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			
Associated KPI's	1. Satisfaction with the Students' Union for our members increases year on year – target of 80% across the board 2. The percentage of the student body aware of the range of services run by the SU increases year on year 3. The percentage of the student body filling in our Big Worc Survey increases year on year 4. The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year 7. The number of ideas submitted to the SU increases year on year 8. The number of students accessing our advice and support service increases year on year			
Perfomance against KPI's 2017/18	1. CES Q14: - 73% , BWS: 68% satisfied or very satisfied, NSS: Q26 = 59% & B2 = 40% 2. BWS: all services over 75% aware 3. 9% (912) 4: BWS: 68%, CES: Q5.3 = 69%, Q5.4 = 58% 7: no data (3 motions submitted and passed at Student Council) 8 - @ June - 225 cases, BWS – 65% aware of service, 20% used service			
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 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019	
Developing our on-line and physical presence across the campuses	Key elements of the Marketing and Communications strategy and social media action plan implemented		- Development of interaction of prospective students and of alumni	
	Ideas Forum implemented via website		Ideas Forum/ Speak Week generates SU campaigns	
	- Increased engagement in Facebook,Twitter, Instagram, Snapchat and YouTube (no. of followers/friends)		- Social media engagement increases year and year and adapts to changing needs	
	- Number interactive initiatives e.g. competitions and student take-overs on social media		- Significant increase in number of student-led campaigns	
	- Feedback and outcomes via SU Out and About, numbers of students engaged		Regular presence of SU news and major events on My Day	
	Signage to the SU improves across campus		SU branded boards and information in areas of least current engagement e.g. Sheila Scott, Arthouse	
	No of student events taking place outside of SJC that we are aware of and promoting		Bespoke welcome events at more locations e.g. Arthouse	
	Number of hits on-line for impact report			
	- Engagement of students with online forms			
- Developing the awareness in halls of SU services and activities	Working with the RA's to revise and grow the interhalls championship		SU Welcome and Advice posters / information in all halls	
	- Regular meetings, cohesion, and communications with RA's on SU activities and events		SU space in any future major hall development	
	Delivery and engagement with Harrison's Halls HIIT or Healthy Happy Meals			
	- SU Crew is utilised to develop presence and promotions across campus			
	- Engaging material about SU for students moving into halls of residence, including City		How to' videos produced for those moving away from home e.g. laundry,	

- Investing time in professional and national networks eg LinkedIn and FB Workplace	All recruitment and key developments promoted via LinkedIn		Contacts from LinkedIn from different industries are used to develop seminars, lectures etc for students	
	Outcomes from engagement with NUS Communities of Practice			
	Followers, likes, and shares increase for posts other than recruitment			

Objective	1.2 To work in partnership with UoW to ensure they champion our services			

Achieved by (KEY TASKS)	How measured by June 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019	
Raising our profile amongst University staff and academics	- Referrals from University services and academic staff to advice centre		Introduction of second Open Day each year	
	- Number of staff attending SU Open Day			
	Engagement with Academic Rep Co-ordinators		Central course leader list is available from University	
	Promotion of profiles of SCA Award winners			
	- Number of SU presentations and workshops to University staff			
	Involvement in University staff inductions (President)			
	Production of 'State of Representation' report and involvement of University staff that			
	-Features on SU activities in Uni weekly staff blog		Inclusion of SU in a new internal staff communications strategy	
	- Increased number of academic societies			
	- Hangar Bookings by University staff			
	- On line promotion of SU by UoW			
	Who's Who guide produced and hits on-line			
	- Features in key University documents (e.g. prospectus, graduation, on-line and physical)		Separate feature in prospectus on SU as core part of student experience	
Initiatives and events staged in partnership with the University	- Collaboration with UoW on housing fair and attendees			
	- Interhall championships delivered with RA's			
	- Mutually supportive cmpaigns delivered e.g. wellbeing and employability			
	- Improved employablity fair delivered at end of year / no. of attendees			
	University events held in The Hangar			
	Early Starters, Welcome Week and Open Day joint initiatives			

