

## **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	<b>Core Goal</b>	<b>1. Increase the number of students who know about and use our services</b>			
2	<b>Associated KPI's</b>	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	<b>Perfomance against KPI's 2019/20</b>	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	<b>Objective</b>		<b>1.1 To diversify the number of ways in which we interact and communicate with our members and demonstrate our impact</b>		
6	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>		<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
7					
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		Regular reporting to inform social media content. M&C strategy to be reviewed summer 2021.	Development of interaction of prospective students and of alumni
9		Engagement in all on-line platforms, including LinkedIn		Increase in followers across all platforms from 2019/20 Approx. 5,000 - 8,000 website users per month. Total followers as follows: -WSU Facebook: 8,650 (8,100 in 2019/20) -The Hangar Facebook: 1,200 (1,000) -TeamWorc Facebook: 2,800 (2,750) -Twitter: 7,200 (7,150) -WSU Instagram: 3,200 (2,500) -The Hangar Instagram: 1,300 (950)	Contacts from LinkedIn provide seminars/lectures etc. for students
10		At least 3 student-led student media takeovers per semester		Takeovers for BHM, Networks, Life in Lockdown, and Leadership Elections	Significant increase in number of student-led campaigns
11		Number of students downloading the Totum App and purchasing Totum cards on-line		327 memberships sold (August 2020 - November 2020)	
12		Worc Hard Play Hard redeveloped and student engagement increases - number of article and hits		Rebrand of overall WHPH concept begun April 2021	
13		Monthly SU highlights implemented for lectures to promote activities		1 sent in November. This will be continued throughout Semester 2.	


	A	B	C	D	E
14			Officers supported to develop podcast series Engagement in on-line Campus Chat Numbers engaging in on-line training modules	10 Don't Drop Out Drop In (DDODI) contacts in November, 24 Ask the SU forms, 6 Calling over lockdown 328 students took part in online training for sports clubs, societies and networks.	
15	Piloting a bespoke WSU App and assessing merit and engagement		Outcomes of soft launch of existing App in Welcome Week	No launch in Welcome Week - potential launch in 2021-22 academic	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  Tish's Top Ten Photos introduced  Consistent process developed for sharing posts and activities of clubs and socsto raise awareness	TeamWorc TV still on hold due to Covid stopping training in person. Will review when new restrictions come into place. Tish's Top Ten Photos launched, two released so far. Battle of Sports resulted in lots of clubs posting their progress and activities Society Spotlights on insta for socs needing more members to affiliate	

	A	B	C	D	E
19	 	<b>1.2 To work in partnership with UoW to ensure they champion our services</b>			
20		<b>Objective</b>			
21	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
22					
23	Lobbying the University to develop communications to students and alumni and create a Student Information Hub		Student feedback gathered Report and proposal written for the University with recommendations Content in weekly student newsletter monitored and feedback given	WonkHE survey recommendations written up and taken to LTSEC - including communication recommendations. Joint statement with Uni SMT on Covid response. Developed recommendations from WONKHE Covid survey Report. Have lobbied the University on a number of issues for better communication during the pandemic eg accommodation refunds. Recommendations for Lockdown 3 to the University included communication. Liaising with FirstPoint on improving their blog with opportunities for Networks to contribute. Contributing articles to regular student newsletter (came about due to SU lobbying in 2020)	
24					
25					
26					
27					
31	Continuing to raise our profile amongst University staff and to collaborate on publications/promotions		Number of recommendations from University services and academic staff to advice centre (via 'how heard') Staff resources disseminated for Rep Scheme, including Staff Handbook and posters Promotion of profiles of SCA Award winners Number of SU presentations and workshops to University staff Involvement in University staff inductions (President) Number of posts from Uni Comms on social media Features in weekly student newsletter - target of 2 per week Features on SU activities in Uni weekly staff blog Hangar Bookings by University staff (paid and non-paid)	108 of 397 New Staff handbook produced and sent to SERCCs and HoS for dissemination. This was not included in promotions this year. Winners information shared post awards. One presentation to Student Services 2 Sporadic posts sharing SU content on Uni Facebook and Twitter. Approx. three articles sent to Comms weekly for inclusion in student updates. Approx. two articles sent to Comms weekly for inclusion in staff updates. Lack of opportunities due to COVID, but upturn in bookings for the Wellbeing garden at end of year for staff to hold outdoor lectures	Staff Open Day facilitated every other year Inclusion of SU in a new internal staff communications strategy
32					
33					
34					
35					
36					
37					
38					
39					
40					

	A	B	C	D	E
41			Features in key University documents (e.g. prospectus, graduation, on-line and physical)	President on recruitment video for new governor. No other opportunities made available	Separate feature in prospectus on SU as core part of student experience
42			<b>1.3 To increase engagement and interaction with the WSU website</b>		
43	<b>Objective</b>				
44	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
45					
46	Completing the content review of the website		Google analytics used to condense and update content	Analytics used to identify least accessed pages. Pages to be reviewed for removal or migrating content to other pages.	Much expanded content on website
47			Increased traffic to website from social media sources (both SU and University)	Small but steady increase in traffic from referrals (University) and social media.	Content management software contract reviewed
48			Implementing bespoke software to improve accessibility for students with disabilities	Costs submitted to University - outcome TBC.	
49			Updates made in line with governance changes, rebranded services e.g. Team Worc Action New, user friendly FAQ page for Advice	Initial content review and action plan completed, feedback gained from club, soc, and Network members. Updates to be made summer 2021.	

