

Worcester Students' Union Strategic Plan 2016-2021

Worcester Students' Union (WSU) is pleased to share a new strategic plan to take us up to 2021. As well as having a strong commitment to meet our charitable objectives (defined in our Constitution at <http://www.worcsu.com/yourunion/aboutwsu/>), we have developed some core, strategic goals to help us achieve our overall vision. This will be flexible over the coming years to take into consideration the ambitions of future, elected Officers and to respond to emerging needs. We want to focus our efforts on representing our members and on helping them to gain useful, transferable skills and memorable experiences whilst at University. We will do so with enthusiasm and dedication so that students view us positively and want to get involved. We want our members to know we are there to help them and that they are integral to our continuous improvement. As the University grows and develops, we will act as their critical friend to ensure that students are at the heart of the decision-making process and we will work hard to promote students' achievements and contributions within the local community.

Our Vision Statement:

Representing and supporting students to develop and achieve

Our Values:

Professional

We will conduct and present ourselves to our students and stakeholders in a professional manner, ensuring we have sound organisational processes and procedures, as well as internal expertise to support the student leadership.

Inspirational

We will lead by example and provide our students with inspiration to reach their full potential and try new things.

Accountable

We will ensure that our students and stakeholders know how we utilise our funds and make decisions through our democratic structure, and how they can get involved.

Student-centred

We will ensure that the services and events we deliver achieve high levels of student satisfaction and that students are integral to our continuous improvement.

Positive

We will be positive about Worcester and what it can offer students, promoting how we can help and support them.

Entertaining

We will have fun and help students have great memories of their time at Worcester.

Core Goal	1. Increase the number of students who know about and use our services			
Objective	1.1 To diversify the number of ways in which we interact and communicate with our members and demonstrate our impact			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
<p>- Developing on-line and physical presence across the campuses</p>	<p>- Bespoke feedback system / ideas forum (akin to 'change.org') implemented via website</p>	<p>Included in governance review as the Ideas Forum. MSL has ability to do this</p>	<p>- Useable and bespoke communications strategy is developed</p>	
	<p>- Number of annual impact reports distributed and number of hits on-line</p>	<p>61 reports posted, 46 electronically</p>	<p>- Social media engagement increases year and year and adapts to changing needs</p>	
	<p>- Facebook, Twitter, Instagram, Snapchat and YouTube followers/friends</p>	<ul style="list-style-type: none"> • SU Facebook – 6470 followers • Hangar Facebook – 685 followers • TeamWorc Facebook – 2263 followers • Twitter – 6754 followers • Instagram – 1173 followers • YouTube – 68 subscribers • Snapchat – 372 friends 	<p>- SU version of 'change.org' determines campaigns of SU</p>	
	<p>- Number of interactive initiatives e.g. competitions</p>	<p>-RAG Week events, Out and About sessions, coffee initiative in Welcome Week, Bar cocktail competition, Christmas Card making, crafternoons</p>	<p>- Significant increase in number of student-led campaigns</p>	
	<p>- Feedback and outcomes via SU Out and About, numbers of students engaged</p>	<p>1,111 students spoken to @ May 18 questions received on housing, course reps, advice and support</p>		
	<p>- Increased presence on My day and other University portals</p>	<p>Elections 'buttons' included on MyDay - further progress needed</p>	<p>- Development of sophisticated and attractive student media platform</p>	
	<p>- Increased engagement of students in SU social media platforms (see 4.3)</p>	<p>Engagement increased since September 2017 - see stats above - monthly reporting to monitor all metrics</p>	<p>- Development of interaction of prospective students and of alumni</p>	
	<p>Engagement by students with online forms e.g. Course Rep journal forms</p>	<p>39 journals, 52 guest speaker, 61 events, 94 tickets/merchandise, 4 fundraising submission forms, 43 Online Election Committee Request, 15 Sport Development Forms, 51 GIAG, 10 Societies Development, 70 RAG Nominated Forms, 47 Committee Details. (07-06-18)</p>		
<p>- Developing presence in accommodation and a new relationships with RAs</p>	<p>Developing a new plan for Residential Ambassadors to take to VCAG, with Accommodation Services</p>	<p>Involvement in RA training Some joint events – development of interhall challenge an RA priority next year Involvement in discussion of role, recommendation that RAs don't need to live in halls taken on and implemented Involvement recruitment and selection of 18/19 RAs. RA of the Year Award included in Union Awards</p>	<p>Implementation of student mentor - type scheme as per B'ham Guild of Students example</p>	

	- Regular meetings and communications with RA's on SU activities and events	Liaison started well but fell away. Collaborated on ? X events for interhall challenge		
	- Regular presence across estate ensured using SU Crew	SU Crew attended halls in Welcome Week with excellent feedback. Other events helped with included SVW, Refreshers', Housing Fair, Elections.		
	- SU fridge magnets produced and distributed	Not produced - cost		
	- Bespoke welcome cards and question box for City Campus	Welcome leaflets produced and delivered, question box not done		
- Investing time in professional networks eg LinkedIn	All recruitment and key developments promoted via LinkedIn	Marketing and engagement posts promoted on LinkedIn by CEO/SEM, with high views/likes/shares. This to be included in social media plan (post January 2018)	LinkedIn forms part of recruitment budget	
	Followers, likes, and shares increase for posts other than recruitment	<ul style="list-style-type: none"> • Total of 146 followers • Monthly total of 30 page views (May) • Total of seven posts; 4 for recruitment, 3 for other (RAG, Volunteering, Celebration Week) • Non-recruitment posts had an average of 79 impressions each and an average engagement rate of 9% • Recruitment posts had an average of 448 impressions each and an average engagement rate of 3.6% • The average impressions for recruitment posts were boosted by the External Trustee post receiving 1023 total impressions 		

Objective	1.2 To work in partnership with UoW to ensure they champion our services		
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
Raising our profile amongst University staff and academics	- Referrals from University services and academic	49 Firstpoint referrals, 20 lecturers, 18 support staff, 5 SU Out & About	
	- Staff Open Day held and numbers attending	61 staff attended with positive feedback. Who's Who in the SU produced	Staff Open Day to become an annual event and attendance increase each year
	- Number of SU presentations and workshops to University staff	Staff Open Day - 61 attendees, presentation to Academic Rep Coordinators delivered on review process, presentation on academic support to MSc Advancing Practice, presentation to Fellows	
	- Having routine involvement in induction of new University staff	3 x inductions attended by President over year	
	- Features on SU activities in Uni weekly update	SU articles included in Weekly Comms Blog most weeks and definitely seemed to raise awareness of activities	
	- Increased number of academic societies	Midwifery, Law and History has set up new this year (following approval last year). Working to develop more with new IoH and IA. Paper gone to LTSEC	
	- More University staff using our spaces	Regular use for applicant interview days, institutes, Mulled wine event (with Governors present) and Staff Winter Party. 6 institute events and 4 Staff have booked Hangar for evening events. Event with Fellows. Space booked for Sky News broadcast	
- On line promotion increases of SU by UoW	Some sharing of social media content - to be developed further		

