

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.

	A	B	C	D	E
1	Core Goal	1. Increase the number of students who know about and use our services			
2	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			
3	Performance against KPI's 2019/20	1. CES Q14: - 79% , BWS: 80% satisfied or very satisfied, NSS: Q26 = 64 & B2 = 47%, 51% & 41% 2. BWS: all services 70% aware 3. 5.5% (571) (8% and 740 in 18/19) 4: BWS: 80%, CES: Q5.3 = 81%, Q5.4 = 67%, NSS Q26= 64% 7: Change Week: 702 ideas submitted & received 8709 votes / 37 ideas through Ideas Forum / 4 motions submitted and passed at Student Council 8 - @ August 20 - xx cases, BWS – 77% (66% in 18/19) aware of service, 29% used service (19% in 18/19)			
4	Objective	1.1 To diversify the number of ways in which we interact and communicate with our members and demonstrate our impact			
6	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
8	Continuing to develop a vibrant, on-line presence that enthuses our membership	Key elements of the Marketing and Communications strategy and social media action plan implemented		Development of interaction of prospective students and of alumni	
9		Engagement in all on-line platforms, including LinkedIn			
10		At least 3 student-led student media takeovers per semester			
11		Number of students downloading the Totum App and purchasing Totum cards on-line			
12		Worc Hard Play Hard redeveloped and student engagement increases - number of article and hits			
13		Monthly SU highlights implemented for lectures to promote activities			
14		Officers supported to develop podcast series Engagement in on-line Campus Chat Numbers engaging in on-line training modules			
15	Piloting a bespoke WSU App and assessing merit and engagement	Outcomes of soft launch of existing App in Welcome Week		Development of SU own 'loyalty' card/App	
16		Updating range of content and utilising for specific events e.g. Varsity			
17		Number of downloads and levels of interaction throughout the year			
18	Continuing to develop the social media presence of clubs and societies	Team Worc TV reviewed in light of Covid and used where possible			
19		Tish's Top Ten Photos introduced			
20		Consistent process developed for sharing posts and activities of clubs and socsto raise awareness			
		Numbers and range of clubs involved			
		Engagement statistics			

	A	B	C	D	E
52	Objective		1.4 To ensure it is easier for students to access and use our services		
53					
54	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
55					
56	Continuing to increase on-line interactions with us by students		On-line forms completed e.g. Reps / Advice		All forms, including those for staff use are moved on-line
57			Q&A activities on instagram and FB live and engagement with same		
58			Increased number of Q&As on Officers' social media		Developing more on-line communities for student cohorts e.g. liberation groups
59			Number completing all types of on-line training Number of students attending on-line 'Repstival'		
60	Ensuring clear lines of communication with Partner College students		Hits on partner college section of website		Development of a new representation strategy for partner college students
61			Bespoke communications sent to partner college students to promote involvement in virtual events		
62			Number of students accessing Advice and Support from Partner Colleges		
63			Engagement of partner college students in our democratic processes		
64	Objective		1.5 To ensure we consult more with our members to understand more about what they need and react accordingly		
65					
66	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
69	Using our outreach programme to ask students their opinion directly on a range of topics		Number of outreach activities and topics covered		Annual comparison of Campus Chat engagement and outcomes
70	Redevelop Campus chat into a Covid-safe online version		Guidance created for staff and officers Engagement levels Outcomes from Campus Chat		
71	Fully implement Ideas Forum in line with the new governance structures		Engagement with the forum in: Number of ideas Number of votes (and numbers upvoted to go to Exec, then Student Council) Number of comments Changes and outcomes as a result		
72	Increasing the percentage of the student population completing the Big Worrc Survey 2020		Number of outreach activities and topics covered		

