

<b>LEADERSHIP COMMITTEE REPORTS</b>						
From	Period start date			To	Period end date	
	12	02	2020		11	03
<b>Overview of Charity's key details</b>						
<b>Charity name:</b>	The University of Bath Students' Union					
<b>Other names:</b>	The SU					
<b>Charity number:</b>	1143154					
<b>Charity address:</b>	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY					
<b>Governing document:</b>	Articles of Association					
<b>Constitution:</b>	Unincorporated association					
<b>Details of Charity's professional services</b>						
<b>Bank name:</b>	National Westminster Bank Plc					
<b>Bank address:</b>	39 Milsom Street, Bath, BA1 1DS					
<b>Auditor name:</b>	RSM UK Audit LLP					
<b>Auditor address:</b>	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD					
<b>Senior SU Management</b>						
<b>Chief Executive:</b>	Andrew McLaughlin					
<b>Deputy Chief Executive:</b>	Mandy Wilson-Garner					
<b>Secretary to the Board:</b>	Greg Noakes					
<b>Committee Membership</b>						
Trustee name	Office	Start date	End date	Appointment		
Eve Alcock	President	02/07/2018	02/07/2020	Elected by Members		
Ruqia Osman	Education Officer	02/07/2019	02/07/2020	Elected by Members		
Jiani Zhou	Postgraduate Officer	02/07/2018	02/07/2020	Elected by Members		
Alisha Lobo	Community Officer	02/07/2018	02/07/2020	Elected by Members		
Tom Sawko	Sport Officer	02/07/2019	02/07/2020	Elected by Members		
Francesco Masala	Activities Officer (Chair)	02/07/2019	02/07/2020	Elected by Members		

Content	Report Number
<a href="#">Report on minutes of the previous meeting and actions arising</a>	R1
<a href="#">Report on culture shift: people</a>	R2
<a href="#">Report on student welcome client brief</a>	R3
<a href="#">Report on climate shift – student and other activity</a>	R4
<a href="#">Report on climate shift – green impact</a>	R5
<a href="#">Report on ongoing projects within The SU</a>	R6

**LEADERSHIP COMMITTEE – 12 FEBRUARY 2020****REPORT ON MINUTES OF THE PREVIOUS MEETING AND ACTIONS ARISING****PURPOSE**

To:

- approve the minutes of the previous meeting;
- inform the committee of the outcome of actions arising from that meeting;
- note any decision that have been made by the committee since without a meeting.

**CONTENTS**

Pages 1: Report

Pages 2-4: Appendix 1: Leadership Committee minutes

**REPORT****1. MINUTES OF THE PREVIOUS MEETING**

- 1.1. The minutes of the previous meeting are attached as appendix 1 and require the committees approval before being signed by the Chair.
- 1.2. If any committee members have any amendments can they please email these to the committee secretary before the meeting. Any amendments made will be noted to the committee at the meeting.

**2. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING**

- 2.1. Postgraduate Co-ordinator is conducting research into doctoral students' participation in Officer elections at other Student Unions.

**3. DECISIONS MADE BY THE COMMITTEE WITHOUT A MEETING**

- 3.1. There have been no decisions made by the committee without a meeting.

<b>CONTACT:</b>	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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APPENDIX 1: Leadership Committee Minutes	
Meeting:	<b>Leadership Committee</b>
Location:	<b>1 East Meeting Room 3.20</b>
Date & Time:	<b>Wednesday 12<sup>th</sup> February 2020 at 9am</b>
<b>Present:</b>	
Alisha Lobo	Community Officer
Ruqia Osman	Education Officer
Jiani Zhou	Postgraduate Officer
Eve Alcock	President
Francesco Masala	Activities Officer ( <i>Chair</i> )
Tom Sawko	Sport Officer ( <i>Participated via face time</i> )
<b>In attendance:</b>	
Gregory Noakes	Governance & Executive Support Manager ( <i>Secretary</i> )
Andrew McLaughlin	Chief Executive ( <i>Joined under Agenda item 5.1</i> )
Mandy Wilson-Garner	Deputy Chief Executive
Item	
1.	<b>Apologies for absence</b>  All committee members were present.
2.	<b>Notice of any other business</b>  The following item was identified for discussion under any other business: 1) Doctorial Students and Officer elections
3.	<b>Declaration of conflict of interest</b>  The President and SU Activities Officer both declared that they had a conflict of interest in item 5 as they were each presenting a project for approval by the committee.
4.	<b>Minutes of previous Committee meeting</b>  The minutes of the previous meeting were approved and signed by the Chair ( <i>See R1 of the Committee reports</i> ).
4.1.	<b>Matters arising from the previous Committee meeting</b>  The Committee received a report on matters arising from the previous meeting ( <i>see R1 of the Committee reports</i> ).
4.2.	<b>Decisions made without a meeting since the last meeting</b>  The Committee received a report on decisions taken without a meeting since the last meeting ( <i>See R1 of the Committee reports</i> ).
5.	<b>Project Management</b>
5.1.	<b>Client Brief</b>  The Committee received a report on client brief for trailing a new way of running Student Group committees ( <i>see R2 of the Committee reports</i> ).