Objective	1.3 To increase engagement and interaction with the WSU website			

Achieved by (KEY TASKS)	How measured by June 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019	
Redesigning and overhauling our website	Coder appointed or external company appointed if recruitment unsuccessful		Much expanded content on website	
	New website is launched		Content management software contract reviewed	
	Website interaction and usage		- Website usage increases significantly year on year	
	Changes implemented as a result of google analytics		All forms, including those for staff use are moved on-line	
- Developing 'Worc Hard Play Hard' as an engagement and information tool beyond a magazine	- Website focuses more on WHPH as a brand and news / information remains up to date			
	- Officer vlogs - number and engagement			
	Regular updates from President on 'surgeries' and Ideas Forum and comments on same			

	- Feed back to students after events and comments received			
	- Google analytics of interaction with website and news articles etc		Google analytics inform continuous improvement and change	
- Improving our marketing of services and major events	- SU key services and events have vibrant bespoke promotional materials			
	- Attendance at events or engagement stats			
	- Engagement with elections (candidates and voters), marketed throughout the year			

Objective	1.4 To ensure it is easier for students to access and use our services		
Achieved by (KEY TASKS)	**How measured by June 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**
- Developing our on-line systems and more ways for students to interact with us on-line	- Interaction with our services in numbers		More democratic processes of the Union are conducted on-line
	- On-line forms completed e.g. Reps / Advice		All forms, including those for staff use are moved on-line
	Q&A activities implemented through instagram and FB live and engagement with same		Developing more on-line communities for student cohorts e.g. liberation groups
	- Number of on-line AGMs		
- Improving our statistical records to monitor the demography and diversity of students accessing our services and activities	- Number of city campus students whom we can define involved in clubs and societies		- Student cards are scanned when attending SU events to enhance intelligence
	Bi-annual report on membership demography, including details from DMU of sensitive characteristics		
- Ensuring clear lines of communication with Partner College students	- Partner college students section of the website developed further and hits/ usage monitored		
	Bespoke material and information produced for partner college students		
	- Number of students accessing Advice and Support from Partner Colleges		
	Engagement of partner college students in our democratic processes		Governance review includes needs of partner colleges
	- Visit to Partner Colleges and number of Academic Reps engaged		Development of a new representation strategy for partner college students
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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**
- Developing a programme of consultation tactics and mechanisms for the different areas of the Union's operations	- Utilising SU Out and About for specific questions and issues		- Annual comparison of SU Out and About engagement and outcomes
	Targeted feedback exercises through Engagement services and the Hangar		
	Feedback and outcomes achieved through Change Week		
	- Big Worc Survey completion rates and feedback therein		- Governance review is implemented 2018/19 in a way that best suits students

Core Goal	2. Facilitate wider student involvement in decisions that affect our members		
Associated KPI's	1. Satisfaction with the Students' Union for our members increases year on year – target of 80% across the board 3. The percentage of the student body filling in our Big Worc Survey increases year on year 4. The percentage of the student body satisfied that we are representing them and providing them with a voice increases year on year 5. The number of students voting in our Leadership Elections - target of 20% of membership 6. The number of available positions in our governance structures are filled – target of at least 80% 7. The number of ideas submitted to the SU increases year on year		
Perfomance against KPI's 2017/18	1. CES Q14: - 73% , BWS: 68% satisfied or very satisfied, NSS: Q26 = 59% & B2 = 40% 3. 9% (912) 4: BWS: 68%, CES: Q5.3 = 69%, Q5.4 = 58% 5. 1844 voters (cast 5109 votes) = 17.4% of UoW students - 59% increase (highest number since 2012) 6. 6: Student Council 78% filled, Executive Committee 100% full for Sem 1, 87.5% for Sem 2 7: no data (3 motions submitted and passed at Student Council)		
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 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019
- Progressing and finalising the governance review of the Union	- Progress against 18/19 plan monitored and reported on		New SU governance structure is launched
Finalising and implementing the Code of Practice for Academic Representation	Attendance at Course Rep Forums and Conference		- Engagement with Reps forums increases year on year
	- Number of Reps represents number of courses year on year		Rep positions are contested as the norm
	- Number of journal submitted by Reps, issues and student feedback		-Engagement with journals increases year on year
	Number of contested elections for Reps	cant measure this currently	
	- Results from BWS, NSS Q26, and CES Qs5.3 & 5.4		- Button added to MyDay for students to contact their Reps
	End of year report produced on the Impact of the Representation System		Be able to benchmark ourselves as outstanding based on the NUS representation benchmarking tool across all measures
Whilst the governance review is underway,ensuring an active and effective Executive Committee and Student Council	- Numbers of student councillor positions filled and activities		The governance review results in a revived student scrutiny body that is active and successful at student engagement
	- Improved, regular communication with SC outside of meetings		
	- Annual goals established for Exec Committee and progress monitored		
	Co-option type system investigated as part of governance review		
Objective	**2.2 To ensure that we distribute information and feedback in a targeted way**		