	- Engagement with staff regarding Course Reps	Institute specific training delivered in partnership with university staff, staff provided with recruitment materials. Institute Rep interviews delivered in partnership with university staff. Bi-annual meetings with Institute Reps, Academic Rep Coordinators and PVC-S. Staff guide and handbook in development. Joint University and SU Forums are held for Reps, with a 78 turnout in October. A SU and University high-level working group meet monthly to review the academic representation system. In February, Course Rep Conference delivered in which University staff hosted development sessions (e.g. employability, mindfulness and mental health, sustainability, meeting etiquette and understanding higher education) and Institute-specific sessions for Course Reps, plus a University high-level debate with Ross Renton and Sarah Greer that just under 100 Reps attended.		
	- Features in key University documents (e.g. prospectus, graduation, on-line and physical)	New Open Day booklet includes SU, now included in Course Outline Template. Limited update in new prospectus	University Communication strategy developed in partnership with SU, SU has dedicated space in all University publications aimed at prospective students and stakeholders	
- Producing SU guides for staff as well as for students	- Generic guide produced and distribution rate	Who's Who guide produced for Staff Open Day		
	- Referral cards coming into Advice Service	21 separate requests by staff/departments to use with students - distributing 250 postcards		
Initiatives and events staged in partnership with the University	- Collaboration with UoW on housing fair and attendees	Fair took place 29/30 Jan with 40 landlords and 650 students on day 1 and 25 landlords and 98 students on day 2		
	- Mutually supportive campaigns delivered e.g. wellbeing and employability	World Mental Health Day, Uni MH Day, ittakesballstotalk launch at Varsity, charity events at Christmas, Men's Day, Application Form booklet, 'learn on the loo'		
	- Improved employability fair delivered with attendees	Employability Fair in Nov attended by 17 employers and 700 students	Milk round-type employability fair for all students (not institute specific)	
	Welcome Week and Open Day joint initiatives	New events for early starters with AS, very well attended, and resulted in greater engagement from nurses in particular eg 161% increase in votes. Presence at all Open Days		
Objective	1.3 To increase engagement and interaction with the WSU website			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	

Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
- Ensuring accurate, relevant, engaging and interesting on-line information and news	- Google analytics of usage, including comparisons with peak times & major events and likes / dislikes	Metrics measured in monthly reporting - to be extended further as per marketing strategy	- Website usage increases significantly year on year
	- Officer blogs and comments on same	Officer campaigns supported through all marketing platforms. Officer Vlogs (rather than blogs) introduced in March 2018 as better engagement tool- 60-90 second updates from Officers on recent/upcoming events and campaigns <ul style="list-style-type: none"> • Total of five Vlogs uploaded to YouTube and shared via social media • Average of 1k impressions for Vlogs on Facebook • Average engagement rate of 4% for Vlogs on Facebook 	
	- Feed back to students after events and comments received	<ul style="list-style-type: none"> • Post Celebration Week posts (winners announcement and two photo albums) on Facebook received total of 8659 impressions and average engagement rate of 9.5% • Post Varsity photo album round-up on TeamWork Facebook received total of 1817 impressions and engagement rate of 18% • Post Elections posts ('thank you' and link to round-up on website) received total of 5900 impressions and average engagement rate of 10% 	Student interaction with post event posts increases and is used to promote future events
	- Wider SU team involved in updating and developing content	SE team reviewing content of Student Voice section of website. News widget being developed for reps. Pages updated and new FAQ for volunteering	- Full implementation of SU's version of 'change.org.'
- Improving our marketing of services and major events	- SU key services and events have vibrant bespoke promotional materials	Consistent design work produced. Brand guidelines still to be completed	
	- Attendance at events and engagement with campaigns	Attendance figures are being recorded at a basic level each night	
	- Engagement with elections (candidates and voters), marketed throughout the year	Autumn Elections: 374 voters, 10 positions filled. Leadership Elections: 1844 voters (with a total number of 5109 votes cast). All three positions were contested with a total of 13 candidates.	

Objective	1.4 To ensure it is easier for students to access and use our services		
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
- Introducing on-line systems for students and more ways for students to interact with us on-line	- Interaction with our services in numbers	185 students, 225 Advice cases June 18. 177 student volunteers registered, 172 declared interested in an opportunity, 861 society members (850 in Nov), 1333 Sport members @June18 (1367 in Nov)	
	- On-line forms completed e.g. Reps / Advice	39 journals, 52 guest speaker, 61 events, 94 tickets/merchandise, 4 fundraising submission forms, 43 Online Election Committee Request, 15 Sport Development Forms, 51 GIAG, 10 Societies Development, 70 RAG Nominated Forms, 47 Committee Details, 35 online initial advice forms,	
	- Number of on-line AGMs	47 of the clubs and societies held online AGM's and successfully elected their committee's through this process.	- All AGM's conducted on-line, as well as more of the democratic processes of Union
- Improving our statistical records to monitor the demography and diversity of students accessing our services and activities	- Number of city campus students involved in clubs and societies	539 students are members of a club or society that study at City.	- Student cards are scanned when attending SU events to enhance intelligence
	- Better collation and analysis of member engagement	Demographics report done in Jan	Sensitive data collected as part of this and reported twice a year,incl. ethnicity, sexuality and disability
- Ensuring clear lines of communication with Partner College students	- Partner college students section of the website developed and hits/ usage monitored	Page is created and was promoted during visits to partners in the southwest. 158 views up to 13/12/2017, and 158 views up to 6/6/18	
	- Number of students accessing Advice and Support from Partner Colleges	5 students. Mit circs video has been produce for partner students.	
	- Visit to Partner Colleges and number of Academic Reps engaged	Course Rep Training delivered in southwest. Camtasia distributed to other partners.	
- Ensuring better signage around campus to the	- Improved signage is implemented	No progress	
Objective	1.5 To ensure we consult more with our members to understand more about what they need and react accordingly		
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
- Developing a programme of consultation tactics and mechanisms for the different areas of the Union's operations	- Conducting an annual survey of students on what they think of and need from the Union and compare year on year	Big Worc Survey May 2018 - 912 responses (9%) of population and report produced	
	- Utilising SU Out and About for specific questions and issues	4 PTOs have undertaken O&As in Semester 1. 3 sessions on Don't Rent Yet, 1 session (another to be completed) on general issues and feedback, 2 sessions on Course Reps	- Annual comparison of SU Out and About, engagement and outcomes

	- Survey completion rates and feedback therein	Training Conference Feedback Survey provided us with 68 responses. Welcome Week survey gained 117 responses, most of which were positive. Hangar survey had 300 responses in Sem 1, new products introduced as a result, Celeb Week surveys 81 responses, Big Worc Survey -912 responses	- Repeated annual surveys allow comparisons year on year and inform annual objectives	
- Gaining as many different student perspectives on the governance review as possible	- Consultation and interaction through surveys, questionnaires and focus groups, recording student locations and demography	3 student consultations held on document structure	- Governance review is implemented 2018/19 in a way that best suits students	
- Ensuring we feed back to students who get in touch with us	- Welcome Desk data collation and hits on website FAQs, interaction with City Campus Question Box	Total of 250 visits (0.13% all website page views) to FAQs page, Sept- Dec 17. YTD - 3031 enquiries at WD		