	A	B	C	D	E	F
1	Core Goal	2. Facilitate wider student involvement in decisions that affect our members				
2	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				
3	Perfomance against KPI's 2019/20	1. CES Q14: - 79% , BWS: 80% satisfied or very satisfied, NSS: Q26 = 64 & B2 = 47%, 51% & 41% 3. 5.5% (571) (8% and 740 in 18/19) 4: BWS: 80%, CES: Q5.3 = 81%, Q5.4 = 67%, NSS Q26= 64% 5. 1063 voters (cast 4599 votes) = 15.8% of UoW students (17.4% in 18/19) 6. Student Council 60% filled , 2 PTO vacancies 7: Change Week: 702 ideas submitted & received 8709 votes / 37 ideas through Ideas Forum / 4 motions submitted and passed at Student Council				
4	Objective	2.1 To strengthen our engagement and feedback systems to ensure they are as effective as possible				
6	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)		Progress 2020/21 (OUTCOMES)		Targets beyond June 2021
7	Addressing any gaps in the Academic Representation System, thereby ncreasing satisfaction amongst students (particularly in Worcester Business School, Nursing, and the School of Psychology) in annual surveys	Meetings held at least once per semester with School management				Engagement with Reps forums increases year on year
8		Actions plan implemented, in partnership with SERCCs and School Reps				Rep positions are contested as the norm
9		Journals submitted by Reps in these Schools/on courses 'of concern' eg Criminology and Computing				On-line feedback tool implemented for cross-campus feedback e.g. Simon
10		MS Teams implemented for Reps to be able to communicate with students and with School Reps and SERCCS				
11		Report provided to AROG on outcomes in these specific courses/Schools				
12		Results from BWS, NSS Q26, and CES Qs5.3 & 5.4 2020 (in all Schools)				
	Implementing the new Student Networks	Progress of peer mentoring scheme in SoE monitored and establish scope for replication across Schools				Be able to benchmark ourselves as outstanding based on the NUS representation benchmarking tool across all measures
		End of year report produced on the Impact of the Representation System				
13	Implementing the new Student Networks	Committee elections completed, number of Chairs and committee members Open meetings held by each Network Number of members of each Campaigns run by Networks and outcomes Policies submitted to Student Council or its sub-committees and outcomes				
14	Implementing the Sub Councils of Student Council in Welfare and Inclusion Council, Education Council, and TeamWorc Committee as agents of change	Membership of Council (number of vacancies) Outputs and outcomes of each committee				
15	Further developing, strengthening and embedding the feedback and intelligence process within the Union to ensure we are responding to challenges and increases in student feedback (some as a result of Covid)	Monthly meetings held, incorporating more aspects of the organisation e.g. contact with officers and Welcome Desk Actions taken as a result of information/data collected and outcomes/wins for students				Regular reports provided to the University on feebdack received and action taken or required by us / University
16	Increasing the number of students providing feedback on the advice service	Feedback statistics and comments				

	A	B	C	D	E	F
17	Providing an opportunity for sports clubs and society committees to give feedback to the SU on their experience throughout the year		Anonymous survey is delivered asking students about various aspects of their experience eg communication, personal development etc Numbers completing			
18	Objective	2.2 To ensure that we distribute information and feedback in a targeted way				
19						
20	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)		Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
21	Delivering a monthly update to Reps	Number of updates and associated outcomes Range of content Additional updates provided when necessary around academic provision in response to Covid Open rates by Reps Number HE updates sent to School Reps and Networks				
22						
23						
24						
25	Raising the profile of the successes and outcomes of the Course and School Reps and ensuring greater accountability of Course Reps	Course Rep of the Month continued and reasons for winners captured Visibility of Reps and outcomes within Schools				
26		Campaign materials refreshed to ensure students know how they can report concerns with Reps				
27		Education Council and School Reps highlight areas of good practice within Schools across the year and excellent work done by SERCCs to feed into Union Awards Accreditation scheme redeveloped to be more accessible for students to understand and complete Number of completions and benefits to students reported			Developing a new dialogue with the University on the way we recruit and appoint Reps	
28						
29						
30	Ensuring that the membership are informed of actions and changes as a result of their ideas submitted directly to the SU	Website and social media kept up to date with officer activities, including vlogs, campaigns, meetings etc. Ideas Forum outcomes communicated to students				
31		Number of ideas received through Ideas Forums and associated actions/ outcomes				