<p>5.2.</p> <p>5.3.</p>	<p>The Committee discussed the proposed project and noted that Student Groups might be resistance to moving from individual role responsibility to collective responsibility as a committee.</p> <p>The Committee asked the following questions:</p> <ul style="list-style-type: none"> <li>• How would the Student Groups for the trial be chosen?</li> <li>• Would the trial contain a mixture of different Student Groups from across The SU?</li> <li>• Would all Student Groups be given a choice at the end of the trial on whether to adopt the new Student Groups model or stay as they are?</li> <li>• How would workload be monitored to ensure that individual committee members don't end up doing all the work?</li> </ul> <p>The SU Activities Officer explained that many of these questions still needed to be worked through with the project group but that at this point they were only asking if the committee would approve the trial to go ahead. They also noted that this was a time sensitive project as ideally, they needed to begin the trial alongside the committee elections.</p> <p>The Committee approved this project to proceed.</p> <p><b><i>(The Chief Executive joined the meeting at this point)</i></b></p> <p>The Committee received a report on client brief for Women in Leadership conference (see R3 of the Committee reports).</p> <p>The Committee discussed the client brief and the President answered questions on the budget and the diversity of speakers that would be attending the conference.</p> <p>The Committee approved the project to proceed and agreed that a business case was not necessary.</p> <p><b>Ongoing monitoring of projects</b></p> <p>The Committee noted the report on ongoing projects within The SU (See R4 of the Committee reports).</p>
<p>6.</p>	<p><b>Any other business</b></p> <p>The following item had been previously identified for discussion:</p> <p>1) Doctorial Students and Officer elections</p> <p>The Postgraduate Officer introduced and explained the background behind this item. A doctoral student interested in running for the Postgraduate Officer role had asked whether this could be done part-time so they could continue their research.</p> <p>The Committee noted that there had been cases in the past where doctoral students had pulled out of elections because they did not want to fully suspend their studies. The issue was that for doctoral students in the middle of their studies they might be risking their future careers by standing.</p> <p>The Committee discussed the possibility of a part time Officer role with a staff member paid specifically to support them and noted the following concerns:</p> <ul style="list-style-type: none"> <li>• it might impact on other Officers if they end up with an increased workload as a result;</li> <li>• would a person going for the role part time be as committed as person going for it full time?;</li> </ul>

	<ul style="list-style-type: none"> <li>would a part time option be available for all students and all Officer roles or just the doctoral students and the Postgraduate Officer role?</li> </ul> <p>The Chief Executive noted that the fact that a doctoral student had approached The SU to ask this question showed that they were making positive progress in reaching out to this student community. They expressed the belief that the current Postgraduate Officer had played a big part in this.</p> <p>The Committee agreed that at this time they could not approve a part time Officer role but decided that the Postgraduate Co-ordinator should conduct research into this to see how other Student Unions tackle this issue.</p> <p><b>ACTION: Postgraduate Co-ordinator to conduct research into doctoral students' participation in Officer elections at other Student Unions.</b></p>
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The meeting ended at 10.15am.

Item number	Action
6	Postgraduate Co-ordinator to conduct research into doctoral students' participation in Officer elections at other Student Unions.

## LEADERSHIP COMMITTEE – 11 MARCH 2020

### REPORT ON CULTURE SHIFT: PEOPLE

#### PURPOSE

To propose a client brief for approval by Leadership Committee

#### CONTENTS

Page 1-4:	Report
Page 4:	Actions for the committee

#### REPORT

### 1. BACKGROUND

1.1. The following people are:

- Client: Andrew McLaughlin
- Sponsor: Mandy Wilson-Garner
- Project manager: Mandy Wilson-Garner

1.2. The following people have been consulted:

- SU staff – though the Employee Survey
- HR Business Partner

### 2. CURRENT SITUATION

- 2.1. There have previously been staff action plans based on feedback from the employee surveys/meetings, Investing in People quality mark and Investing in Diversity quality mark so this is an ongoing action plan.
- 2.2. The new SU three- year strategy will be underpinned by staff supporting and working in a cause-led culture. This is a major driver of the People Action Plan
- 2.3. In order to ensure The SU further develops it is important to nurture talent, develop people, reward success and focus on personal and professional goals of people
- 2.4. Feedback from SU staff has identified areas for further improvement in three main areas: recruitment (attract); Communications (staff engagement) and staff development (grow)
- 2.5. The value of inclusivity is a key component of the People Action Plan

### 3. CAMPAIGN/PROJECT THREE MAIN OBJECTIVES

3.1. This project, which is focussed on casual and career staff has, three main objectives. They are:

- **Attract** – a more diverse, suitably skilled and value-led workforce including initiatives such as employer branding & marketing, recruitment & selection and induction & onboarding.
- **Staff Engagement** – including building a culture of project management, health & wellbeing, Cause culture change and cross & inter-department co-operation
- **Grow** – developing staff through a training & development programme and rewarding them through a staff reward & recognition scheme.