Core Goal	2. Facilitate wider student involvement in decisions that affect our members			
Objective	2.1 To strengthen our engagement and feedback systems to ensure they are as effective as possible			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Planning and progressing the governance review of the Union	- Progress against plan monitored and reported on	Governance review slightly behind schedule with consultations on meeting structure still to be completed. Consultations on document structure and layout have been concluded and consultations on club and society rules have taken place. Consultations and a postcard campaign have begun with 4 consultations and 162 post cards completed. Attendance at consultations not as high as we would like and we will be preparing an interim report and preparing a proposal over the summer before continuing concluding consultations in the new academic year.	New SU structure is launched	
To review and overhaul the academic representation system to increase engagement	- Create video explaining the role of a Rep, benefits and how to get involved	Presentation and newflash style video produced, full video in planning for 2018-19	- Engagement with Reps forums increases year on year	
	- Number of Reps represents number of courses year on year	593 course reps		
	- Use of online feedback method by Reps submitting updates, issues and student feedback	39 Journal entries. A Course Rep training evaluation survey received 23 responses and an 'end of semester Course Rep survey' received 95 responses.	-Engagement with journals increases year on year	
	- Button added to MyDay for students to contact their Reps	We have contacted the University about this but unable to implement until other behind the scenes issues have been resolved		
	- Q26 results in NSS and CES results	70% satisfaction in 2017 CES, NSS Q26 56%, bank of questions average 35%. Social media planned to feedback successes to members during NSS. 73% satisfaction in 2018 CES.		
- Ensuring the processes involved in what we do are simple and accessible e.g. elections	- Progress towards outstanding on the NUS representation self-benchmarking tool	Working group has created a new code of practice which will be approved by LTSEC in June and will be implemented in 2018-19	Be able to benchmark ourselves as outstanding based on the NUS representation benchmarking tool across all measures	
	- Numbers of candidates and votes in elections	Autumn Elections: 374 voters, all 10 positions filled. Leadership Elections: 1844 voters (with a total number of 5109 votes cast). All three positions were contested with a total of 13 candidates		

	- System whereby students stand for and vote in elections simplified	Limited by MSL system. Produced a 'how to vote' guide to supplement the 'how to stand' factsheet, videos put on social media, and an additional polling booth located in The Hangar at lunchtimes		
Ensuring an active Student Council and Executive Committee, with positions filled	- Numbers of student councillors and activities	19/26 Council positions filled. Postgraduate rep has been working actively with Research School		
	- Improved, regular communication with SC outside of meetings	Councillors invited to SU staff coffee mornings; 11 documents and/or emails (external to council meetings) have been sent out to Councillors e.g. Poverty Commission research, NSS questions, summaries of the OfS regulatory framework consultation, WonkHE articles, and NUS Pres/VP Candidate Manifestos. There will be a Student Councillor Focus Group to inform the Governance Review.		
	- Annual goals established for Exec Committee and progress monitored	PTOs objectives set and reviewed each meeting. Difficulties in attendance at meetings resulted in reducing frequency		
	Co-option type system investigated as part of governance review	This is included in the official consultation documents		
- Utilising student staff to gain feedback on the Union and University	Student staff involvement in All staff meetings and Staff Consultative Forum	One student staff member attended All Staff session in May 2017, the three student staff on the SCF are always invited to these. 2 student staff attended the SCF in Sept 2017		
	-Meeting minutes and actions and number attended.	Minutes available		
Objective	2.2 To ensure that we distribute information and feedback in a targeted way			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Publishing a calendar of activities relating to representation	- Calendar published and University events promoted, including on Wallplanners	Rep events are published on the website and will be included in the handbook from 2018-19	- Developing a co-ordinated database of information from committees and forums, to include SU Out and About	
- Keeping the membership informed of Officer activities – meetings attended, campaigning and overarching activities – blogging etc.	- Website and social kept up to date with officer activities, with support of staff mentors, including blogs/vlogs, campaigns section and news articles	Officer campaigns supported through all marketing platforms. Officer Vlogs introduced in March 2018 – 60-90 second updates from Officers on recent/upcoming events and campaigns <ul style="list-style-type: none"> • Total of five Vlogs uploaded to YouTube and shared via social media • Average of 1k impressions for Vlogs on Facebook • Average engagement rate of 4% for Vlogs on Facebook 		

	- Exec used more effectively in targeting student groups	PG, Mature Students, LGBT+ , BAME, and Women's Rep active in engaging students in SU and taking part in O&A		
	- Student Rep forum notes shared with membership	Minutes from Oct, Dec and March posted on website		

Objective	2.3 To develop new ways of engaging traditionally under-represented groups in the Union			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
<p>- Increasing engagement with arts, health and education students</p>	<p>- Targeted interactions and relationships with Arts, Health and Education staff, including Staff Open Day</p>	<p>Ongoing discussions with new Heads of IoH and ICA to increase engagement, 60 attended Staff Open Day, good relations with IoH</p>		
	<p>- Events involving these students and interaction with our services</p>	<p>Educational Enhancement very active, Early starters events, leading to more attendance over Sem 1, eg midwives, 161% increase in nurses in voting (largest single cohort to vote)</p>		
	<p>- Increased role of Student Council in engaging students</p>	<p>PG, Mature Students, LGBT+ , BAME, Welfare and Women's Rep active in engaging students in SU, including Food and Feminine Hygiene Product Drives, Information Stands for International Day for the Elimination of Violence against Women, LGBT+ Month, Black History Month, and putting on several "stressless" activities throughout assessment weeks in collaboration with the SU.</p>		
	<p>- Developing bespoke information for different groups</p>	<p>Produced Partner college students' advice leaflet, mit circs video almost ready</p>		
<p>- Increasing our engagement with City Campus by our physical and marketing presence</p>	<p>- Number of visits to City Campus and establishment of permanent fixed schedule of attendance advertised to students</p>	<p>Weekly presence of Advisor at City Campus 4 1/2 hours each week. 26 completed June 18. Minimum of 2 O&As each month, Housing Fair Day 2 at City Campus. 20 SU Out and Abouts in City (Charles Hastings and Jenny Lind)</p>	<p>Permanent SU presence on City Campus, with social calendar of events</p>	
	<p>- Development of City Campus events e.g. fairs, participative sports tournaments, quizzes @ Mode</p>	<p>No progress to date except Tuesday quiz @Mode and 1 x soc event on Monday in Mode, one cancelled</p>	<p>Active City campus societies exist to improve the student experience</p>	
<p>- Increasing interaction with Course Leaders to develop bespoke ways of engaging different cohorts</p>	<p>- Course lectures/head of Faculty meetings attended.</p>	<p>No progress has been made. However, included institute specific sessions in Course Rep Conference and are planning a Course Leaders guide to reps for 2018-19. Increased role of Heads of School and Course Leaders in new COP.</p>		
	<p>- Chart produced and promoted students to understand Institute staff hierarchy</p>	<p>All Institutes sent a diagram/chart explaining the heirarchal structure specific to their Institute. These charts were circulated with Course Reps and Institute Reps. Project placed on hold as university restructures</p>		