Achieved by (KEY TASKS)	How measured by June 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019
- Publishing a calendar of activities relating to representation	- Calendar published and University events promoted, including on Wallplanners	Rep calendar is published and on website	

Development of a comprehensive database of all feedback received about the SU and University through various fora and outreach activities	Database is created, actions assigned to staff and officers Regular meetings held to monitor progress Feedback mechanism designed to update members		Regular reports provided to the University on feebdack received and action taken or required by us / University	
- Keeping the membership informed of Officer activities – meetings attended, campaigning and overarching activities – blogging etc.	- Website and social media kept up to date with officer activities, with support of staff mentors, including blogs, campaigns section and news articles		Officer social media better compliments that of other SU channels	
	- Exec used more effectively in targeting student groups			
	Engagement with Officers' social media			
	- Student Rep forum notes shared with membership			

Objective	2.3 To develop new ways of engaging traditionally under-represented groups in the Union			
Achieved by (KEY TASKS)	**How measured by June 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Increasing engagement with less engaged cohorts e.g. arts, health and education students	- Targetted interactions and relationships with Arts, Health and Education staff		Increased opportunities for arts students to develop their portfolios are developed by the SU	
	Targeted SU activities at the new Art House		Arts students hold events in the SU and SU holds events in the Art House	
	- Events involving these students and interaction with our services		Student art decorates SU	
	- Increased role of Student Council in engaging students			
Developing 'TeamWorcTV' (or similar), thereby creating opportunities for students on different courses to take part in SU events and activities e.g. journalism	Number of opportunities and students involved Outcomes of those partnerships		SU has an established range of opportunities and activities for skill development e.g. journalism that benefits the students and the SU	
- Utilising the refurbished space at City Campus to increase our presence and awareness of what we do	- Use of allocated SU/Firstpoint space in CH building attendance advertised to students		Permanent SU at City Campus	
	- City Campus events e.g. fairs, tournaments, social events			
- Increasing interaction with Course Leaders to develop bespoke ways of engaging different cohorts	- Course lectures/head of Faculty meetings attended.			
	- Chart produced and promoted students to understand Institute staff hierarchy	this is difficult until university finalises a structure		
	- Identify and target student group areas to set up academic societies – number of societies			
	- SU features in course inductions/literature			
- Raise profile of Union's efforts for the environment to engage students interested in sustainability	- Number of GISU related activities and numbers of students involved - Activities towards Responsible Futures criteria, in partnership with the University		- SU achieves Excellent Green Impact - SU supports the University to embed sustainability in the curriculum and reports on progress against	

Objective	2.4 To ensure greater participation from our members in the democratic process			
Achieved by (KEY TASKS)	**How measured by June 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Increasing 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		- Increased voter turnout year on year and engagement goes up across the board	
	- Voter numbers and voting patterns monitored and areas fo low engagement addressed		- Developing a new dialogue with the University on the way we recruit and appoint student Reps	
	- Student Council, PTO, and Liberation Rep positions filled			
	- Embedded promotion of elections in key SU activities and our decorations			
	- More accessible system for UoW students to stand for elections			

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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Increasing role of student reps as TEF and OfS develops, ensuring that the Student Voice is kept high on agenda	- Meetings and Committees attended by Reps and Student Voice Assistant re HE sector developments			
- Retaining Course Reps at a School Level in the new academic structure	Number of Course Reps			
- Continuing to grow 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		Routine use of SCAs in University recruitment materials and Open Days	
	- Winner 'assets' e.g. email signatures and in post award promo / features			
- Supporting the University to continue to increase survey completion rates	- Number of surveys completed			
- Interrogating and analysing all major survey results and work with closely the university on resultant action plans	SU-produced action plans and summaries in response to University surveys with which it can act as a critical friend NSS / CES results are utilised to target cohorts via Course Reps and to monitor progress Academic Rrepresentation Oversight Group action plans agreed and outcomes of same		SU is more intrinsically involved in developing institutional action plans resulting from survey results and feedback	

