## WSU Operational Plan 2021-22

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
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| Student Engagement and Satisfaction | To reinstate SU outreach and identify opportunities to increase SU visibility across all campuses. | 4 | 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 15, 18 |
| | To develop promotion of the Ideas Forum, communicating wins and closing the feedback loop. | 4, 17 | 4, 7 |
| | To continue tailored communications to different student groups – partner institutions, Schools, international students, mature students. | 4, 5, 10, 16, 17 | 1, 3, 4, 6, 7, 8, 10, 13 |
| | To increase engagement on the SU website with a particular focus on increasing traffic to the Ideas Forum, Academic Rep pages, and Sustainability pages. | 4 | 1, 4, 7 |
| | To develop active student engagement with SU communications through blogs, vlogs, and takeovers. | 4, 17 | 1, 2, 13, 18 |
| | To further update the interior of the SU, replacing noticeboards with new displays and vinyls. | n/a | 1, 2, 4, 6, 10, 12 |
| | To raise awareness amongst University staff of what the SU does. | 4 | 2, 4, 5, 6, 8, 10, 12, 15 |
| | To develop a programme of SU Life Skills sessions. | 3, 4, 8 | 1, 9, 13 |
| | To ensure we evaluate and reflect on all major SU events and activities, and record areas for improvement, as well as conduct an annual review of organised activities. | 4 | 1, 9 |
| | To create an SU/University working group with relevant Schools to work on increasing engagement with students on professional courses. | 4 | 1, 2, 4, 5, 6, 7, 8, 10, 11, 13, 15, 17, 18 |

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| | To improve analysis of NSS and CES results to include course level analysis and identify poor performing courses in terms of satisfaction with the SU. | 4 | 1, 3, 4 |
| | To review the way we promote Officer outcomes and implement any changes needed to improve this. | 4 | 1, 2, 4, 9 |
| | To deliver an engaging and diverse range of events and activities for Welcome Week 2021 and Refreshers 2022, with an additional focus on commuter students. | 3, 4 | 1, 10, 11, 17, 18 |
| | To organise a Celebration Week that builds on the success of 2021 and brings a more diverse range of students together. | 4 | 1, 15, 18 |
| | To improve satisfaction with the SU in the NSS and CES in the Schools of Allied Health and Community, Humanities, Nursing and Midwifery, and Business School. As well as improved NSS satisfaction in art, health studies, social work, history, politics, and nursing courses. | 4 | 1, 4, 13, 18 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Representation and Networks | To support the Student Networks to grow their committees and memberships, including the introduction of NetWorc Points. | 4, 5, 10, 13 | 1, 2, 4, 12, 13, 18 |
| | To work with the University to develop a pilot peer mentoring scheme in a School of their choice. | 4 | 4 |
| | To utilise the Rep system to encourage students to feedback on any timetabling issues they may experience, reporting on findings to the University. | 4 | 4, 9 |
| | To work with the Academic Integrity Leads and Library Services to review guidance on assignment resources and academic skills provision. | 4 | 9 |
| | To review the provision of Academic Representation for PGT/PGR and apprenticeship students with a view to implementing changes to structure in 2022-23. | 4 | 2, 12, 4 |
| | To be able to rank the SU as 'established' for the inclusivity section of the TESP benchmarking tool. | 4, 5, 10 | 4 |
| | To rebuild more of a Rep community post pandemic through a series of events and activities. | 3, 4 | 4, 12, 13, 18 |
| | To work with UWIC to implement Academic Representation within the College | 4 | 4 |
| | To further embed and improve the feedback and intelligence process, implementing processes to improve closure of the feedback loop. | 4 | 1, 2, 4, 9 |
| | To increase partner representatives' face to face opportunities (virtual and in person) to engage with elected officers and SU staff. | 4 | 1, 2, 8 |