3.2. The above will contribute to The SU Strategy KPIs for staff satisfaction and engagement and we will work with HR to identify more specific measurables for recruitment (i.e. attracting higher numbers of applicants and more diverse applicants) and in areas such as retention we could look at measures like less churn, specially in roles where there is a high turnover.

### 4. SU STRATEGY

4.1. People are always central to any organisation's success. By committing to enhancing our ability to attract, engage and grow people The SU will be in the best place to change the culture within The SU and to deliver the vision and projects outlined within the strategic plan.

## 5. INPUTS - BUDGET AND RESOURCES

5.1. This project will require the following resources:

- HR Business Partner
- Line Manager & Staff time
- Student Officer time
- Funding resource – training & development (individual, area & central) & reward schemes
- Health & Wellbeing activities
- University Staff Development

## 6. OUTPUTS

What we do	Who we reach
<b>Attract</b>	
<b>Clear employer branding</b> <ul style="list-style-type: none"> <li>• Finalise the recruitment section of the website and systems for advertising SU posts and train LMs.</li> <li>• Further develop “generic” components for job profiles at all levels and work with LMs to update all SU job profiles</li> <li>• Raise employer profile to become sector-leading.</li> </ul>	Potential employees Current staff
<b>Recruitment &amp; Selection (Policy and Processes)</b> <ul style="list-style-type: none"> <li>• Strong recruitment and induction is reinforced by case studies of excellent practice.</li> </ul>	Potential employees Current staff
<b>Bringing on board new staff effectively and efficiently</b> <ul style="list-style-type: none"> <li>• Develop new induction procedures including checklists for managers/staff. Managers buy into the induction programme.</li> </ul>	New staff Managers
<b>Staff Engagement</b>	
<b>Engagement and Communication</b> <ul style="list-style-type: none"> <li>• Develop feedback mechanisms and forums for employees to feedback and to communicate/work with each other.</li> </ul>	All staff
<b>Health and Wellbeing</b> <ul style="list-style-type: none"> <li>• Explore different employment models including home working where appropriate; flexible working etc</li> <li>• Promote and develop staff wellbeing plan so that we can sustain an environment that supports a happy, contented and motivated workforce.</li> <li>• Ensure Managers are fully aware of wellbeing initiatives/policies and procedures</li> </ul>	All staff
<b>Culture Change</b> <ul style="list-style-type: none"> <li>• Develop a “cause” culture evidenced by “causey” behaviours and activities</li> <li>• Develop an inclusive culture: Staff are valued for their contribution, whatever their background or characteristics; There is fairness and transparency for all in people in management and development processes, policy and provision.</li> </ul>	All staff Students
<b>GROW</b>	
<b>Leadership &amp; Management Development</b> <ul style="list-style-type: none"> <li>• Ensure managers are confident and capable in their roles by reviewing and developing skills training for managers in all areas of their roles including, project management, staff management etc</li> </ul>	All staff students
<b>Talent and Performance Management</b>	All staff

<ul style="list-style-type: none"> <li>Review and further develop the SDPR and PDP process.</li> <li>Develop a suite of training and further development options for staff e.g.coaching/mentoring</li> <li>Ensure all staff have meaningful goals linked to area plans and the SU strategic plan.</li> </ul>	students
<b>Workforce Planning</b> <ul style="list-style-type: none"> <li>Develop a Succession Plan for The SU - by reviewing and developing succession planning ensure managers understand their commitment to this area.</li> <li>Engage staff in workforce and business planning.</li> </ul>	Managers Staff
<b>Flexible Employment</b> <ul style="list-style-type: none"> <li>Review and develop flexible approaches to work across The SU, as appropriate.</li> </ul>	Managers Staff Students
<b>Reward and Recognition</b> <ul style="list-style-type: none"> <li>Develop a reward strategy that is clear and transparent.</li> <li>Liaise with HR regarding staff feedback on the contribution pay scheme and, if possible, develop one suitable for The SU to improve incentive and motivation.</li> </ul>	All staff