	A	B	C	D	E	
50	Objective		1.4 To ensure it is easier for students to access and use our services			
51						
52	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
53						
54	Continuing to increase on-line interactions with us by students		On-line forms completed e.g. Reps / Advice	300 Advice forms 97 Course Rep journals	All forms, including those for staff use are moved on-line	
55			Q&A activities on instagram and FB live and engagement with same	Regular Q&A sessions held on Instagram throughout the academic year.		
56			Increased number of Q&As on Officers' social media	Officer Q&A linked in with SU Instagram. Introduction of 'Ask the SU' as part of regular Officer Vlogs.		Developing more on-line communities for student cohorts e.g. liberation groups
57			Number completing all types of on-line training Number of students attending on-line 'Repstival	112 Course Reps attended live online training, 58 completed online narrated		
58	Ensuring clear lines of communication with Partner College students		Hits on partner college section of website	135 hits across the year.	Development of a new representation strategy for partner college students	
59			Bespoke communications sent to partner college students to promote involvement in virtual events	Partner students invited to Course Rep training. Specific Rep training developed and produced for partners. SCA info sent via CASPC		winners were from a partner college. They were invited to the in person event and were sent the link to engage online.
60			Number of students accessing Advice and Support from Partner Colleges	13 partner students advice cases		
61			Engagement of partner college students in our democratic processes	Difficult to split partner students out in Elections data. 8 UWIC students voted. No partner students have engaged with the Ideas Forum	In the CES results 79% of respondents at partner colleges know who their Course Rep is and 73% felt the Course Reps represent the interests of students on the course	
62	Objective		1.5 To ensure we consult more with our members to understand more about what they need and react accordingly			
63						
64	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
65						
66	Using our outreach programme to ask students their opinion directly on a range of topics		Number of outreach activities and topics covered	20 DDODI sessions held until end of March, 10 contacts	Annual comparison of Campus Chat engagement and outcomes	
67						
68	Redevelop Campus chat into a Covid-safe online version		Guidance created for staff and officers Engagement levels Outcomes from Campus Chat	Academic & Welfare Advisor established Don't Drop Out Drop in for 1-2-1 support, Ask the SU Established to engage with students online for a range of issues, Q&As on different topics with Officers and SVT		

	A	B	C	D	E
69	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	@ 02/07/2021 21 ideas submitted by 20 individuals. 194 individual students engaged in upvoting, down voting or commenting on ideas. 9 have passed (2 of those completed), none have been rejected, 8 have dropped off past the 3-month date without reaching 25 votes and 3 remain up for voting.	
70	Increasing the percentage of the student population completing the Big Worc Survey 2021		Number of outreach activities and topics covered	809 student completed BWS. 8% of student population (6% in 2020, 7% in 2019, and 8% in 2018)	

	A	B	C	D	E
1	<b>Core Goal</b>	<b>2. Facilitate wider student involvement in decisions that affect our members</b>			
2	<b>Associated KPI's</b>	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	<b>Performance against KPI's 2019/20</b>	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	<b>Objective</b>		<b>2.1 To strengthen our engagement and feedback systems to ensure they are as effective as possible</b>		
5					
6	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
7	Addressing any gaps in the Academic Representation System, thereby increasing satisfaction amongst students (particularly in Worcester Business School (WBS), Nursing (TCSNM), and the School of Psychology, SoP) in annual surveys	Meetings held at least once per semester with School management Actions plan implemented, in partnership with SERCCs and School Reps	VPE met with all Heads of School at least once. Action plans delivered for TCSNM, WBS and SoP mid year reviews completed with positive results for SOP and TCSNM in CES.	Engagement with Reps forums increases year on year	
8		Journals submitted by Reps in these Schools/on courses 'of concern' eg Criminology and Computing MS Teams implemented for Reps to be able to communicate with students and with School Reps and SERCCS	3 journals from TCSNM, 2 from SoP and 7 from WBS. 3 from Partner students, MS Teams implemented for reps (each School has slightly different model depending on needs)	Rep positions are contested as the norm	
9		Report provided to AROG on outcomes in these specific courses/Schools	Underway. To be finalised Sept 2021	On-line feedback tool implemented for cross-campus feedback e.g. Simon	