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| | To have 70% of Course Reps complete training and review to strengthen content on closing the feedback loop. | 4 | 4, 12, 13 |
| | To monitor student issues/ satisfaction/complaints re academic delivery and quality of academic experience (particularly related to blended teaching and learning), and work with the University to ensure closure of the feedback loop. | 4 | 1, 4 |
| | Plan and deliver Repstival, increasing the percentage of Reps who attend. | 4 | 1, 13 |
| | To work with SERCCs to implement targeted action plans to improve CES results for Academic Representation questions in the Schools of Arts, Nursing and Midwifery, Business School, and Psychology. | 4 | 1, 2, 3, 4 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Governance and Democracy | To work to ensure Student Council has all positions filled. | 16 | 6, 12, 13 |
| | To increase promotion of Student Council and its sub Councils, raising awareness of outcomes of these meetings to the student body. | 16 | 1, 2, 6, 7 |
| | To increase voter turnout, particularly from students on professional courses and mature students, in the Leadership Elections. | 16 | 5 |
| | To increase candidate numbers in the elections, following a decline in 20/21 during the pandemic. | 16 | 5, 13 |
| | To deliver updated training for National and Liberation Conference delegates. | 16 | 13 |
| | To design and deliver new democracy and governance training for SU staff | 16 | 4, 6, 7 |
| | To revitalise and expand governance training for all engaged SU volunteers (clubs, socs, networks, reps etc) to improve engagement of students in our governance structures. | 3, 16 | 4, 5, 6, 7 |
| | To improve functioning of the Student Council's sub-councils, increasing the number of students attending meetings, with all meetings quorate, and the number of policies brought to meetings, with at least 2 policies passed from each sub-council. | 16 | 4, 7 |
| | To continue to encourage students to engage in local and national democracy, to ensure people in government and power represent their interests. | 16 | 4, 6, 7, 13 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| The Hangar | To develop The Hangar as a distinctive brand, increasing student and external bookings and engagement on social media. | 8, 12 | 4, 6, 7, 13 |
| | To develop a new programme of events that reflect current students' needs, working with the University to extend our licence to allow later nights on campus. | 8, 12 | 1, 15, 18 |
| | To increase the number of external weekend/summer bookings, linking in with University Accommodation and Arena events. | 8, 12 | 17 |
| | To look into the possibility of delivering a Winter Ball. | 8, 12 | 1, 15, 17, 18 |
| | To maintain Best Bar None Gold standard and at least 75% on mystery shopper visits. | 8, 12 | 16 |
| | To ensure the safety of staff, students, and visitors when they are using our venues. | 3 | 1, 15, 16, 18 |
| | To increase the number of low/non-alcoholic drinks available and on-tap. | 3, 12 | 1, 15, 18 |
| | To offer a wider variety of drinks whilst reducing the number of items stocked within each category. | 3, 12 | 1, 15, 17 |
| | To explore the opportunity for delivering more of a food offering within the Hangar. | 12 | 1, 15, 17 |
| | To produce a business plan to increase the available indoor and outdoor floor space identified as "the Hangar" by a minimum of 25%. | n/a | 1, 15, 17, 18 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Equality, Diversity, and Inclusion | To ensure regular meetings of the SU's EDI Working Group, informing the wider staff team and the student body of outcomes, projects, and activities. | 5, 10 | 1, 4 |
| | To embed accessibility and accessible practises into all marketing activities. | 5, 10 | 1, 2 |
| | To lobby the University to develop a more inclusive curriculum and to adopt more inclusive and accessible academic practice. | 4, 5, 10 | 1, 4 |
| | To work with the University to ensure they establish a senior, central working group focussed on EDI matters. | 4, 5, 10, 17 | 4 |
| | To ensure an annual review of the SU's EDI Policy and develop a resulting action plan, in collaboration with the Welfare and Inclusion Council. | 5, 10 | 1, 4, 18 |
| | To continue to embed TeamWorc UNITED accreditation within our sports and societies to develop inclusive practices that widen access to our activities. | 3, 5, 10 | 10, 11 |
| | To ensure we maintain a calendar of cultural events and celebrations, promoting these and helping to facilitate student activities. | 5, 10 | 15, 18 |
| | To continue to collaborate with the wider Worcester Inclusion group and promote to the student body events and opportunities within the local community. | 5, 10, 17 | 1 |
| | To work with the University, in collaboration with the Student Networks, on facility developments that promote EDI, e.g. gender-neutral toilets. | 5, 10, 17 | 1, 4 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Advice and Wellbeing | To improve the inclusion and mental health support awareness amongst student groups involved in the SU through training and information guides. | 3 | 1, 8, 9 |
| | To work with the University to develop processes for reporting incidents of discrimination or harassment at the University. | 3, 5 | 4 |
| | To support returning students or those coming for the first time by making Officers available to talk to them through a chat service. | 3, 4 | 1, 9 |
| | To continue the SU's campaigning on consent and healthy relationships, utilising the brand of #NeverOK. | 5 | 1, 2, 9 |
| | To develop a campaign to raise student awareness of their rights and responsibilities around academic issues such as academic misconduct and mitigating circumstances. | 4 | 1, 2, 8, 9 |
| | To undertake a research project regarding the mitigating circumstances procedure, including desktop research of best practice and student focus groups, and propose changes to the policy and procedure to the University by the end of the year. | 4 | 4 |
| | To improve administration of the H&A service to ensure that case work is uploaded in a timely fashion, feedback is routinely sought and data is accurate. | 4 | 1 |
| | To lobby the university to review its SBRB procedure to ensure that it is fair and transparent and to consult the SU on potential changes. | 4 | 4 |