## 7. SPECIFIC SHORT, MEDIUM AND LONG-TERM OUTCOMES

Webpages and processes in place and understood/used by LMs. All SU Job profiles updated.	Short term  Long term
Increase in quality and number of applicants	
Vast majority of our posts are filled first time with the right calibre of staff. Monitor recruitment costs.	Medium term
Updated in house induction procedures in place	Medium term
Feedback mechanisms in place, used, monitored and actioned; including electronic online feedback mechanism	Medium to long term
The SU is perceived as an excellent place to work. Monitor staff engagement, involvement and support (staff survey measure).	Short to medium term
Employment models in place and are being used, as appropriate	Medium term
Wellbeing Group established Wellbeing Plan in place with a timeline of annual wellbeing initiatives	
Monitor attendance and wellbeing responses in staff survey as well as absence rates etc	Medium term
Managers to receive specific training relating to mental health and health and safety. Review Absence and Sick Pay Policy.	Short term
Attendance rates to be reported.	
Review and further develop the EBF framework to ensure behaviours reflect the move to a more "cause-led, student led culture	Short term  Medium to long term
Equality and Diversity training and other appropriate/related training.	
Staff survey results will reflect that staff feel they are well managed in all areas	Short to medium term

100% of staff have a meaningful SDPR and PDP process. Suite of training & development opportunities in place. Staff training and development monitored by LMs and centrally. Staff survey results improve in the area of training and development.  All staff have meaningful goals linked to area plans and the strategic plan that are regularly monitored	Short to medium term
Succession Plan in place. All staff involved in business planning annually.	Medium term
A range of flexible working practices in place, understood and used where appropriate.	Medium term
Review reward and benefits and investigate other incentives. Staff promoted and recognised internally or other ways of incentives and recognition.	Short term

## 8. ASSUMPTIONS

8.1. This project is making the following assumptions:

- Continued support from the HR Business Partner
- Resource – as outlined above, including staff time
- Line Manager commitment

## 9. EXTERNAL FACTORS

9.1. The following external factors may affect the delivery and outcome of this project:

- HR Business Partner time/conflicting priorities
- Availability of specific training
- University review of contribution pay scheme

## ACTIONS FOR THE COMMITTEE

10. The committee is asked to decide if they accept the following recommendations:

**Recommendation 1:** Comment on the three main objectives, areas of work and the outcome

**Recommendation 2:** Commit to resourcing this area of work

<b>CONTACT:</b>	Mandy Wilson-Garner	Telephone: 01225383125 E-Mail: susajw@bath.ac.uk
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**LEADERSHIP COMMITTEE – 11 MARCH 2020****REPORT ON STUDENT WELCOME CLIENT BRIEF****PURPOSE**

To propose a client brief for approval by Leadership committee.

**CONTENTS**

Page 1-3: Report

Page 3: Actions for the committee

**REPORT****1. BACKGROUND**

1.1. The following people are:

- Client: Deputy Chief Executive
- Sponsor: SU Community Officer
- Project manager: Helen Webb

1.2. The following people have been consulted:

- Hannah Batey
- Michael Dalton
- Suzanne Snook
- Polly Hawker
- Helen McHenry
- Postgraduate Officer
- Sam Cook

**2. CURRENT SITUATION**

2.1. We currently focus our efforts at welcoming students at two key points of the year, Freshers and Refresh. We are missing out on welcoming students who start at other points of the year and can be alienating our Postgraduate community with our communication. We are also giving students different forms of welcome and with no consistency. We need to be looking at welcome activities that go beyond just one week of events.

**3. CAMPAIGN/PROJECT THREE MAIN OBJECTIVES**

3.1. This project three main objectives are:

- To ensure every student gets a similar welcome whenever they start.
- To look at a more personalised welcome experience depending on demographics, likes dislikes etc.
- To increase engagement in events and activities as well as membership of groups.
- To make students feel part of a community.
- To bring students into The SU and spending money in The Plug & Tub and on SU Events.

**4. SU STRATEGY**

4.1. In the Strategy we are looking to focus our efforts around The SU's annual programmes of key activities and shift our content in line with this. Welcome is part of this.

- 4.2. With the main KPI's we are looking to help work towards – I feel a sense of belonging, I feel part of a community.
- 4.3. We are also looking to identify those students who have not participated and develop new ways to reach and engage them as part of the welcome programme. This is in line with Citizenshift in the Strategy.
- 4.4. This project also ties in with the loneliness agenda across The SU and the University.

## 5. INPUTS - BUDGET AND RESOURCES

5.1. This project will require the following resources:

- Every member of SU staff is likely to be involved in something related to this project
- There will be a small project team focussed on this work
- Budget will be required for certain activities, but these have not yet been planned. The Freshers' Week budget will remain outside of this process.