Core Goal	3. Provide responsive, appropriate and accessible support and advice to students			
Associated KPI's	1. Satisfaction with the Students' Union for our members increases year on year – target of 80% across the board 2. The percentage of the student body aware of the range of services run by the SU increases year on year 8. The number of students accessing our advice and support service increases year on year 9. The number of welfare campaigns delivered by Officers year on year that meet the SU's campaign objectives 13. The percentage of students saying that being involved with the SU enhanced their employability increases year on year 14. Worcester sits in the top 50 in the BUCS League			
Perfomance against KPI's 2017/18	1. CES Q14: - 73% , BWS: 68% satisfied or very satisfied, NSS:Q26 = 59% & B2 = 40% 2. BWS: all services over 75% aware 8 @ June - 225 cases, BWS – 65% aware of service, 20% used service 9. Not able to monitor as campaign objectives not yet set, Pee in Pot (80 samples given), JforJ 256 requests, Housing Fair – 748 people 13. BWS: 57% 14. 61st			
Objective	3.1 To create captivating campaigns that make a positive difference to our students' lives			

Achieved by (KEY TASKS)	How measured by June 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019
- Delivering campaigns that have tangible outcomes	Campaign objectives / standards agreed and number of campaigns meeting those		SU is able to better demonstrate tangible impact of campaigns
	Campaign around mental health in sport is devised and delivered		Speak Week results in the formation of ongoing campaigns
	- External expertise utilised where possible organisations, including University		
	- Number of students contacting us as a result of a campaign		- Shortlisted for NUS Award for campaign of the Year
	- Incentives given to clubs and socs for engagement in relevant campaigns		
	Campaign outcomes are all reported to University eg to LTSEC and to BoG		
- Involving more students in creating, supporting and delivering campaigns	- No. of campaigns led by FTOs, PTOs and societies		Inclusivity Rep role is estalished and developed with Reps empowered to deliver their own campaigns
	New Q&A activities and Speak Week utilised to ask students what they care about		
	Course Reps and NSS/CES results are utilised to target cohorts in different campaigns		- Development of a group of Rep Marketing Champions (start with 'pre-made ' campaigns)
	- Involvement in national campaigns and associated outcomes		
- Ensuring the website becomes a central delivery mechanism for our campaigns	- Feed back and interaction with campaign e.g. likes and comments Students able to register support via website		

Objective	3.2 To increase awareness of the Advice Service and how it can support students			

Achieved by (KEY TASKS)	How measured by June 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019
- Raising awareness amongst University staff what the service offers	-Initatives delivered to receive direct referrals from academic staff - More defined referral process is implemented		The SU is a recognised, major referral route for a wide range of University staff members, for additional support and extra-curricular activities for students

	- Greater monitoring and reporting of referrals from academic staff and departments and remedial action taken where they are low - this information to form part of LTSEC reports			
	Advice intelligence fed back more routinely to SERCCs and AROG, where appropriate			
	Communications from the Advice Centre through the staff blog at pinch points			
	- Activities to promote the service in Partner Colleges and number of student cases			
- Routinely seeking student feedback on the service and using feedback to raise awareness	- Feedback process revised - Number of responses and promotion of feed back gained			
Using as many different media to promote the service to students	- Visits to help & advice section on the website			
	- Development of more accessible and interactive advice resources for students			
	- Referrals from interactive Out and About and Advice days			
	- Number of students using the service			
	- Use of external resources for general advice e.g. Shelter			
	- Implementing better triage training for Welcome Desk staff		The organisation is better equipped to support students in the event of absence of advice staff	
	- Presence in more University documents and content revised where already there		Advice Service and SU details are contained in student transcripts	

