any action in response to this.

<mark>ACTION: A research paper on Nestle to be written for the Operations committee to update them on the company's ethical position.</mark>

(The Bars & Events Manager left the meeting at this point) |
| 10 | Action | Discuss the issue of the microwave in the graduate centre with Peter Lambert at their next meeting. |
| | Outcome | <mark>ACTION: Deferred to next meeting.</mark> |

6.   Representation and planning

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

The committee noted the announcement of the new Vice Chancellor. The President and Education Officer reported on the Senate and Council meetings where the announcement had been made.

The committee discussed the change to the bus routes by the bus company First. The President reported that a lot of negative feedback had been received on the changes but noted that much of this feedback was not being directed to First. They reported that over the

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summer they had raised this issue with the University noting the negative impact this would have on students/staff trying to get to campus on time but the University would not take any action. The committee discussed other possible actions that could be taken to get more people involved in this issue.

ACTION: Officers to write a statement for circulation to prominent people in the community urging them to take action to address the changes made to the bus route.

The Community Officer raised for the committee's attention the University's report and support tool noting that the University were not keeping them informed of what they were doing. Training on the tool was now being issued.

(The President and Community Officer left the meeting at this point)

7.   Priority communications

The Marketing Manager noted that Freshers Week was currently the big focus for communications at the moment.

8.   Reputational risk

No reputational risks were raised for discussion.

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 10.10am.

Item number	Action	Responsibility
5	A research paper on Nestle to be written for the Operations committee to update them on the company's ethical position.	
5	Discuss the issue of the microwave in the graduate centre with Peter Lambert at their next meeting.	Chief Executive
6	Write a statement for circulation to prominent people in the community urging them to take action to address the changes made to the bus route.	Officers