	A	B	C	D	E	F
34	Objective		2.3 To develop new ways of engaging traditionally under-represented groups in the Union			
35						
36	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)		Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
37	Increasing engagement with less engaged cohorts e.g. Arts, Business, PGT, BAME, Mature, international students etc.		Website and social media updates on officer activities that support these students			Increased opportunities for arts students to develop their portfolios are developed by the SU Arts students hold regular events in SU e.g. shows/displays Student art adorns the SU Union has comprehensive and active student-led media offer (with appropriate space and equipment)
38			Satisfaction rates within WBS, TCSN&M and SoAH&C			
39			Engagement with academic societies in lower performing areas (from survey results)			
40			Inductions delivered for PGT students			
41			Demographics of 'engaged' students			
42			Regular meetings with UWIC throughout the year			
43			Engagement in and memberships of Student Networks			
44			Impact on society memberships / activities / new general interest societies			
45	Be able to rate ourselves as 'established' for inclusivity on TSEP Benchmarking Tool		Representativity of Reps analysed in relation to the student population			
46			Selection and election processes reviewed, as well as training, to ensure accessibility			
48	Increasing interaction with Course Leaders to develop bespoke ways of engaging different cohorts		Course leader/Heads of School meetings attended Rep election material sent to Course leaders			
49			Number of inductions delivered			
50	Raising the profile of Union's efforts for the environment to engage students interested in sustainability		Number of GISU related activities and numbers of students involved Outcomes from SU Green Committee Activities towards Responsible Futures criteria, in partnership with the University			SU achieves Excellent Green Impact and supports the University to embed sustainability in the curriculum
51	Objective		2.4 To ensure greater participation from our members in the democratic process			
52						
53	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)		Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
54	Increasing the number of candidates and voters in our Elections		Candidate numbers and diversity of candidates in course and demography			Increased voter turnout year on year and engagement goes up across the board
55			Voter numbers and voting patterns monitored and areas of low engagement addressed			
56			Targeted work undertaken with School of Education and TCSN&M (lowest engagement numbers in 19/20)			
56	Continuing to engage students in local and national democracy and politics		Activities involved in and numbers engaged			

	A	B	C	D	E	F
57	Objective		2.5 To strengthen the relationship with the University to ensure the Student Voice is heard and reacted to			
58						
59	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
60	Continuing to grow the Students' Choice Awards and utilising the nominations and feedback intelligently to promote best practice		Report on findings given to each School and published on-line		Routine use of SCAs in University recruitment materials and Open Days	
61			Winner 'assets' e.g. email signatures and in post award promo / features			
62	Supporting the University to continue to improve student communications and survey completion rates		Content of regular student newsletters Number of surveys completed			
63	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 Representation Oversight Group action plans agreed and outcomes of same		SU is more intrinsically involved in developing institutional action plans resulting from survey results and student feedback	

	A	B	D	E	F
1	Core Goal	3. Provide responsive, appropriate and accessible support and advice to students			
2	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 BUICS League			
3	Performance against KPI's 2019/20	1. CES Q14: - 79% , BWS: 80% satisfied or very satisfied, NSS: Q26 = 64 & B2 = 47%, 51% & 41% 2. BWS: all services 70% aware 8. @ June - 317 cases, BWS – 66% aware of service, 19% used service 9. Safe Sex Express requests - 155 , Wellbeing Survey- 52 respondents, Housing Fair - 542 students attended, Change Week as per KPI 7, National Fitness Day - 83 involved, GIAG - 147 engaged 13. 67% (64% in 18/19) 14. No BUICS positioning due to Coronavirus (57th in 18/19)			
4	Objective	3.1 To create captivating campaigns that make a positive difference to our students' lives			
6	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
8	Delivering campaigns that have tangible outcomes	Number of campaigns meeting campaign objectives - they all have measurable objectives Campaigns delivered as a result of Ideas Forum		SU is able to better demonstrate tangible impact of campaigns Week results in the formation of ongoing campaigns	
9		External expertise utilised where possible			
10		organisations, including University			
11		Number of students contacting us as a result of a campaign Paper agreed at LTSEC around Academic Integrity, number of recommendations implemented Awareness raising campaigns delivered University policy updated re Essay Mills to encourage positive behaviour by students			
12		Campaign outcomes are all reported to University eg to LTSEC and to BoG			
13					
14	Introduce an SU Charity Shop for students	Space identified and branding created Goods sourced from accommodation and from general staff community Shop launched Amount raised for charity			
15	To create a series of 'Positive TeamWorc' campaigns to address various aspects of student wellbeing	Topics covered include student safety, safe sex, consent, and community spirit Campaigns delivered and engagement statistics Partners involved and supporting eg Tramps		Inclusivity Reps delivering their own campaigns, individually or as a collective (through IR Forum)	
16		Usage of Safe Sex Express/ Pee in Pot Engagement in 'Big Sex Quiz'			
17		Drugs training sessions delivered to clubs and socs			
18		Involvement in national campaigns Outcomes from Wellbeing Working Group			
19	Objective	3.2 To increase awareness of the Advice Service and how it can support students			
21	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
22					