## 6. OUTPUTS

What we do	Who we reach
Develop a communication strategy for welcoming a new student. This includes the creation of a welcome email as well as work on the SU website and social media.	We want to reach ALL students. So looking at when PG's start, when Erasmus Students start, when International students join to do the language classes before their course starts.
We want to look at the gaps in our welcome and see what we could be doing to fill these. Example includes Open Days, could we be using these more for our welcoming messaging.	All new students
Look at what the University does and how we can tie in with their welcome or not if that suits us better.	All new students
Can we investigate more tailored welcome like we did for the PG Big Conversation.	Specific demographics
What can we do beyond the first few week of term. Planning events / activities or just communicating more effectively things that already happen	All new students
<p>We will look to split into smaller groups to focus on some main topics including:</p> <ol style="list-style-type: none"> <li>1 – Open Days</li> <li>2 – Segmentation Digitally</li> <li>3 – Reaching Underrepresented Demographics</li> <li>4 – Mapping the student journey</li> <li>5 – Beyond Freshers' Week</li> </ol>	

## 7. SPECIFIC SHORT, MEDIUM AND LONG-TERM OUTCOMES

- We will look at the SU Survey results Pulse and see if when we do the welcoming activity there is a shift in how students feel part of the community.
- Membership numbers / Participation reports
- Finance – Commercially specifically for the Plug & Tub

## 8. ASSUMPTIONS

8.1. We already have an excellent FW programme of events and activities so will be focusing more on the communications prior and after this week rather than looking at the week itself as part of this project.

- 8.2. We are assuming that SU areas are already doing and holding events / activities that we can just sweep up as part of a welcome programme.
- 8.3. We have access to communicate with the students prior to arrival.
- 8.4. For our KPI's we are assuming some of our existing surveys will be repeated.

## 9. EXTERNAL FACTORS

- 9.1. Access to students prior to arrival from the University
- 9.2. Social Media trends changing – What are new students using
- 9.3. Email Open rates – We need students to open up our email comms
- 9.4. Resource – If we want to do more targeted and personalised welcome experiences then we need a lot of resource for this
- 9.5. Knowledge – Getting the knowledge we need about the student demographics
- 9.6. Competition from other venues / groups looking to target our students

<b>ACTIONS FOR THE COMMITTEE</b>
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- 10. The committee is asked to decide if they wish to approve the client brief.

<b>CONTACT:</b>	Helen Webb (Marketing Manager)	Telephone: 6806 E-Mail: <a href="mailto:hf219@bath.ac.uk">hf219@bath.ac.uk</a>
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**LEADERSHIP COMMITTEE – 11 MARCH 2020****REPORT ON CLIMATE SHIFT – STUDENT AND OTHER ACTIVITY****PURPOSE**

To propose a client brief for approval by Leadership Committee

**CONTENTS**

Page 1-3: Report

Page 3: Actions for the committee

**REPORT****1. BACKGROUND**

1.1. The following people are:

- Client: Anna Boneham
- Sponsor: SU Activities Officer
- Project manager: Suzanne Snook

1.2. The following people have been consulted:

- Mandy Wilson-Garner

**2. CURRENT SITUATION**

2.1. The Sustainability Action working group consists of membership from SU Activities Officer, People & Planet, Amnesty, Chemical Engineering and VegSoc. They are working to implement actions from Summit including the removal of plastic freebies from Freshers Fair and the introduction of the meat-free farmers market.

2.2. Sustainability Action submitted a paper to CSSU in October 2019, calling the University to commit to carbon neutrality by 2030 and divest from Barclays. The University has not taken further action on this.

2.3. The SU and People & Planet sit on the Climate Action Framework working group with staff from the University.

2.4. SU Activities Officer sits on the University Carbon Emissions Reduction sub-group.

2.5. There is currently a lack of awareness for student activity regarding campaigns and activities. E.g. People & Planet Ecosia campaign to use Ecosia as the search engine across University computers.

2.6. The SCP green group meets regularly with its partners (UoB, UoB SU, Bath Spa, Spa SU, Bath College, BANES council). BANES have declared a climate emergency.

**3. CAMPAIGN/PROJECT THREE MAIN OBJECTIVES**

3.1. This project three main objectives are:

- Lobby the University around the climate action framework.
- Develop and raise awareness around “green” student activities.

- Culture change for non-green students. Encourage non-green groups to make their activities more sustainable. Encourage and empower students without green-group memberships to make more sustainable choices.