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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Improving training for all student roles, such as Trustees, Student Councillors and Committee Members	- Continued advances in resources on website		- Alumni delivering training to committees.	
	- Feedback from student attendees		- Increase in guest speakers arranged by student groups	
	- Delivery of high quality, comprehensive induction and refresher training		- Greater involvement of University expertise in developing and delivering training programmes.	
	- Performance of Committee members and Councillors recognised and used to promote good practice and inspire others		- Greater expertise within the SU staff team in training and presentation skills	
	- Greater promotion of the role of our Councillors and Trustees and what they have achieved to encourage furhter engagement		- Accredited skill development programme delivered by SU that incorporates governance and committee roles	
	- Review of #TeamWorc meetings undertaken and changes implemented as a result		- Implementation of more reflective exercises for student committee members	
	- Coaches committees implemented to improve interaction with SU and #TeamWorc meetings			
	Engagement of Inclusivity Reps in 'Look After your Mate' training and forums			
	- Number of clubs in debt			
	- Fixture completion rate			
	- Number of successful on-line elections delivered on time			
- Developing a Sports Strategy that increases support for competitive and non-competitive sport	- Strategy produced with University for performance, participation and recreational sport - New recreational opportunities are arranged and facilitated by SU and numbers engaged		- Worcester has a new overarching Strategy for Sport - Comprehensive participation sports programme exists and promoted by SU - Worcester wins BUCS Most Improved University	
Developing a central point of information for all sporting activity	- Information is developed and available on SU website and number of hits recorded - Pre-season and GIAGO information accessible and promoted to students - New fixtures board created		-Students have a one-stop shop of information for all sporting activity at the University -Students interact more with fixtures - supporting in person and on-line	
- Increasing links with Alumni and external/University expertise to support current students, including ex-committee members	- Number of Guest speaker request forms received - Guest speakers at major SU events e.g. Celebration Week - Previous officers support and feature in elections		Develop a system whereby alumni can contribute financially and otherwise (e.g. resources/ mentoring) to support training and clubs	
	- Information is developed for graduations on how to hold a reunion in the Hangar		The Hangar hosts regular student reunions	

	- Process implemented to gain approval from students to contact them post graduation		An SU Alumni 'package' is developed	
	- Number of University staff and external contacts involved in training and other areas of student development			

Objective	3.4 To develop initiatives that offer emotional, academic and social support to students			
Achieved by (KEY TASKS)	**How measured by June 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Promoting health and wellbeing throughout the Union's activities	- Regular features and news articles on website and social media and hits /reach/engagement achieved		Developing links with local schools to help prepare prospective students for University life and show what SU has to offer	
	- Delivery against Welfare PTO development plan		Developing volunteer opportunities within local schools for our students	
	-Greater involvement of Inclusivity Officers within club and society committees and in H&WB campaigns		Videos and advice provision is expanded for new and prospective students e.g. 'how to' videos	
			SU plays a greater role in University outreach activities	
Collaborating with the University to develop initiatives around health and wellbeing	Innovations are delivered around key dates - WMHD, UMHD, MHAwareness Week			
	Survey produced on student need around mental health, number of respondents, and associated outcomes from survey			

Objective	3.5 To ensure a positive and responsive staff culture within the Union		
Achieved by (KEY TASKS)	**How measured by June 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**
Ensuring excellent communication within the core and student staff team	- Number of all staff meetings and content		Achieve Quality Students' Union accreditation
	- Student staff numbers involved in socials		
	- Number of student team meetings and 1-2-1s and outcomes		
	- Implementation of all student staff meeting with core staff chair and outcomes		
	Outcomes from Staff Consultative Forum		
	-Surveys of core and student staff and results of same		SU takes part in externally facilitated Staff Engagement Survey
	- Staff involved in projects outside of the normal remit of their role		
- Providing clarity for students on when they can expect to receive responses from us	- Clear set of principles advertised to student body		System implemented to measure response times
- Implementing HR and performance monitoring processes	- Delivering high quality recruitment, induction and development processes		Creation of individual development plans for student staff
	- Induction process updated if required		Achieve Quality Students' Union accreditation
	- Staff receive regular and adequate 1-2-1s with objectives and priorities / tasks reviewed		
	- Staff receive annual objectives and performance reviews, that includes training requirements		Organisational training plan is developed to complement and form part of budget cyle
	- Use and development of R&R schemes, inlcuding SSOM		
- Establishing a culture of sustainability within the organisation, including student staff	- Outcomes and initiatives implemented, including campaigns, arising from the WSU Green Committee - Photocopying and printing is monitored by departments - Staff receive 'green training'		- SU has its own smart meter - SU reports on outcomes against the UN's Sustainable Development Goals (esp. Access To Education) and training provided for staff on this