	A	B	D	E	F
23	Continuing to raise awareness amongst students and staff regarding the range of information and advice the Advice Service offers		Direct recommendations from academic staff		The SU is the recognised, major referral route for a wide range of University staff members, for additional support and extra-curricular activities for students
24			Advice service awareness sessions delivered to Course Leader fora		
25			Requests for referral cards Number of student contacts, student clients, and Advice intelligence fed back more routinely to AROG		
26	Promoting help and advice as a more personal service (provided by people who care)		Communications from the Advice Centre through the staff blog at pinch points		
27			New communications using information about Advisor and bitmojis etc so more personable		
31	Using as many different media to promote the service to students		Visits to help & advice section on the website		The organisation is better equipped to support students in the event of absence of advice staff
32			Development of accessible and interactive advice resources for students		
33			Live Q&A sessions on social media		
34			Delviery of 'Don't Drop Put, Drop In' sessions		
35			Referrals from interactive Campus Chat		
			Use of external resources for general advice Presence in more University documents and content revised where already there		Advice Service and SU details are contained in student transcripts

	A	B	D	E	F
36	Objective		3.3 To increase the support and advice we provide to students taking part in extra-curricular activities		
37					
38	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
39					
40	Continuing to improve training for all student roles, including Trustees, Student Councillors and Committee Members		Continued advances in resources on website		Alumni delivering training to committees
41			Feedback from student attendees		Increase in guest speakers arranged by student groups
42			Involvement of University and external expertise in developing and delivering training programmes e.g. AQU		Externally accredited training scheme for volunteers and reps
43			Network training implemented		
44			Redeveloped training for Student Councillors		Greater expertise within the SU staff team in training and presentation skills
45			Implementation of online modules for committee training		
46			Performance of Committee members and Councillors recognised and used to promote good practice and inspire others		
47			Number of students undergoing committee, volunteering, elections candidate, and student staff training		Accredited skill development programme delivered by SU that incorporates governance and committee roles
48					
45	Improving the support and ongoing information for our students in #TeamWorc		Number and content of, as well as attendance at #TeamWorc meetings		Support clubs with their membership fees to ensure they reflect their offering in 2020/21
46			Membership fees adapted to support different types of students and the actual offer in 2020/21		
47			Finance drop-in sessions made available and advertised to club committees		
48			Number of clubs in debt		BUCS Season look to be held Jan 2021 in term 2.
49			Monthly reports sent from finance to all clubs and		
50			Fixture completion rate		
51	Relaunch of 'TeamWorc Points' so that involvement by clubs and societies becomes the norm		Numbers achieving bronze, silver and gold		Involvement in the accreditation scheme becomes the 'norm' for all clubs and societies
52			Activities by clubs and societies		
53			End of year report produced		