	- Identify and target student group areas to set up academic societies – number of societies	Document created to send to university staff on starting academic societies. Paper also written for LTSEC. A list of potential societies created ready for us to target.		
	- SU features in course inductions/literature	26 inductions attended. SU features in key course guides re H&A		
- Developing an SU facility akin to change.org. for students to ask for change	- Engagement levels, with petition triggered with enough interest generated	This is a likely result of the governance review and has been included in consultations		
- Raise profile of Union's efforts for the environment to engage students interested in	- Number of GISU related activities and numbers of students involved	Last Straw' campaign launched on Dissy day in The Hangar.		
Objective	2.4 To ensure greater participation from our members in the democratic process			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Obtaining increased support from the University to promote the benefits and merits of becoming involved and being a candidate	- Candidate numbers and diversity of candidates in course and demography	11 candidates from 4 institutes, spread across age ranges and levels and 5 nationalities in Autumn Elections. 13 candidates from 6 Institutes in Leadership Elections	- Increased voter turnout year on year and engagement goes up across the board	
	- Voter numbers and voting patterns monitored and areas of low engagement addressed	Report submitted to Trustee Board for both Elections. 0.1% increase in turnout for AE. Focus on Education and Health in Leadership elections led to 116% and 66% increases in voter turnout respectively in those Institutes. Turnout overall was 17.4% an increase of 59% and the highest we have on record.	- Developing a new dialogue with the University on the way we recruit and appoint student Reps	
	- Student Council, PTO, and Liberation Rep positions filled	All PTO and Liberation roles filled		
	- Embedded promotion of elections in key SU activities and our decorations	Embedded in to inductions and toilet mirrors advertise positions. More work to be done		
	- More accessible system for UoW students to stand for elections	Difficult to implement different system as limited by MSL, Step by step video produced to show students how to use the system and revised written guide to make simpler		

Objective	2.5 To strengthen the relationship with the University to ensure the Student Voice is heard and reacted to			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Increasing role of student reps as TEF develops, ensuring that the Student Voice is kept high on agenda	- Meetings and Committees attended by Reps and Student Voice Assistant re TEF developments	The University is not entering TEF this year and therefore there is little development in this area. VP Education involved in the submission of the university's registration to the OfS		
- Growing and developing the Students' Choice Awards and utilising the nominations and feedback intelligently to promote best practice	- Report on findings given to each Institute and published on-line	Reports are in progress (going to Institutes over summer), as are profiles of winners to go out in 18/19	Routine use of SCAs in University recruitment materials and Open Days	
	- Increase in winner 'assets' e.g. email signatures and in post award promo	No progress to date		
- Supporting the University to continue to increase survey completion rates	- Number of surveys completed	WhatUni - day in SU, over 150 responses, lecture shouts took place for NSS across IoH and ICA + NSS video, increased rates for CES and NSS - CES was 49% (up from 30% in 2017) and NSS increased by 2% to 78% (higher than national benchmark of 70%)		
- Interrogating and analysing all major survey results and work with closely the university on resultant action plans	- Number of action plans formulated following survey feedback and the number completed in year	Feedback to ASQEC Nov 17. Analysis of CES in progress. Action plans built into AROC structure for rep questions in CES.	- Action plans formulated and completed within the Academic year, Comprehensive database constructed for SU and Uni feedback and follow up needed/done	

Core Goal	3. Provide responsive, appropriate and accessible support and advice to students			
Objective	3.1 To create captivating campaigns that make a positive difference to our students' lives			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Delivering campaigns that have tangible outcomes	- Good practice researched across the sector and utilise networks available	No progress to date	- Student engagement with campaigns increase year by year	
	- External expertise utilised where possible organisations	Sexual health (PCT), International Men's Day (Sams), World Mental Health day (Time to Change), itbtt, Off the Scale Bus	- Shortlisted for NUS Award for campaign of the Year	
	- Number of students contacting us as a result of a campaign	256 requests for J for J since Sept, 80 students took part in Pee in the Pot		
	- Campaigns are set targets and outcomes are judged against those targets	No progress to date although campaigns meeting SU objectives standard included in KPIs		
	- Introducing financial incentives to clubs and socs for engagement in sexual health campaign	Trial of engaging clubs and societies in 'Pee in a pot' day. 2nd date however didn't occur due to partner availability. Cheerleading were awarded £50 for the most members getting tested.		
- Involving more students in creating campaigns	- No. of campaigns led by FTOs and PTOs	#ThisGirlCan video produced with Women's Officer (most successful post ever), World Aids Day event by LGBT+ Officer, and other LGBT events across month, food drives and Fem hygiene drive		
	- SU version of 'change.org' implemented levels of engagement monitored, petitions triggered etc.	Included in Governance Review consultations (see Goal 2)		
	- Involvement in national campaigns and associated outcomes	#stressless, Jo's Trust, International Men's Day, International MH Day, UMHD, MH Awareness Week (80 student contacts at this)		

<p>- Ensuring the website becomes a central delivery mechanism for our campaigns</p>	<p>- Feed back and interaction with campaigns e.g. likes and comments</p>	<ul style="list-style-type: none"> • Website still work in progress. Campaigns pages still need to be updated and to go-live. • Website is the main info point for most things re Course Reps. • Monthly social media reports show we generally have higher levels of engagement for certain campaigns. For eg, Don't Rent Yet posts on Facebook achieved impressions ranging from 1200 up to 2500 and average engagement was around 5%. • Initial results from Big Worc Survey show mixed bag in terms of awareness and engagement with campaigns, with some much higher than others. 		
<p>- Increasing the role of academic Reps in promoting campaigns</p>	<p>- Development of a group of Rep Marketing Champions (start with 'pre-made ' campaigns)</p>	<p>No progress to date. Plans are in place however to encourage reps to get more involved with the Union with opportunities during the recruitment and change week campaigns. Rep Champions may not be the route we take to develop this offer.</p>		
	<p>- Measured effect on campaign engagement</p>	<p>No progress to date</p>		
	<p>- NSS / CES results are utilised to target cohorts in different campaigns</p>	<p>Data has been used by the Student Engagement and Representation Group to target rep engagement. Working with Rep Coordinators to address. We have seen small improvements across the board in the CES data but work has concentrated on developing the new COP. 2018/19 Reps will be given pointers from the CES/NSS results</p>		
<p>Objective</p>	<p>3.2 To increase awareness of the Advice Service and how it can support students</p>			
<p>Achieved by (KEY TASKS)</p>	<p>How measured by June 2018 (OUTPUTS)</p>	<p>Progress 2017/18 (OUTCOMES)</p>	<p>Targets beyond June 2018</p>	
<p>- Raising awareness amongst University staff what the service offers</p>	<p>- SU involvement with the UW staff Inductions</p>	<p>Attended 3 inductions to date with RR</p>		
	<p>- Staff Open Day held and numbers attending</p>	<p>60 attended in Sept 17</p>		
	<p>- Updates on advice and support cases in all LTSEC reports</p>	<p>Done - Sept, Nov, March and June</p>		