| | To work with the Welfare and Inclusion Council, and when appropriate, Student Services, to coordinate Welfare campaigns throughout the year issues such as Black History Month, World AIDs Day, World Mental Health Day, LGBTQ+ History Month, Anti-Semitism Awareness Week, gender neutral toilets, and digital and financial hardship. | 3, 4 | 1, 2, 4, 9, 18 |
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| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Sports, Societies, and Student-led Services | To increase the number of clubs applying for club development grant . | 3 | 11 |
| | To develop and implement a pilot intramural sport programme (with basketball, football, netball, and rugby). | 3 | 1, 2, 10, 11 |
| | To lobby the University to create a multiuse games surface where 3G currently is. | 3 | 1, 4 |
| | To create Give it a Go sessions for brand new sports such as lacrosse/korfball, as well as 'adopt a club' sports. | 3 | 2, 10, 11 |
| | To increase in clubs and societies receiving TeamWorc UNITED accreditation. | 3 | 1, 11, 12 |
| | To implement the WorcStar initiative, to celebrate students in TeamWorc who do not normally get recognised. | 3 | 1, 10, 13 |
| | To increase proportion of students joining interest list with a minimum 40% conversion rate. | 3 | 1, 10, 11 |
| | To nominate clubs and societies for national awards and recognition for positive culture and excellence in activities e.g. BUCS, National Societies and Volunteering Awards. | 3 | 1, 2, 12, 13 |
| | To increase the number of clubs and societies achieving Silver and Gold status through Team Worc Points. | 3 | 1, 10, 11 |
| | To try and secure student interest Adopt and Club/ Society and re-establish as many as possible as affiliated groups. | 3 | 11 |
| | To support and increase the number of societies applying for Society development grant. | 3 | 10, 11 |
| | To implement society development plans to better support the sustainability of societies. | 3 | 10, 11 |

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| | To review and deliver club and society training to ensure that it reflects the return to more face-to-face activity. | 3, 4 | 1, 12, 13 |
| | To have 90% of all committee members complete their online training modules by week 6 of the academic year. | 3, 4 | 11, 12, 13 |
| | To increase the number of general interest societies. | 3, 17 | 10, 13 |
| | To increase club and society collaboration with Networks. | 3, 17 | 10, 18 |
| | To update and deliver effective handover training for student groups, utilising students' previous feedback. | 3, 4 | 1, 10, 11, 12, 13 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| TeamWorc Action (volunteering) | To have 2 bespoke volunteering projects in place for the start of the 2022/23 academic year. | 3, 8 | 1, 2, 12, 13 |
| | To work with external providers to reset the brokerage system post pandemic and ensure accurate and up to date information on current brokerage opportunities. | 3, 8 | 2, 12, 13 |
| | To implement TeamWorc ACTION Tuesdays, holding 15 throughout the year, as a regular day to promote volunteering online and engage more students in volunteering. | 3, 8, 14, 15 | 1, 2, 12, 13 |
| | To redevelop and relaunch the SU Crew programme of internal volunteering opportunities based upon the events and campaigns that we run as a Union. | 3, 8, 14, 15 | 1, 2, 12, 13 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Raise and Give (RAG) | To expand the number of RAG opportunities we have to include one off fundraising challenges, delivered in partnership with external charities/organisations. | 3, 8 | 1, 2, 12, 13, 18 |
| | To re-introduce and promote 1-2-1 sessions for students for individual fundraising. | 3, 8 | 12, 13, 18 |
| | To reinstate RAG memberships and work to create a sustainable committee structure with regular catch ups. | 3, 8 | 12, 13, 18 |
| | To deliver RAG Week 2021, increasing the number of student groups who get involved to run events. | 1, 3, 4 | 1, 2, 12, 18 |
| | To redevelop and deliver RAG Committee training with an aim increase productivity and engagement of the committee. | 4 | 1, 13 |
| | To achieve an overall total raised of £40,000. | Dependent on charities. | 13, 18 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| People and Culture | To continue to develop strategic HR policies and working practices, including updates to our guide for line managers, student staff handbook, right to work information, staff/student relationships. | 8 | 1 |
| | To create a central hub for staff to access key information on key SU policies and procedures. | 8, 10 | 1 |
| | To deliver an effective recruitment, training and induction process for student staff, increasing the numbers of applications, and review the timing of the same to account for the needs of the bar. | 8 | 1, 2, 13, 17 |
| | To consider projects or processes appropriate for outsourcing e.g. payroll, recruitment etc. and implement where clearly cost effective. | 8 | 1 |
| | To monitor progress against Employee Engagement Survey results action plan tasks. | 8 | 1 |
| | To repeat the Employee Engagement survey in Spring 2022 to monitor progress. | 8 | 1 |
| | To create accessible information for staff regarding the benefits of being WSU employee. | 8 | 1 |
| | To complete the annual GDPR data cleanse and in a timely manner. | n/a | 1 |