	A	B	D	E	F
49	Objective		3.4 To develop initiatives that offer emotional, academic and social support to students		
50					
51	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
52					
53	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/ greater role in outreach
54			Look into ways to introduce activities to tackle student loneliness		Developing volunteer opportunities within local schools for our students
55			Outcomes of Inclusivity Rep Forums		
56			Online version of Mental Health in Sport workshop delivered to committees and numbers trained		
57			Crafternoons facilitated (online if needed)		
58			Engagement in 'Look After your Mate' training Links established with Bystander Intervention programme deliverers to provide bespoke (on-line if necessary) sessions for clubs		Establish links with Bystander Intervention programme deliverers to provide bespoke sessions for clubs
59	Linking the student voice directly to Student Services to identify gaps in provision and raise awareness of services available		Focus groups facilitated by W&I Council and Student Services Report created from these with recommendations		
60	To identify barriers faced by students with protected characteristics and work to remove those that affect engagement in education or extra-curricular activities		Student-led awareness raising events take place e.g. National Autism Day Set of principles created for SU to adhere to when organising and staging events Principles included in committee training Student consultations mapped to identify barrier and report created Staff workshop created as part of Repstival to present findings on consultation		
61	Collaborating with the University to develop initiatives around health and wellbeing		Innovations are delivered around key dates - WMHD, UMHD, MHAwareness Week, international men's and women's days etc.		

	A	B	D	E	F
62	Objective		3.5 To ensure a positive and responsive staff culture within the Union		
63					
64	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
65					
66	Ensuring student staff are integral to the ongoing development of the SU		Number of student team meetings and 1-2-1s and outcomes that improve the SU's operations		
67			Student staff numbers involved in socials		
68			Numbers receiving nominations for Student Staff of the Month		
69			Implementation of all student staff meeting with core staff chair and outcomes		
70			Outcomes from Staff Consultative Forum		
71			Student staff survey results		
72	Ensuring working practices are appropriate and responsive to the coronavirus pandemic and able to adapt to future changes		Business Continuity Plan updated on regular basis		
			Working From Home guidance added to existing protocols and documents		
			Communication maintained with University, staff, and students		
73	Ensuring the SU's HR processes and procedures, including recruitment, have EDI at their heart		SU's Equal Opps policy is rewritten		
74			BAME applications are actively encouraged, monitored and interviews given wherever possible		
75			Diversity of staff team (core and student)		
			Initiatives implemented that support staff mental health		
76	Ensuring robust staff performance management and internal communication		Guide for line managers produced		
77			Inductions of all staff monitored and delivered according to set process		
78			All staff receive regular and adequate 1-2-1s with objectives and priorities / tasks reviewed		
79			All staff have timely Personal Performance Appraisals		
80			Staff recognition		
81			Staff team building events		
82	Continuing to embed a culture of sustainability within the organisation, including student staff		Outcomes and initiatives implemented, including campaigns, arising from the WSU Green Committee		- SU has its own smart meter
			Photocopying and printing is monitored by departments		- SU reports on outcomes against the UN's Sustainable Development Goals (esp. Access To Education) and training provided for staff on this
			Staff receive ongoing 'green training'		