Core Goal	**4. Create and promote opportunities for students to develop transferable skills**
Associated KPI's	5. The number of students voting in our Leadership Elections - target of 20% of membership 6. The number of available positions in our governance structures are filled – target of at least 80%9. The number of welfare campaigns delivered by Officers year on year that meet the SU's campaign objectives 10. The number of students who are members of an SU club or society increases year on year 11. The number of clubs and societies increases year on year – target of 60 societies and 50 clubs 12. Number of volunteering hours given by students increases year on year 13. The percentage of students saying that being involved with the SU enhanced their employability increases year on year 15. The number of students attending events in the Hangar increases year on year 18. The percentage of students feeling that SU events had a positive impact on their student experience increases year on year
Perfomance against KPI's 2017/18	5. The number of students voting in our Leadership Elections - target of 20% of membership 6. The number of available positions in our governance structures are filled – target of at least 80% 9. Not able to monitor as campaign objectives not yet set, Pee in Pot (80 samples given), JforJ 256 requests, Housing Fair – 748 people 10. Sports clubs: Dec 17- 1388 memberships from 1263 students , May – 1470 memberships from 1333 students Societies: Dec 17 – 936 memberships from 745 students, May – 1046 memberships from 855 students 11. Sports clubs: 36 clubs and 41 teams in BUCS, Societies: 39 12. 15,570 13. 57% 15. 8231 attendees recorded from Nov 17 to May 18 (likely to be c10,000 from Sept 17 to May 18), BWS: 55% had been to the Hangar 18. BWS: 54%
Objective	**4.1 To increase the employability skills of our students**

Achieved by (KEY TASKS)	How measured by June 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019
- 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	- Promotion and distrubution of case studies of success		- SU has a portfolio of accessible employability services and provision
	- Number of articles submitted to WHPH and distribution levels		
	- Number of part-time officer roles filled		
	- Number of active student volunteers and filled volunteering activities		
	- Number of students undergoing committee, volunteering, elections candidate, and student staff training		
- Building clear and engaging material and information on how to apply for jobs and be successful at interview	Number of application form guides distributed and accessed on line		Comprehensive guide developed encompassing all aspects of employablity from available opportunities to succeeding at interview
	Guide to interviews developed and distributed		
	- Standard feedback system is developed for all students applying for SU jobs and attending interviews		
- Reviewing the constituions for clubs and societies, including job roles	- Number of updated constitutions and student feedback		Committee roles etc. align with any new governance structures
- Developing one or more Employability Fair/s and closer links with University alumni to come and talk to students	- Numbers attending Employability Fair in Welcome Week and outcomes from that Fair e.g. student feedback, opportunities converting into jobs or volunteering		Annual 'milk-round' type fair is part of University calendar

	University Careers Fair is developed to encompass a wider range of opportunities catering for a more diverse range of students			
	End of Year SU Employablity Fair introduced to help those just about to graduate			
	- Alumni invited to deliver speeches and support to SU events e.g. Celebration Week, Course Rep Conference			
- Developing student-led media opportunities	- Student media channels included in governance review		- Union has comprehensive and active student-led media offer	
	TeamWorcTV is introduced in the most accessible and cost effective, engaging students in its production and outputs		- Space is negotiated for student-led media activities considering internal/external options	
	- Social media awards introduced for students			
	- Targeted engagement with journalism students			
	- Work on a structure for a sustainable student media offer is commenced			

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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Employing, wherever possible, student staff in front-line roles	- Number of student staff employed and hours worked, including new posts created - Feedback from student staff surveys			
- Increasing the number and variety of volunteering opportunities within the local community and beyond	- Outcomes from monitoring student volunteering are used to enhance the service and innovate further		The volunteering portfolio of the SU is highly visible for our membership and prospective students	
	- On-line resources created for community organisations, in line with GDPR		Volunteering hours committed by students exceed those from 2015/16	
	- No. of charities and opportunities featured on brokerage system		- Report provided on volunteering specifically to be distributed amongst wider community	
	- Number of student-led projects			
- Increasing student-led fundraising activities	- RAG Committee positions are filled			
	- Amount raised (target £20,000)		- £50,000 total raised by 2020/21	
	- Number and range of fundraising activities undertaken by students - Range of clubs and societies undertaking fundraising - Introduction of more challenge-based events		SU clubs and societies have an ingrained culture of fundraising, undertaking a wide range of innovative and interesting activities and working together across groups	