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|---|---|---|---|
| Finance | To increase media sales, commercial bookings, and income generation, to meet target of at least £3.0k. | n/a | 17 |
| | To ensure all departments deliver or exceed budgeted profit targets, with quarterly reviews taking place. | n/a | 1, 17 |
| | To eradicate any audit findings from the 2020/21 Audit undertaken by Knox Cropper. | n/a | 1 |
| | To deliver or exceed revenue target for The Hangar of £195k. | 12 | 17 |
| | Increase year on year Sponsorship revenues (20/21 revenue £20k). | 17 | 17 |
| | To undertake a pension review to seek alternatives for new starters/student staff. | 8 | 1 |
| | To increase the SU's Reserves (excluding pension liabilities) and seek additional funding to allow the SU to undertake its own capital projects. | n/a | 1, 17 |
| | To ensure the SU has a presence on Worcester BID and host one event in the Hangar. | 17 | 17 |
| | To look at alternative ways to deliver payroll to reduce reliance on FCM. | n/a | 1 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Health and Safety | To maintain a safe environment for employees, students and visitors, implementing processes relating to Covid as required. | 8 | 1, 15 |
| | To ensure an active H&S Committee that is meeting regularly and reporting tangible outcomes to wider staff team. | 8 | 1 |
| | To maintain a log of H&S issues relating to the building. | 8 | 1, 15, 17, 18 |
| | To work with the University (and regional BUCS colleagues where possible) to ensure appropriate support for higher risk sports clubs and societies. | 3, 8 | 1, 11, 12, 13 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Sustainability | To align SU marketing with SDGs and ensure marketing processes are sustainable. | All | 1, 2, 9 |
| | To maintain GISU Excellent status. | 4, 5, 7, 8, 10, 12, 13, 14, 15, 16, 17 | 1, 2 |
| | To work with the University to plan and deliver Go Green Week, SDG Teach In, and Hazaar | 4, 5, 7, 8, 10, 12, 13, 14, 15, 16, 17 | 1, 2, 9, 12 |
| | To maintain our Responsible Futures Accreditation, working with the University to coordinate the audit. | 4 | 1, 2, 4 |
| | To support the Sustainability Network to deliver our core GISU campaign. | 12 | 1, 4, 9 |
| | To work with the University to complete development of our action plan for carbon neutrality by 2030. | 13 | 1, 2 |
| | To improve monitoring and evaluation of actions through the Sustainability Committee. | 16 | 1 |
| | Work with the University to secure more sustainable and appropriate local transport solutions. | 11 | 1 |

| Area of Operation | Objective | Sustainable Development Goals | Associated KPIs |
|---|---|---|---|
| Employability | To review and agree the SU offer around supporting and helping our members' employability. | 4, 8 | 1, 2, 13 |
| | To relaunch Worc Hard Play Hard and showcase students' achievements and successes, as well as their development from being involved in the SU. | 3, 4, 5, 10, 16, 17 | 10, 13, 18 |
| | To give all students who volunteer with us the opportunity to complete a skills audit that enables them to reflect on what they have learnt in their role. | 4, 8 | 1, 2, 12, 13 |