	A	B	D	E	F
1	Core Goal	4. Create and promote opportunities for students to develop transferable skills			
2	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, as a percentage of the overall student population, 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			
3	Perfomance against KPI's 2019/20	5. 1063 voters (cast 4599 votes) = 15.8% of UoW students (17.4% in 18/19) 6. Student Council 60% filled , 2 PTO vacancies 9. Safe Sex Express requests - 155, Wellbeing Survey- 52 respondents, Housing Fair - 542 students attended, Change Week as per KPI 7, National Fitness Day - 83 involved, GIAG - 147 engaged 10. Sports clubs: Dec 19- 1397 memberships from 1273 students , May '20 – 1340 memberships from 1246 students Societies: Dec 19 – 1076 memberships from 866 students, May '20 – 1134 memberships from 935 students 11. Sports clubs: 37 clubs and 41 teams in BUCS, Societies: 47 12. 9300.75 hours by 154 students 13. 67% (64% in 18/19) 15. 10,153 attendees recorded from Sept 19 - lockdown (Mar '20), BWS: 64% had been to the Hangar			
4	Objective	4.1 To increase the employability skills of our students			
6	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
8	Promoting the importance of gaining transferable skills by participation in SU roles and activities	Promotion and distribution of case studies of success		SU has extensive portfolio of accessible employability services and provision	
9		Create video series of inclusive best practice from clubs/socs			
10		Number of active student volunteers and filled volunteering activities			
11	Supporting students to be successful in job applications and interviews	Number of application form and interview guides accessed on line		Comprehensive guide developed encompassing all aspects of employability from available opportunities to succeeding at interview	
12		Number of students given feedback after unsuccessfully applying for our jobs or attending interviews			
13	Conducting a review of the employability offer of the Union	All student roles reviewed, including student staff and volunteering roles and information developed showcasing the skills gained from these roles and benefits to students			
14	Developing an alternative Employability Fair to engage students in Covid safe way	Numbers engaging and outcomes e.g. student feedback, opportunities converting into jobs or volunteering			
15		University Careers Fair is further developed to encompass a wider range of opportunities catering for a more diverse range of students		Annual extensive 'milk-round' type fair is part of University calendar	

	A	B	D	E	F
16	Objective		4.2 To increase the quantity and quality of opportunities supported by the SU for students to develop new skills and abilities		
17					
18	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
19					
20	Implementing a skills audit of student roles, as per 4.1 above		Implementation in line with reiew of the employability offer		SU runs a job shop for part-time jobs whilst studying
21	Relaunching the volunteering offer of the Union as 'TeamWorc Action' , with revitalised opportunities in the community and 'Action Days'		Numbers of students involved in volunteering and Action Days		The volunteering portfolio of the SU is highly visible for our membership and prospective students Volunteering hours committed by students exceed those from 2019/20 Report provided on volunteering specifically to be distributed amongst wider community
22			Brokerage system is relaunched		
23			No. of charities and opportunities featured on brokerage system		
24	Developing new opportunities for students through better links with Fellows and Alumni		Communications with Fellows and Alumni		
25			New initiatives as a result		

	A	B	D	E	F
26	Objective		4.3 To increase the number of students taking part in Union-led activities and opportunities		
27					
28	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
29					
30	Increasing the numbers of students engaging in		Delivery of new projects, such as Charity Shop,		
31	'TeamWorc Action' initiatives		Action Days and numbers getting involved		
32	Increasing the number of general interest societies and		New societies, membership numbers and activities		
33	their activities				
34	Continuing to increase student-led fundraising activities		RAG Committee positions filled		
			Amount raised and range of activities, numbers of student groups and individual students involved		Target of £50K raised per year
			Guidance developed around virtual fundraising		
			Number of students on RAG mailing list		
			Research undertaken around developing		
			Challenge Events		
35					

	A	B	D	E	F
36	Objective		4.4 To demonstrate the impact on employability of getting involved in the SU		
37					
38	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
39					
40	Utilising key SU publications and channels to showcase skills gained from getting involved, including Worc Hard Play Hard, the website and the Annual Impact Report		Articles from current and past officers, reps, student staff and committee members		Developed relationships with SU alumni to demonstrate benefits of getting involved in SU
41			Development of 'Where are they now?' type page for Worc graduates on SU website		Impact report distributed to more community stakeholders
42			Inclusion in impact report of past engaged students and their current employment status		
43			Previous officer campaigns and case studies used to promote elections		
44	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		
45					
46	Achieved by (KEY TASKS)		How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
47					
48	Supporting students to run their own events		Range and type of events (including number of event forms submitted)		Implementation of Contribution to Art and Culture Award in Union Awards
			Freedom of Expression process updated and agreed with University		