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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
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		City Campus based students are as engaged with us as those based in St Johns	
	Development of on-line City Campus community through student reps/officers/RLT			
	- Social media takeover events for student groups			
	- Social media likes and follows etc.			
	- Regular spotlights on social media of different students and their successes - Officer vlogs			
- Building a larger, core group of SU volunteers to support ongoing delivery and promotion	- Introduction of more interesting opportunities for the SU Crew		SU volunteer crew is established and vibrant with regular activities and consistent number base of at least 20	
	- Number of volunteers, hours, and range of activities			
- Developing the relationship with students in accommodation and the Residential Life team	- Regular meetings and joint activities with Residential Life Team e.g. joint surgeries			
	-Engagement of students from halls in interhall competitions supported by us		Interhall activities are 'the norm' and engagement high from Welcome Week, with an end of year celebration / recognition event	
	Engagement of students from halls across the University Estate in our activities and services			

Objective	4.4 To demonstrate the impact on employability of getting involved in the SU			
Achieved by (KEY TASKS)	**How measured by June 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Promoting the successes of SU Officers and employees post- graduation or term of office	- Articles from current and past officers and student staff in WHPH		- Developed relationships with SU alumni to demonstrate benefits of getting involved in SU	
	Development of 'where are they now?' type page for Worc graduates on SU website		- Impact report distributed to more community stakeholders	
	News articles on website			
	- Previous officer campaigns and case studies used to promote elections			
- Securing quality features in University literature on outcomes of engagement with the SU	- No. of features in University publications			
	- Inclusion in University prospectus, including a link to the Impact Report			
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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Supporting students to develop societies and student-led activities and student-led involving the arts	- No. of arts & culture based societies			
	- Interactions and regular meetings developed with students in the new Art House			
	- Development of Worc What's On page/ information that is relevant to students		Student art adorns the SU	
	- Supporting and offering opportunities for students to add to their own personal portfolios e.g. in design, arts and culture		- Opportunities/ placements within SU offered for students to increase portfolios	
	- Number of societies and projects, events in Hangar and showcases in publications and on social media		- Implementation of Contribution to Art and Culture Award in Union Awards	
- Making proactive efforts to engage with our 'non-traditional' students	- Number and activities of academic socs			
	- Non-traditional students involved in governance review			
	- Number of professional course students voting in elections			

Core Goal	5. Help students to be safe and to enjoy University life		
Associated KPI's	1. Satisfaction with the Students' Union for our members increases year on year – target of 80% across the board 15. The number of students attending events in the Hangar increases year on year 16. The SU achieves at least Silver Best Bar None accreditation each year 17. The profitability of SU commercial services and contracts increases year on year 18. The percentage of students feeling that SU events had a positive impact on their student experience increases year on year		
Perfomance against KPI's 2017/18	1. CES Q14: - 73% , BWS: 68% satisfied or very satisfied, NSS: Q26 = 59% & B2 = 40% 15. 8231 attendees recorded from Nov 17 to May 18 (likely to be c10,000 from Sept 17 to May 18), BWS: 55% had been to the Hangar 16. 2018 – BBN Gold and 94% (72/77), NUS Mystery Shopper - 89% against criteria (758/850) 17.tbc 18. BWS: 54%		
Objective	5.1 To provide a diverse range of events for our students		

Achieved by (KEY TASKS)	How measured by June 2019 (OUTPUTS)	Progress 2018/19 (OUTCOMES)	Targets beyond June 2019
To utilise The Hangar to create and facilitate engaging events for more students, that include cultural,art and wellbeing	- Number and range of events and numbers attending, numbers of student bookings		- 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)		- Increase subscriptions to relevant sporting features e.g. WWE, Boxing
	- Links strengthened with different groups of students such as PG, international students, city campus students		
	- Student feedback from events, Social media posts and activity, ents surveys, FB likes		
	- 'Number of 'takeover' nights for students to host / perform/ DJ within our spaces		
	- Delivery of Harrison's Hall HIITs and/ or Healthy Happy Meal events		
	- Wellbeing initatives reflected in Best Bar None submission		
	- Income from events and bar takings		
Establishing a programme of regular events for City Campus students using the refurbished spaces on campus	- Number and type of events - At least one evening event delivered during Welcome Week at City - Regular events at City across the year		- Greater cross fertilisation of City and St John's campus with students attending events at both - City Campus has a regular, established programme of events
	Attendance figures and takings		SU has an established social space at City Campus
	Student feedback and ideas actively sought		
Increasing the promotion of non-alcoholic enjoyment and fun	- Range and numbers of events and numbers attending		SU has a healthy smoothie and nutrition offer / café as part of the Hangar
	- New products and gaming machines introduced		
	Initiatives implemented in the bar that overtly encourage uptake our non-alcoholic offer		
Objective	5.2 To develop strong relationships with internal and external stakeholders to increase students' awareness and engagement in		