	-Relationships built with key staff in all institutions	Good relationships have been developed with Academic Rep Coordinators and we have had more regular meetings this year. Coordinators helped inform the COP during its consultation stage.		
	- Activities to promote the service in Partner Colleges and number of student cases	Promotional materials for Partner Institutions complete promoting Skype/telephone advice 5 cases from Partner Institutions. EAYL project completed May 18 for a visual resource for mit circs for partner colleges		
	- Presence in more University documents and content revised where already there	New student disciplinary procedure, SU consulted and information present in procedure		
- Routinely seeking student feedback on the service and using feedback to raise awareness	- Number of responses and promotion of feedback undertaken	All students sent an email when case closed, 3 completed this year, all would recommend the service		
Using as many different media to promote the service to students	- Visits to help & advice section on the website	1.95% of total website visits		
	- Referrals from SU Out and About and Advice days	None		
	- Number of students using the service	18% increase in cases compared to Quarter 1 last year, @ end July 245 cases from 211 students with 545 contacts to service		
	- Targeted promotional campaigns (gender, etc.)	Used wufoo to promote degree classification to staff - 600 leaflets requested by staff/departments, 'Did you know ?' help & advice on all digital screens in the SU		
	- Service promoted in Welcome Desk signature with link to Advice form	Done		

Objective	3.3 To increase the support and advice we provide to students taking part in extra-curricular activities		
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
<ul style="list-style-type: none"> - Improving training for all student roles, such as Trustees, Student Councillors and Committee Members 	<ul style="list-style-type: none"> - Training resources on website 	<ul style="list-style-type: none"> Training for Committee members, PTOs and Councillors have been uploaded in their respective resource hubs 	<ul style="list-style-type: none"> - Alumni delivering training to committees.
	<ul style="list-style-type: none"> - Feedback gained from students 	<ul style="list-style-type: none"> 68 students fed back re Training Conference with comments that had improved dramatically from last year. But still changes to be made. 	<ul style="list-style-type: none"> - Increase in guest speakers arranged by student groups
	<ul style="list-style-type: none"> - Delivery of high quality, comprehensive induction and refresher training 	<ul style="list-style-type: none"> PTO training redeveloped this year and forms part of a package together with mentoring. We redeveloped Committee training in to a 1 day conference (1 for Sport and 1 for societies) including external speakers, role specific and skills based sessions 	<ul style="list-style-type: none"> - Greater involvement of University expertise in developing training programmes.
	<ul style="list-style-type: none"> - Number of basic queries received from socs and clubs (to reduce) 	<ul style="list-style-type: none"> Basic queries reduced since training over Welcome Week and in the first weeks, students are going to finance for all money queries. Students talking to us more in general. 	
	<ul style="list-style-type: none"> - Number of clubs in debt 	<ul style="list-style-type: none"> Total debt now £1.3k with 3 clubs in debt (reduced from 9 and £5.1k in September) 	
	<ul style="list-style-type: none"> - Fixture completion rate 	<ul style="list-style-type: none"> 7 walkovers this season 	
	<ul style="list-style-type: none"> - Number and outcomes of half year budget reviews - Number of handover meetings between incoming and outgoing club and society committees 	<ul style="list-style-type: none"> Good progress made, additional 9 applications to grant 2 Handover Cafés ran in May with 60 attendees 	
<ul style="list-style-type: none"> - Developing a Sports Strategy that increases support for competitive and non-competitive sport 	<ul style="list-style-type: none"> - Strategy produced with University 	<ul style="list-style-type: none"> No progress to date 	<ul style="list-style-type: none"> - Comprehensive participation sports programme exists and promoted by SU
<ul style="list-style-type: none"> - Developing a central point of information for all sporting activity 	<ul style="list-style-type: none"> - Information is available on SU website and number of hits recorded 	<ul style="list-style-type: none"> No real progress to date - SU part of Rec Sport working group to address 	
<ul style="list-style-type: none"> - Increasing links with Alumni and external/University expertise to support current students, including ex-committee members 	<ul style="list-style-type: none"> - Number of Guest speaker request forms received. 	<ul style="list-style-type: none"> 52 	<ul style="list-style-type: none"> Develop a system whereby alumni can contribute financially to fund training
	<ul style="list-style-type: none"> - Process implemented to gain approval from students to contact them post graduation 	<ul style="list-style-type: none"> No progress to date - to be incorporated into GDPR arrangements 	
	<ul style="list-style-type: none"> - Number of University staff and alumni involved in training 	<ul style="list-style-type: none"> No progress to date 	

Objective	3.4 To develop initiatives that offer emotional, academic and social support to students			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
<ul style="list-style-type: none"> - Promoting health and wellbeing throughout the Union's activities 	<ul style="list-style-type: none"> - Regular features and news articles on website and hits received 	<ul style="list-style-type: none"> Jade sexual health experience article, #stressless digital campaign for assessment week, digital housing tips pre Welcome Week 		
	<ul style="list-style-type: none"> - Delivery against Welfare PTO development plan 	<ul style="list-style-type: none"> Regular meetings with Welfare PTO. Delivered with Advisor Exam and Assessment week events 		
	<ul style="list-style-type: none"> - Collaboration with University Health and Wellbeing Team for World and Uni MHDs 	<ul style="list-style-type: none"> Off the Scale bus (10 volunteers trained) included in WMHD , Uni MHD and MH Awareness Week, itbtt launched at Varsity Big Weds 		
	<ul style="list-style-type: none"> - Promoting our support services through the bar 	<ul style="list-style-type: none"> 1 x student responding to #AA campaign, sexual health campaign promoted in bar 		
	<ul style="list-style-type: none"> -Activities and achievements of Inclusivity Officers within club and society committees 	<ul style="list-style-type: none"> Progress has been mixed. At first Inclusivity Rep Forum some reps reported that they had organised events and solved some solutions. Reps have feedback positively regarding the training we have provided although majority failed to go through Look After Your Mate Training despite us running 6 sessions. 		
<ul style="list-style-type: none"> - Developing links with local schools to help prepare prospective students for University life 	<ul style="list-style-type: none"> - Number of visits to or interactions with local schools 	<ul style="list-style-type: none"> No progress to date 	<ul style="list-style-type: none"> -Develop better links with local schools to showcase what SU has to offer - SU has a recognisable schools outreach programme 	
	<ul style="list-style-type: none"> - Number of volunteers, monitoring where they are volunteering and impact they have 	<ul style="list-style-type: none"> 177 Active volunteers, 65.5% of hours logged within the community. Feedback survey being developed for end of academic year to gain feedback on the volunteers and their impact. (7-6-18) 	<ul style="list-style-type: none"> - Officers and staff conducting School Visits 	