	A	B	D	E	F
1	Core Goal	5. Help students to be safe and to enjoy University life			
2	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, as a percentage of the overall student population, 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			
3	Perfomance against KPI's 2019/20	1. CES Q14: - 79% , BWS: 80% satisfied or very satisfied, NSS: Q26 = 64 & B2 = 47%, 51% & 41% 15. 10,153 attendees recorded from Sept 19 - lockdown (Mar '20), BWS: 64% had been to the Hangar 16. BBN Gold and 100% score (96% in mystery shop assessment) 17. Prior to lockdown: Bar sales up 12% on 18/19, value of commercial contracts up 4%, WW/Refreshers/Housing Fair up 15% 18. BWS: 69% (58% in 18/19)			
4	Objective	5.1 To provide a diverse range of events for our students			
5					
6	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
7	Utilising The Hangar to facilitate engaging events for more students, including commuter students, that include cultural, art and wellbeing	Number and range of events and numbers attending			
8		Number of student-led events			
9		Income from events and bar takings			
10	Developing a communications plan for The Hangar, in line with overall SU marketing plan and brand guidelines	Developing all social media output and increasing engagement Developing the external website for The Hangar and monitoring traffic/ engagement			
11	Developing the remote engagement we offer students who are unable to physically engage with us due to Covid restrictions	Number and range of events and engagement in the same			
12	Ensuring regular SU activites at City Campus	Number and type of activities, as well as engagement levels		SU has an established social space at City Campus	
13	Developing opportunities for students to participate in recreational sport and physical activities	Range of activities and when activities staged Adapted activities hosted by clubs in light of Covid 'Battle of the Sports' activity in Sem 1 Engagement levels and types of students Consistent marketing of GIAG sessions and engagement levels New rec opportunities facilitated by University with our support		Encourage clubs to set up activities within restrictions imposed due to the Covid-19 pandemic in the absence of a BUCS league in semester 1	
14	Increasing the promotion of non-alcoholic enjoyment and fun	Initiatives implemented in the bar that overtly encourage uptake our non-alcoholic offer New products and deals			
15	Maximising efficiencies wherever possible to support expenditure on student-facing services and events	Negotiated contracts, improved equipment and practices, resource sharing with other Unions or the University		SU utilises 'cocktail shack' area of the Hangar for new initiatives	
16	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			
17					
18	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
19	Building relationships with local businesses to develop new income streams (sponsorship, Totum etc.)	Local deals for students			
20		Looking into viability of SU discount card that incorporates SU loyalty, Uni services and local businesses		Bespoke SU discount card launched to replace Totum as more reliable form of income and better deal for UoW students	

	A	B	D	E	F
21			New and beneficial sponsorship deals and media sales		Renew (or replace if needed) Tramps and Dominos contracts. Seek additional sponsorship for key events
22			Engagement activities with local businesses e.g. stalls, Welcome to Worcester website		SU has own digital media platform with promotional screens positioned in key areas across the campuses, consistently detailing SU events and activities
23			Involvement in Worcester First and BID etc.		Be a regular contributor at Worcester BID meetings. Host a meeting at the University and showcase the SU
24			New volunteering/RAG opportunities in local area		Work with Sanctuary and Barclays to repeat project when possible (post Covid).

	A	B	D	E	F
25	Objective		5.3 To improve the safety and security of the Union bar environment and promote its USP		
26					
27	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
28	Maintaining and evolving the look, feel and hygiene of the bar environment	Best Bar None Gold standard maintained		BBN Platinum achieved	
29		NUS Mystery Shopper score remains above 95%			
30		Increased promotion of offers through NUS and other offers/giveaways			
31		Levels of cleanliness within Hangar is reviewed regularly with cleaning manager			
32		Bar snacks increased in light of Hangar food offer reducing opening hours		Increased range of food in The Hangar during daytime and evening	
33		Green Impact initiatives carried through to bar			
34	Ensuring the bar is a Covid secure venue	Bar is accessible to all students, regardless of any disability		Wellbeing Garden is developed and extended to become all weather	
35		Rolling programme of repairs and improvements monitored and delivered		Bar is moved downstairs and extended, including new storage and cellar /use of 'cocktail shack'	
36				The Hangar is refurbished at least every 5 years	
37		External accreditation received as appropriate Regular communications to students on new procedures Automated table service implemented with 'Pay at Table' App Regular internal review of procedures and practices and improvements made where necessary Procedures in place for external bookings, if permitted by the University Student staff fully aware of all procedures and trained to work proactively to maximise student experience			
38	Overtly promoting welfare campaigns within the bar as well as services that support students and encourage them to take care of each other (in partnership with the University and Tramps)	Number of campaigns promoted through bar, including #AskAngela, Getting Home Safely, Safe Drug use,sexual health etc.			
39	Objective		5.4 To work with the University to increase the variety and availability of social space for students across the University campuses		
40					
41	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)	Progress 2020/21 (OUTCOMES)	Targets beyond June 2020	
42	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.	