Objective	social activities and events in Worcester			
Achieved by (KEY TASKS)	**How measured by June 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Ensuring regular liaison with Worcester BID, local businesses, charities and statutory agencies	- Number of stall holders at Freshers Fair and Refreshers		Increasing and diversifying our income streams and the number of local businesses and events approaching us to advertise	
	Attendance at Nightsafe and Worcester BID meetings and outcomes		Develop a Monthly Market for local businesses to come to both campuses (using The Hangar) to sell produce and goods	
	- Local discounts for students through Totum increases		Have a much wider range of local businesses plugged into to Totum	
	Involvement in GGW in the Community			
	- Number of volunteering/RAG opportunities in local area			
- Developing Worc What's On style information that is relevant to students	Local events and activities are promoted			
	Engagement statistics in the information provided		Better monetise our interactions with students for external stakeholders to ensure we are considered a key marketing route	
	Student feedback on events is developed e.g. articles in WHPH			

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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Maintaining and evolving the look, feel and hygiene of the bar environment		- Best Bar None Gold standard maintained		The Hangar is refurbished every 3 years	
		- Levels of cleanliness within Hangar is reviewed regularly with cleaning manager			
		- Cleaning standards improved with daily 2 hour sign off sheets, to include toilets			
		- Green Impact initiatives carried through to bar, dependant on criteria			
		- Outcomes from Health and Safety Committee meetings where incidents discussed			
- Overtly promoting welfare 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, Getting Home Safely etc.			
- Investigating the anecdotal issues for students with loca taxi firms and to work towards and a more acceptable local service for students		- The University is intrinsically involved in the process and the review of any existing contracts - New arrangements are secured for students e.g. standard charges - Tramps are involved and support promotion of any new agreements/ arrangements		Students are confident in a good taxi service in Worcester with ongoing guidance and input from the SU	
- Ensuring close liaison with external and internal partners, such as the Police, Security, Tramps, Nightsafe etc.		- Nightsafe meetings attended and outcomes			
		Monthly meetings held with Tramps that include safety issues or concerns involving students			
		- Delivery of joint campaigns			
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 2019 (OUTPUTS)**	**Progress 2018/19 (OUTCOMES)**	**Targets beyond June 2019**	
- Conducting targeted consultation with students on potential gaps in provision and reporting outcomes to the University		- SU Out & About data, bespoke surveys conducted and responses achieved, Big Worc Survey		- Negotiating with the University on future space for the Union	
- Playing a key role in the development of any residential and campus developments		- involvement in design and decision-making processes		- Student hub located at a future University Court, with SU integral part.	

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 2019 (OUTPUTS)**	**Progress 2017/18 (OUTCOMES)**	**Targets beyond June 2019**	
- Ensuring very regular SU presence in City Campus for residents and WBS students	- New space utilised to maximum effect - number of visits, advice appointments, social events and engagement figures		Permanent SU at City Campus	
- Developing a positive culture in Sport where inclusivity is the norm and team events are less focused around alcohol	- CHANGE' workshop delivered as part of committee training to Social Secs		- 'Dry'and inclusive events are a regular feature of club and society socials and help secure recognition for student groups - System of recognition and reward (e.g.points based) for clubs and societies introduced	
	- #TakeAStand initiatives delivered		SU wins BUCS #TakeAStand Award	
	Number of student disciplinaries continue to decrease		Worc SU seen as example of excellent practice in changing culture	
	- Pledge and inclusivity initiatives continue to be a part of Varsity and support of #TakeAStand is entrenched in what we do		All teams have their own pledges that they uphold and promote	
- Ensuring adequate marketing space for the Union across the University estate	- Access to digital platforms increases, as well as to standard means of promoting ourselves, with regular slots on campus screens		SU has own digital media platform with promotional screens positioned in key areas across the campuses, consistently detailing SU events and activities	
	- Use of totems/alternative promo across campus			
- Developing bespoke events for different cohorts of students	- Number of events and students involved via Inclusivity Reps and societies			
	NSS and CES data used to target students			