#### 4. SU STRATEGY

- 4.1. Referenced in the SU strategy under “*Climate Shift - To prioritise how we together respond to the climate emergency*”
- Phase 1 - Achieve the Green Impact award
- Coordinate student-led activity and partnerships across the University and within the local community.”
- 4.2. SU Activities Officer submitted a paper to the Board of Trustees in December 2019 which led to the decision to declare a climate emergency. The BoT were also asked to note the activity going on in the SU around Green Impact, SUMmit and general student activity including lobbying the University to commit to being carbon neutral.

#### 5. INPUTS - BUDGET AND RESOURCES

- Staff and student time
- Re-establish a central environmental fund for environmental activities. E.g. extra costs to make green choices
- Develop awareness-raising resources for student leaders
- Marketing for the website (graphics and design)
- Webpage on thesubath.com which will be dedicated to all sustainability work from the SU and student groups.

#### 6. OUTPUTS

What we do	Who we reach
Declare climate emergency, including using green impact framework (see Green Impact client brief).	Students / staff / University
Launch webpage to centralise news, progress, events and activities around sustainability	Students / staff
Lobby university to declare and to push the boundaries of the climate action framework	Students / staff / University
Encourage student activities and ways to get involved	Students / Student groups
Recognition for students who engage with the campaign. Similar to the inclusivity award	Student groups

#### 7. SPECIFIC SHORT, MEDIUM AND LONG-TERM OUTCOMES

- Reaction from University. See a change in University policy, commitment to becoming Carbon neutral and divestment from Barclays.
- See an increase to membership numbers for green groups, particularly People and Planet, currently at 96 members.
- Participation number for sustainable events.
- Clicks on webpage/engagement on social.
- Climate emergency statement in place in SU
- Survey data from Student Pulse survey to measure the impact of the award. There is currently no previous data to measure this against apart from wider campus data from the NSS.

## 8. ASSUMPTIONS

- 8.1. Student groups in place
- 8.2. Students will be on board
- 8.3. Officers and senior staff on board
- 8.4. Budget will be in place
- 8.5. University will continue to commit to climate agenda

## 9. EXTERNAL FACTORS

- 9.1. Changes to University policy
- 9.2. Changes to Government policy
- 9.3. Staff time
- 9.4. Change to SU Officers in post
- 9.5. Negative reaction to changes from students and staff. Lack of engagement

<b>ACTIONS FOR THE COMMITTEE</b>
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10. The committee is asked to decide if they approve this client brief.

<b>CONTACT:</b>	Anna Boneham	Telephone: 01225 383198 E-Mail: susao@bath.ac.uk
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**LEADERSHIP COMMITTEE – 11 MARCH 2020****REPORT ON CLIMATE SHIFT – GREEN IMPACT****PURPOSE**

To propose a client brief for approval by Leadership Committee

**CONTENTS**

Page 1-3:	Report
Page 3:	Actions for the committee
Page 4:	Appendix 1: Green Impact Plan year 1
Page 5-6	Appendix 2: Green Impact Plan year 2

**REPORT****1. BACKGROUND**

1.1. The following people are:

- Client: SU Activities Officer
- Sponsor: Mandy Wilson-Garner
- Project manager: Suzanne Snook

1.2. The following people have been consulted:

- Paul Brooks

**2. CURRENT SITUATION**

2.1. There are a number of areas within the SU that can be improved on when it comes to sustainability. For example, there is little information on thesubath.com around our sustainability plans. Actions from SUMmit include removal of plastic freebies from Freshers Fair and the introduction of the meat-free farmers market.

2.2. No public stance from the SU to show our commitment to these issues.

2.3. Limited sustainability culture around work practices e.g. food for events, use of plastic, paper use etc

**3. CAMPAIGN/PROJECT THREE MAIN OBJECTIVES**

3.1. This project three main objectives are:

- Complete the Green Impact Award with a “good” rating for this year.
- Committing the SU to achieve change and undertake sustainability work for next year.
- Create a culture shift within the SU organisation when it comes to sustainability and “green” choices.

**4. SU STRATEGY**

4.1. Referenced in the SU strategy under “*Climate Shift - To prioritise how we together respond to the climate emergency*”

*Phase 1 - Achieve the Green Impact award*

- *Coordinate student-led activity and partnerships across the University and within the local community.*

4.2. The SU will declare a Climate Emergency in February 2020. The SU will then start a petition for students to lobby the University to do the same.

## 5. INPUTS - BUDGET AND RESOURCES

5.1. This project will require the following resources:

- Pay for entry to award at a cost of £185
- Re-establish a central environmental fund for environmental activities. E.g. extra costs to make green choices
- Staff, SU Officer and student leader time
- Webpage on thesubath.com which will be dedicated to all sustainability work from the SU and student groups.
- Marketing time and promotional materials
- Bar staff commitment/time
- Sport staff commitment/time

## 6. OUTPUTS

What we do	Who we reach
Complete actions from the Green Impact Award tool kit to achieve the Good rating. <i>See Appendix 1</i>	Student/staff
Involve and collaborate with sustainable groups e.g. People and Planet, VegSoc, Amnesty etc	Students, student groups

## 7. SPECIFIC SHORT, MEDIUM AND LONG-TERM OUTCOMES

- Achieve “good” rating in the Green Impact award by May 2020
- Continue green impact award to achieve “very good” or “excellent” / further develop sustainability activities for the foreseeable future.
- Survey data from Student Pulse survey to measure the impact of the award. There is currently no previous data to measure this against apart from wider campus data from the NSS.