Objective	3.5 To ensure a positive and responsive staff culture within the Union		
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
Ensuring excellent communication within the core and student staff team	- Number of all staff meetings and content	5 All Staff meetings (July, Sept, Feb, March, June), content included updates from CEO and Officers, presentations from SEM, BEM, SEC and MCC, review of strat plan and staff team Strengthscope debrief	Achieve Quality Students' Union standard
	- Coffee mornings established and numbers that take place	7 held @ June, around 3 weekly	
	- Student staff numbers involved in socials	8 student staff at Staff Karaoke social, 8 student staff at Xmas social	
	- Number of student team meetings and 1-2-1s and outcomes	WD - 2, Bar - 5, SE - 3, Marketing - 0	
	-Staff Consultative Forum utilised to ensure all staff involvement in operational and service developments	Quarterly SCF's held, staff requested to raise any issues, comments, or requests. Student staff FB page to assist student staff involvement. Car parking permit issue resolved.	
	-Outcomes of student staff surveys reported to student staff	Not conducted this year	
	- Cross organisational working groups	WW, Refreshers, Celebration Week, Varsity, Management Team	
- Providing clarity for students on when they can expect to receive responses from us	- Clear set of principles/ charter advertised to student body	No progress to date	System implemented to measure response times
- Implementing HR and performance monitoring processes	- Delivering high quality recruitment, induction and development processes	Ongoing - 17/18 recruitment being planned through working group and	Individual development plans for student staff
	- Induction process reviewed and updated if required	Induction checklist and H & S induction in place end of 2016/17. Working on an Outlook induction for 2017/18	
	- Number of staff with objectives and performance reviews	6 staff with annual objectives linked to KPIs, 6 are due/going through the process, one under probation	
	- Implementation and use of R&R schemes, including SSOM	SSOM continues, 6 x core staff received R&R since Sept 17	
- Establishing a culture of sustainability within the organisation, including student staff	- Establishment of Green Committee & outcomes, with Sustainability Award in SCAs	Sustainability Committee up and running for this year. Sustainability Awards was included in Union Awards, for staff. Committee has implemented compost bin and oversaw the completion of GISU.	

Core Goal	4. Create and promote opportunities for students to develop transferable skills			
Objective	4.1 To increase the employability skills of our students			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
<ul style="list-style-type: none"> - Promoting the importance of gaining transferable skills by participation in extra-curricular activities, roles, and part-time employment with the Union, embedding skills into all training we deliver 	<ul style="list-style-type: none"> - Case studies of success 	<ul style="list-style-type: none"> Used previous officer successes and where they are now during the leadership elections 	<ul style="list-style-type: none"> - MoU reached with Unviresity Diretor of Employability on services provided by SU and University 	
	<ul style="list-style-type: none"> - Number of articles submitted to WHPH and distribution levels 	<ul style="list-style-type: none"> Issue #3 – 23 articles submitted, wide range, launched in Jan Issue #4 launched in April 2018 as Varsity Special, 16 articles, including multiple page spreads for Varsity and Elections 250 print copies produced each time and also uploaded to the website and shared via social media 	<ul style="list-style-type: none"> SU provides more employablility services e.g. workshops and lectures 	
	<ul style="list-style-type: none"> - Number of part-time officer roles filled 	<ul style="list-style-type: none"> 10 positions filled in Autumn Elections, final one through co-option 	<ul style="list-style-type: none"> - Taster sessions integrated into Welcome Week activities program 	
	<ul style="list-style-type: none"> - Number of students undergoing committee and student staff training 	<ul style="list-style-type: none"> 342 Committee members, 60 SU Crew, 12 student staff 		
	<ul style="list-style-type: none"> - Delivery of an Employablity Fair for students and numbers attending 	<ul style="list-style-type: none"> Fair in November, 17 employers and 700 students attended. Needs drastically improving 	<ul style="list-style-type: none"> Implement attractive and useful employability fairs for all students across the University 	
<ul style="list-style-type: none"> - Building clear and engaging material and information on how to apply for jobs and be successful at interview 	<ul style="list-style-type: none"> Number of guides distributed and accessed on line 	<ul style="list-style-type: none"> 200 guides distributed from SU and careers, placed on-line in January in help and advice section of website. Further copies ordered. 		
	<ul style="list-style-type: none"> - Record collated of information provided to unsuccessful applicants on how to improve their employability 	<ul style="list-style-type: none"> To be implemented after March recruitment round 		
<ul style="list-style-type: none"> - Ensuring clear job roles and person specification for all Rep, Officer and Committee positions 	<ul style="list-style-type: none"> - Implementation of skills matrix for all roles 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Roles amended in line with the governance review 	
	<ul style="list-style-type: none"> - All job roles updated 	<ul style="list-style-type: none"> Complete 		
<ul style="list-style-type: none"> - Developing an employability fair and closer links with University alumni to come and talk to students 	<ul style="list-style-type: none"> - Promotion of University Careers Fair, and other University/society employability fairs 	<ul style="list-style-type: none"> VPE worked with Careers on Sem 1 fairs (SU redesigned artwork) and has made recommendations on way forward - ongoing 	<ul style="list-style-type: none"> Annual 'milk-round' type fair is part of University calendar 	
	<ul style="list-style-type: none"> - Contacts made with other SUs running employability fairs 	<ul style="list-style-type: none"> Research being carried out, aiming to run 2 to 3 sessions in run up to Leadership Elections 		

	- Alumni invited to deliver a keynote speech at a celebration week event	No progress to date		
	- Skills-based training for elections candidates implemented	Ran an additional session for students interested in standing on 'Campaigning and Manifesto Writing' Skills also included in candidate briefing including public speaking		
- Developing student-led media opportunities	- Student media channels included in governance review	No progress to date	- Union has comprehensive student-led media offer	
	- Targeted engagement with journalism students	No progress to date	- Space is negotiated for student-led media activities considering internal/external options	
	- Structure is developed for student media	No progress to date		

Objective	4.2 To increase the quantity and quality of opportunities supported by the SU for students to develop new skills and abilities			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Employing, wherever possible, student staff in front-line roles	- Number of student staff employed and hours worked	26 employed and 3955 hrs worked @ end Dec 17 31 students and 7831.50 hrs worked @ June 18 (average 253 hrs each)		
- Increasing the number and variety of volunteering opportunities within the local community and beyond	- Processes for monitoring opportunities and feed back around volunteering	Follow up process implemented to follow the progress of volunteers and survey to be sent out at the end of the academic year for feedback from both students and organisation		
	- Number of institute-led opportunities promoted by SU	No progress to date. A mapping exercise of institute opportunities is in progress but getting responses is challenging.		
	- On-line resources created for community organisations	Complete and distributed to Community Action Worcester.		
	- No. of charities and opportunities featured on brokerage system - Number of student-led projects	88 Organisations, 155 Vol opps (@ 31/05/2018) 1 currently. Campaign in planning for September		
- Increasing student-led fundraising activities	- Review of structures undertaken, with additional recruitment if possible	Structures were reviewed over the summer in preparation for new academic year. No need to change again.		
	- Amount raised (target £15,000)	£15,333 raised @11th June . Involvement in 4 national fundraising events, engagement from a variety of clubs & societies for all fundraising and RAG events for the 2017-18 academic year.	- £50,000 total raised by 2020/21	
	- Number of support sessions booked	No progress to date. Sessions to be introduced in 2018-19		