	A	B	D	E	F
43	Objective	5.5 To develop the Union's offer and a culture of inclusivity and belonging across the University Estate			
44					
45	Achieved by (KEY TASKS)	How measured by June 2021 (OUTPUTS)		Progress 2020/21 (OUTCOMES)	Targets beyond June 2021
46	Participating in BUCS Inclusion campaigns #MakingInclusionEveryday	BAME campaign delivered, engagement and reach Disability campaign as above Applications and Eols submitted for BUCS initiatives			Permanent SU at City Campus
47	Further developing a positive culture in Sport where inclusivity is the norm and team events are less focused around alcohol	CHANGES workshop delivered as part of committee training to Social Secs (on-line if necessary)			SU wins BUCS #TakeAStand Award
48		#TakeAStand and #ThisGirlCan initiatives delivered and entrenched in what we do			
49		Number of sober socials held by clubs and societies			
50		Good Lad' action plan created and implemented, including in the Hangar			
51		Number of student disciplinaries continue to decrease			
52		External recognition/influence/presentations etc.			
53		Number of clubs with Inclusivity pledges and activities /campaigns delivered to support these			
54		Hits on Inclusivity Rep pages of website			
55		Introduction of 'TeamWorc United' accreditation scheme and engagement in same, numbers reaching each standard			
	Videos produced when clubs receive 'Team Worc United' accreditation				
56	Establishing and addressing barriers faced by placement students in participating in sport and physical activity	Academic societies and students consulted Reduced membership costs introduced and promoted and impact analysed Bespoke events arranged for placement students Students receive targeted communications			
57	Investigating ways of supporting students in financial hardship to access clubs and societies	BUCS research utilised Meetings held with stakeholders such as Reach Recommendations for new initiatives finalised Support sought from the University			
58	Increasing the SU's activity as LGBTQ+ 'Allies'	Engagement with staff network and collaboration on events and initiatives			
59		Support for activities of LGBTQ+ Network			
60		Work with LGBTQ+ Network to enhance information and guidance for clubs on how to be more inclusive			
61		Promotion of inclusivity within SU and on website and support for those with protected characteristics - wider than LGBTQ+			
62	Developing the Union's work around Equality, Diversity and Inclusion	Guidance/toolkit provided to student groups on inclusive language and activities			

	A	B	D	E	F
63			<p>Major paper cowritten with University on response to BLM and joint action plan adopted</p> <p>Advice stats are utilised to lobby for change</p> <p>Students are consulted</p> <p>Campaigns and outputs from Networks</p> <p>The concept of privelege is introduced into student training</p> <p>University performance against the Black Attainment Gap monitored</p> <p>Joined up approach to Black History Month, with activities organised throuhgout the year</p> <p>Internal EDI working group established and outcomes reported to student body</p> <p>All processes of SU are reviewed to support EDI, with the development of Equality Impact Assessments for major activities and policy changes</p> <p>Communication with University on developing support for students who are international but with home status and outcomes of this</p>		
65		Celebrating key times of year and festivals for different cultures through an established Cultural Calendar (in partnership with the University)	<p>Number of events and students involved</p> <p>Support provided for University with consultation around Access and Participation Plan</p> <p>Developed links and activities with International Office</p>		<p>Cultural festivals are large and regular events on campus</p> <p>Embedded projects that support students with protected characteristics and specific needs e.g. care leavers</p>
66					
67					