## 8. ASSUMPTIONS

8.1. SU Staff time

8.2. Budget

8.3. Buy-in from staff, students and Officers

8.4. Climate Shift will continue to be an SU priority

## 9. EXTERNAL FACTORS

9.1. Changes to University policy

9.2. Changes to Government policy

9.3. Staff time

9.4. Change to SU Officers in post

9.5. Negative reaction to changes from students and staff. Lack of engagement

9.6. Commitment to sustainability from other organisations and partners e.g. BUCS

<b>ACTIONS FOR THE COMMITTEE</b>
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10. The committee is asked to decide if they approve the client brief.

<b>CONTACT:</b>	SU Activities Officer – Francesco Masala	Telephone: 01225 383667 E-Mail: <a href="mailto:suactivities@bath.ac.uk">suactivities@bath.ac.uk</a>
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<b>APPENDIX 1: Green Impact Plan year 1</b>
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<b>Green Impact Students' Unions toolkit 2019-20</b>						
<b>Leadership and Strategy</b>				<b>Complete</b>	Actions	Notes
LD001	Mandatory Good	The union has one or more elected representative that proactively champions sustainability.	10	Intergrated into SU Activities Officer role.		
LD002	Mandatory Good	The union has an active and productive sustainability committee or working group.	10	Climate Shift project board along with SU groups working group.		
LD003	Mandatory Very Good	There is demonstrable commitment to sustainability from one or more senior member of staff in the union.	5	Mandy. Sponsor of Climate Shift		
LD004	Mandatory Excellent	Sustainability is substantively included in the union's strategic plan.	10	"Climate Shift"		
<b>Partnership and Policy</b>						
PA001	Mandatory Good	The union's website contains information on what the union is doing on sustainability, and how students can get involved. The information is easy to find, up to date and engaging.	10	Climate Shift part of the website		
PA008	Optional	The union has one or more active sustainability society or club.	5	People & Planet, VegSoc, Amnesty		
PA009	Optional	Sustainability is referenced in the job descriptions of all new staff.	5	Mandy		
PA010	Optional	The union has one or more active policy commitment relating to sustainability, passed within the last three years, and has published it.	5	Greg		
<b>SU Operations</b>						
SU002	Mandatory Good	ROLLING The union has a book collection point for students and staff to swap with each other and/or donate.	10	3rd Floor student centre		
SU003	Mandatory Good	ROLLING The union delivers or supports a reuse and recycling initiative in student halls/accommodation to rehome unwanted items at the end of the academic year.	10	Pack for good campaign with the Student Community Partnership		
SU001	Mandatory Good	The union has identified its most significant negative [environmental impacts], and published them.	5	Put information on website.		
SU004	Mandatory Good	ROLLING The union provides and promotes sustainable beauty and/or personal hygiene products.	10	We don't have a shop. Get the Uni to do it??		
SU008	Mandatory Excellent	The union/university is powered by more than 10% [renewable energy] either bought or generated and/or the union is working with the institutions to increase the percentage of renewables in its energy mix.	10	Talk to Pete, are we already doing this?		
<b>Campaigning and Influencing</b>						
<b>Outcomes</b>						
<b>Outreach and Collaboration</b>						
OC001	Mandatory Excellent	The union has collaborated with, or supported, another students' union (FE or HE) on sustainability.	10	BathSpa, pack for good		
OC002	Optional	The union has collaborated with, or supported, one or more community organisation on sustainability.	10	Wicked Weather Watch, BHF - Big 4 Charities		
<b>Total Points (Target 100)</b>			<b>125</b>			