Objective	4.3 To increase the number of students taking part in Union-led activities and opportunities			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Developing participation of student groups, student councillors and Officers in SU social media to engage different cohorts of students more	- Implement FB pages and Twitter handles for PTOs and RAG	RAG FB and instagram, no progress for PTOs and student councillors		
	- Social media takeover events for student groups	Candidate takeovers during March elections - further takeovers to be included in social media plan.		
	- Social media likes and follows etc.	9,000 Facebook followers, 6,000 Twitter followers, 1,000 Instagram followers		
	- Regular spotlights on social media of different students and their successes	Shared Futsal tournament win, Fencing final, and various charity fundraisers different clubs and societies have done. No real structure or consistency to this - (though this will be included in 18/19 social media plan).	Implementation of consistent reporting of student success via social media	
- Building a larger, core group of SU volunteers to support ongoing delivery and promotion	- New identity & structure for SU volunteers implemented	SU Crew introduced for Welcome Week and used throughout the academic year at SU Events/Activities. 15 SU Crew logged 162.5 hours.		
	- Number of volunteers, hours, and range of activities	199 active volunteers, 18,606 hours logged, c.65% of the hours are within the community. Opportunities vary from Sports, Elderly, Social Media, Museums, Wrapping Presents.		
- Developing the relationship with students in accommodation and the RAs	- Plan developed and implemented with AS to ensure regular contact with RAs	Meetings between SU and AS to improve communication, RA JD reviewed for 18/19, no longer need to live-in, JH and SW involved in RA interviews		
	-Known engagement of students from halls in SU activities	No progress to date		

Objective	4.4 To demonstrate the impact on employability of getting involved in the SU		
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
- Promoting the successes of SU Officers and employees post- graduation or term of office	- Number of impact reports distributed and where	61 reports posted, 46 electronically, 440 views since the report was uploaded on About us page, 81 views on issue in last 30 days (22/01/18)	- Developed relationships with SU alumni to demonstrate benefits of getting involved in SU
	- Articles from current and past officers and student staff in WHPH	Content from VPSA, BAME, Disability & Women's Officers, and student staff	- Report provided on volunteering specifically to be distributed amongst wider community
	- Student staff of the month award promoted	New design work completed and promoted via social media	- Impact report distributed to more community stakeholders
	Promotion at Union Awards	No progress to date	
	News articles on website	No real progress to date	
- Previous officer campaigns and case studies used to promote elections		Campaigns from other Unions were included in the Campaign to win document and we will be integrating Worcester examples when appropriate. Former Officer case studies were updated and used again this year	
- Securing quality features in University literature on outcomes of engagement with the SU	- No. of features in University publications	No progress to date	
	- Inclusion in University prospectus, including a link to the Impact Report	No progress to date	
Objective	4.5 To increase the number of student-led projects that ensures a wider range of activities and a more diverse culture across campus		
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018
- Supporting students to develop activities involving the arts	- No. of arts & culture based societies	10 current art & culture based societies.	
	- Local/community arts & culture events shared	Share and promote lectures (eg holocaust, political events) and events of interest hosted by University, no real progress with community events	
	- Supporting and offering opportunities for students to add to their own personal portfolios e.g. in design, arts and culture	BHM art competition - 0 entries, Help & Advice animation project for Mitigating Circumstances. Frustrating lack of progress with Head of IA	- Opportunities/ placements within SU offered for students to increase portfolios, greater liaison with new School of Art, student art decorates SU and exhibitions hosted
- Encouraging and supporting new societies and student-led projects to establish	- Number of societies and projects, events in Hangar and showcases in publications and on social media	WHPH includes several articles from socs, website articles on specific events eg quiz by midwives, Sophie's Round up summarises activities	
	- Implementation of Project of the Year Award in Union Awards	Due to limited number of projects and focus on developing a new strategy this was put on hold	

<p>- Making proactive efforts to engage with our 'non-traditional' students</p>	<p>- CSP Activity survey responses and resulting actions</p>	<p>No survey results forthcoming from CSP</p>		
	<p>- Non-traditional students involved in governance review</p>	<p>Postgraduate students have been consulted on documents and had the best attended consultation session on officer and meeting structure</p>		
	<p>- Number of academic societies</p>	<p>13 to date, 1 in the pipeline.</p>		
	<p>- Number of professional course students voting in elections</p>	<p>73 students (19%) voted from professional courses in Health and Education in the Autumn Elections. Leadership elections saw doubling in the number of IoE students voting and IHS a 66% increase. Adult Nursing had highest number of voters and we saw 20 paramedics voting compared to 0 in 2017.</p>		

Core Goal	5. Help students to be safe and to enjoy University life			
Objective	5.1 To provide a diverse range of events for our students			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
To utilise the newly refurbished Hangar to create and facilitate engaging events for more students	- Number and range of events and numbers attending, numbers of student bookings	Increased range of events- comedy, bingo, Reggae, Club, Throwback Thursday, films, new digital quiz. 27 student bookings over year, far exceeding 16/17. Attendance for each night recorded since early November, numbers suggest we are up around 20% attendance on last year at 8231.	- Open the bar 7 days a week for students with regular student takeover nights	
	- New procedure implemented for recording attendance, demography of students, and agreed success measures, with outcomes reported to all staff (as per SU O&A)	Implemented a basic attendance checking system each night. System to scan in students not yet viable.		
	- Links strengthened with different groups of students such as PG, international students, city campus students	Bespoke early starters welcome week with events + events aimed for international students which were well attended. Mature Students' Soc growing and attending Hangar events. Building links with PGs. Long way to go with City Campus.		
	- Student feedback from events, Social media posts and activity, ents surveys, FB likes	Surveys conducted in WW and from bar box. Looking into new product offers as result.		
	- 'Number of 'takeover' nights for students to host / perform/ DJ within our spaces	27 student-led events, 1 x takeover Karaoke. No student DJ sourced.		
	- Opening times reviewed based on student feedback and attendance figures	Opening times seem appropriate. Saturday daytimes remain a challenge.		
	- Income from events and bar takings	Sales up by nearly 40% compared to budget and £21.7k up on the same period last year		
- Actively supporting cultural, arts and wellbeing activities	- Range and numbers of events and numbers attending	As per 5.1 above, still a way to go	Develop a system whereby alumni can contribute financially to sports and socs to foster more activities	
	- Art and culture articles in WHPH	Content for Black History Month and World Mental Health Day		
	- Number of wellbeing campaigns e.g. 'ittakesballstotalk'	Johnnies for Johnny, Pee in a Pot, and Get Home Safely and itbtt promoted.		
	- Involvement and engagement of Arts students in the SU and its events programme	Comedy nights, open mic nights, daytime wellbeing events organised by PTOs, Spoken Word event by Welfare Officer, Film Soc Awards evening, Burlesque show Engagement of Arts students not known but suspected to be low		