<b>APPENDIX 2: Green Impact plan year 2</b>
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<b>Knowledge and Understanding</b>			
KN001	Mandatory Very Good	The union has carried out relevant [primary research] amongst its students to inform its sustainability work, and has published the findings.	8
KN003	Optional	The union has engaged its course reps in understanding how sustainability is covered in the formal curriculum, and is building an evidence base on this.	5
<b>Partnership and Policy</b>			
PA004	Mandatory Very Good	The union has successfully engaged with its clubs, societies, and other student networks on sustainability and the UN [ <a href="http://www.undp.org/content/undp/en/home/sustainable-developmentgoals.html">http://www.undp.org/content/undp/en/home/sustainable-developmentgoals.html</a>  Sustainable Development Goals].	10
PA002	Mandatory Very Good	The union adequately resources its sustainability work.	10
PA003	Mandatory Very Good	The union actively supports staff in professional development on sustainability.	10
<b>SU Operations</b>			
SU005	Mandatory Very Good	The union is committed to [Fairtrade] clothing and products.	10
SU006	Mandatory Very Good	The union has a [SMART action plan] on sustainability, and has published it. It should include both operational sustainability and campaigning and influencing.	15
SU010	Optional	ROLLING The union does not use balloons and/or helium at events.	10
<b>Campaigning and Influencing</b>			
CI001	Optional	For this section, identify one key sustainability campaign you are implementing this year, and use each action as a framework to fully plan, implement and review the initiative. All questions in this section must relate back to your chosen example. The aim is to encourage unions to invest time and effort into single, well-planned, impactful sustainability campaigns. Please keep your responses concise. Submit the name of your campaign or initiative in the comments box.	2
CI002	Optional	Context and need: why this issue? Submit why you chose this campaign or initiative in the comments box.	3
CI003	Optional	Aim and milestones. Submit the overarching campaign or initiative aim and milestones either as uploaded evidence or in the comments box.	5
CI004	Optional	Campaign plan: what will you specifically do? When will you do it? Submit the more detailed campaign plan either as uploaded evidence or in the comments box.	5
CI005	Optional	Partnerships: who are your allies? Who will you work with? Tell us either as uploaded evidence or in the comments box.	5
CI006	Optional	Progress and impact: how has the campaign gone and what impact has it achieved?	50
CI007	Optional	Student engagement: how have you engaged students in your campaign? Tell us either as uploaded evidence or in the comments box.	5

CI008	Optional	Communications, social media and publicity: how have you communicated your campaign? Tell us either as uploaded evidence or in the comments box.	5
CI009	Optional	Learnings / reflections: what went well? What went wrong? What did you learn? Tell us either as uploaded evidence or in the comments box.	5
CI010	Optional	Images: please send us some quality images so we can promote your efforts in our Green Impact showcase by uploading them as evidence.	5
<b>Outcomes</b>			
OT001	Mandatory Excellent	The union has identified positive outcomes for "students" through its sustainability work.	20
OT002	Optional	The union has identified positive outcomes for the "natural environment" through its sustainability work.	20
OT003	Optional	The union has identified positive outcomes for the "students' union" through its sustainability work.	20
OT004	Optional	The union has identified positive outcomes for "the institution" through its sustainability work.	20
OT005	Optional	The union has identified positive outcomes for the "wider community" through its sustainability work.	20

## LEADERSHIP COMMITTEE – 11 MARCH 2020

### REPORT ON ONGOING PROJECTS WITHIN THE SU

#### PURPOSE

To report all known projects being carried out within The SU.

#### CONTENTS

Page 1:	Report
Page 1:	Actions for the committee
Page 2:	Appendix 1: List of ongoing Projects

#### REPORT

##### 1. BACKGROUND

1.1. One of the responsibilities of the Leadership committee is monitor ongoing projects within The SU on the behalf of the Board.

##### 2. PROJECT LIST

2.1. Appendix 1 contains a full list of known projects.

##### 3. ISSUES

3.1. There are no known issues to currently report.

#### ACTIONS FOR THE COMMITTEE

4. The committee is asked to note the report.

<b>CONTACT:</b>	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk
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<b>APPENDIX 1: List of ongoing projects</b>
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Projects	Project Team			Stage 1: Client Brief				Stage 2: Business Case			Project Update			End of project report				
	Client	Sponser	Project Manager	Approved	Decision	Date	Business case required	Approved	Decision	Date	Last update	Received by	Expected end date	Received	Received by	Project completed	Project met Objectives	Project overan by
Club Development Officer	Activites team	Chief Executive	Head of Activites	-	-	-	-	Yes	Board	21/06/2018								
Data Insights and E-marketing	Marketing team	Chief Executive	Head of Marketing	-	-	-	-	Yes	Leadership	05/12/2018	18/12/2019	Leadership						
Boat House	Boat Club	Chief Executive	Club Development Officer	-	-	-	-	-	-	-	-	-	-					
Flo Café	None	Chief Executive	Head of Commercial	Yes	Board	19/12/2019	No	-	-	-	-	-	-					
We the Active																		
Open Committee Pilot	Activites Officer	Chief Executive	Head of Activites	Yes	Leadership	12/02/2020	No	-	-	-								
Women in Leadership	President	Chief Executive	President	Yes	Leadership	12/02/2020	No	-	-	-	-	-	-					-