	- Wellbeing initiatives reflected in Best Bar None submission	Gold BBN achieved - 94%		
Developing a wider range of non-alcoholic and inclusive events	- Range and numbers of events and numbers attending	Comedy night, quiz nights, open debates, cabaret night, pole fitness showcase, gaming night open mic night, carol service, spoken word		
	- New mocktail offer implemented	New mocktail menu, well promoted on backboard and at daytime events eg drug driving campaign		
Objective	5.2 To develop strong relationships with internal and external stakeholders to increase students' awareness and engagement in social activities and events in Worcester			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Ensuring regular liaison with Worcester BID and local businesses	- Number of Stall holders at Freshers Fair and Refreshers	Total income from WW stalls and ad hoc bookings through NUS Media Local - £9224.00. Refreshers income £180. Overall £600 below budget.		
	Promotion of local events and activities	Some promotion of events/ talks at The Hive, Holocaust Day talk+ for a charity event being held at Swan Theatre (Rock for Heroes)	Develop What's On guide for students about what is going on in the local community and Uni each fortnight	
	- Strong relationships built with local businesses leading to localised NUS extra discounts.	Treasure Hunt – 6 prizes given (39 took part), NUS Media Local established new relationships with, Waylands Yard and Office Outlet and now appear on the app, others are in final negotiations. Toni & Guy relationship is established with discounts for students and staff. Worcester Racecourse now run a Student Day with discounted admission and food/drink for students. In discussions with Thomas Cook and Bills (who want to provide "food hampers" to new students) and with a local Gin/Vodka producer to run a gin tasting session, as well as with Barbourne Cider Company, about stocking their cider and them being part of a "Cider Festival" on campus. Still work to be done on promoting local events		
	- Number of meetings with external companies and outcomes	Bills, Thomas Cook, Toni and Guy, Barborne Cider Company, Gin producer		
	Involvement in GGW in the Community	Nature Society involved and promotion for volunteers completed by the SU. Officer on planning team.		
- Number of volunteering/RAG opportunities in local area	155 volunteering opportunities as of 31/05/2018			

- Developing relationships with local statutory agencies and charities to develop opportunities	Attendance at Nightsafe meetings	Meetings attended and joint approach to #AskAngela and banning orders from committee.		
	- Community forum meeting outcomes	Positive reactions to SU at meetings and with WHPH - 2 reports submitted over year from SU		
	- Worcester BID meetings attended	Now part of Worc Traders Group - daytime and nighttime traders - news bulletins and regular meetings		

Objective	5.3 To improve the safety and security of the Union bar environment and promote its USP			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Improving the look, feel and hygiene of the bar environment	- Best Bar None Silver standard achieved	Gold achieved - 94%. Press statement released with quote from RR	-BBN Gold award achieved	
	- Levels of cleanliness within Hangar is reviewed regularly with cleaning manager	Continual dialogue with cleaning manager and staff to maintain high standards. Can be improved		
	- Cleaning standards improved with daily 2 hour sign off sheets, to include toilets	Building check list implemented, incorporating toilets, to maintain high standard of cleanliness.		
	- Green Impact initiatives carried through to bar, dependant on criteria	Biodegradable straws implemented. 'Last straw' campaign with green slushies		
	- Outcomes from Health and Safety Committee meetings where incidents discussed	Incidents discussed at each meeting, signage in toilets and staff phones improved as a result		
- Engaging students in alcohol impact initiatives	- Involvement in national / NUS initiatives and campaigns associated with Best Bar None	Biodegradable straws implemented. 'Last straw' campaign with green slushies		
	-Actions arising from Nightsafe or local meetings	Meetings attended, which also covered project ARGUS, a terrorism awareness seminar. Outcomes integrated into student staff training.		
	- Deliver Student Minds 'Look After Your Mate' training to cohorts of students each year	6 sessions delivered - proved hard to engage all Inclusivity Reps. Staff in student wellbeing are being trained up and we are looking to work in partnership with them in 2018-19		
- Promoting campaigns within the bar as well as services that support students and encourage them to take care of each other	- Number of campaigns promoted through bar, including #AskAngela	1 x student responding to #AA campaign, get home safely and sexual health campaigns promoted		
	-Increased promotion of University security to students	Done through committee and student staff training and campaigns, 'getting home' campaign series		
- Ensuring close liaison with external and internal partners, such as the Police, Security, Tramps, Nightsafe etc.	- Nightsafe meetings attended and outcomes	Nightsafe meetings attended and information actioned. Updates given to security on a regular/ often nightly basis to ensure good communication. Close liaison with university PCSO's. Monthly meetings with Tramps ensuring a safe and positive service for students.		
	- Delivery of joint campaigns	Get home safely campaign series, Men's Health day campaign shared with Tramps		
Objective	5.4 To work with the University to increase the variety and availability of social space for students across the University campuses			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	

<p>- Conducting more targeted consultation with students and reporting outcomes to the University, especially re: City Campus</p>	<p>- SU Out & About data, bespoke surveys conducted and responses achieved</p>	<p>Officers/ Student Council, O&A sessions asking for feedback about how their course is going and what they do and don't like about University. The Hangar survey and WW survey.</p>	<p>- Securing future space for the Union on City campus that is appropriate</p>	
<p>- Playing a key role in the development of University Court and other residential and campus developments</p>	<p>- Outcomes from meetings attended re: University Court etc.</p>	<p>No further development on UC by Uni</p>	<p>- Student hub located at University Court, with SU as integral part.</p>	

Objective	5.5 To develop the Union's offer and a culture of inclusivity and belonging across the University Estate			
Achieved by (KEY TASKS)	How measured by June 2018 (OUTPUTS)	Progress 2017/18 (OUTCOMES)	Targets beyond June 2018	
- Ensuring very regular SU presence in City Campus for residents and WBS students	- Visits and involvement with city campus	Weekly presence of Advisor at City Campus 4 1/2 hours each week - 26 visits. 20 out and abouts completed by end May 18.	Permanent SU at City Campus	
- Developing a positive culture in Sport where inclusivity is the norm and team events are less focussed around alcohol	- CHANGE' workshop delivered as part of committee training to Social Secs	Workshop delivered to 85 students	All teams have developed their own pledges	
	- Leadership session delivered by Jamie Edwards at Committee training to Captains	Delivered to c.80 Chairs / captains		
	- Pledge and inclusivity initiatives are a part of Varsity and support of #TakeAStand is entrenched in what we do	Pledge signed, LGBT inspired logo, press statement released.		
Developing Mode into mini SU for City Campus students	- Number of events held aimed at City Campus students	4 x student takeover events at Mode - poor feedback from students		
- Ensuring adequate marketing space for the Union across the University estate	- Gaining access to our own noticeboards	Noticeboards across St Johns and City Campuses updated regularly		
	- Lobbying for streamlined approval process for posters on campus and permission to use totems/alternative promo across campus	No progress to date		
- Developing smaller, more bespoke events for different cohorts of students	- Number of events and students involved via Inclusivity Reps	No information to date		
	NSS and CES data used to target students	No progress to date		