	A	B	C	D	E
10			Results from BWS, NSS Q26, and CES Qs5.3 & 5.4 2020 (in all Schools)	<p>Action plans for rep system implemented with all 3 schools.</p> <p>CES Results:  SU Satisfaction  WBS 58%  TCSNM 66%  SoP 72%</p> <p>Results for "I know who my course rep is":  WBS - 67% (+2% on 19/20)  TCSNM - 84% (+1%)  SoP - 70% (+18%)</p> <p>Results for "Course Reps represent the interests of students on my course effectively":  WBS 56% (-5%)  TCSNM - 77% (+12%)  SoP - 64% (+26%)</p> <p>NSS results not available per School at time of posting but Q26 - 65%, up 1% (top 10 in country according to one league table and 19/149 according to Uni's league table, 7th and first in Midlands in SU league table)  Student Voice results also in top quartile @ 73% (66% = sector average)</p> <p>Big Worc Survey:  Are you aware of the academic representation system?:  WBS- 66% (-4%)  TCSNM - 76% (+11%)  SoP - 78% (+16%)</p> <p>Do you know who your Course Rep is? (NEW QUESTION):  WBS - 57%  TCSNM- 71%  SoP - 68%</p>	
11			Progress of peer mentoring scheme in SoE monitored and establish scope for replication across Schools	Analysis still underway	
12			End of year report produced on the Impact of the Representation System	Report for 2019-20 complete, 2020-21 tbc Aug 2021. Interim stats report submitted to AROG Dec 2020.	Be able to benchmark ourselves as outstanding based on the NUS representation benchmarking tool across all measures
13	Implementing the new Student Networks		<p>Committee elections completed, number of Chairs and committee members</p> <p>Open meetings held by each Network</p> <p>Number of members of each</p> <p>Campaigns run by Networks and outcomes  Policies submitted to Student Council or its sub-committees and outcomes</p>	<p>Over year 39 Network Committee members with 5 vacancies that need to be filled.  6 of the Networks have held their Open Meetings  The Networks currently have 275 members:</p> <ul style="list-style-type: none"> <li>•BAME- 31</li> <li>•Commuter-18</li> <li>•Disabled-17</li> <li>•International-17</li> <li>•LGBTQ+-73</li> <li>•Mature, Parents and Carers- 37</li> <li>•Postgraduate- 8</li> <li>•Sustainability- 24</li> <li>•WP- 14</li> <li>•Womens-36</li> </ul> <p>We have had 8 policies submitted to W&amp;I Council with 6 of them being passed and submitted to Student Council throughout the year</p>	



	A	B	C	D	E
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		Welfare and Inclusion Council - 10 Network members, regular attendance from 2 Faith and Cultural Society Chairs. 3 meetings. Passed 6 policies which went to Student Council. Education Council - Membership 22 School Reps, limited attendance by Academic Society Chairs, 3 meetings +extraordinary one about placements. Outcomes incl. lobbying on placements to University with changes made on some courses, input on 'student safety net' and Student Staff Liaison Committee review. TeamWorc Council - 3 meetings, 68 committees represented at 1st, 84 at 2nd, and 34 at 3rd	
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 Outcomes included in annual AR report		New reporting spreadsheet created. A covid lockdown 3 spreadsheet created for gathering intelligence and data on student queries Actions include: oWork on international fees and communication from finance to students oA lot of intelligence from advice has fed in to AI Collective olinformed work with paramedics and placement students oWork with DDS on issues r.e. Mit Circs olinproved communications to students on PC availability in Hive oWorked with Iron Mill to establish a progression route for Counselling students who had placements disrupted by COVID. oWorked with IT to get some old laptops renovated to increase availability for students to borrow through loan scheme. oSupported officers to work with Comms to improve student communication based on feedback. Still a long way to go. oTHB/KG and MP working together on SBRB and trying to improve transparency of process and get officer on to panel.	Regular reports provided to the University on feedback 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		Ongoing - implementation affected by lack of Welcome Desk Support . 14 students provided feedback over year	
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		Surveys were sent out to students for battle of the sports, semester 1 & 2 and varsity. 27 completed Sem 1, 23 in Sem 2, 4 Varsity and 19 Battle of Sports Follow meetings held with a few clubs and individuals to address some of the feedback given	Use Team Worc council to obtain feedback from students as well as students
18	  <b>Objective</b> <b>2.2 To ensure that we distribute information and feedback in a targeted way</b>				
19					
20	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21(OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
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	16th June – 36% open rate (132 Reps) Goodbye/ thanks from Meg and introduction to Harry as the new VPE We reminded Reps that they were still in Role until the end of July providing them with a draft message that could be sent out to students to remind them who to contact should they have feedback.		
22		Open rates by Reps			
23		Number HF updates sent to School Reps and	Training reminders: 16th October – 62% open rate (86 Reps)		




	A	B	C	D	E
24			Networks	<p>Congratulations on being elected and invitation to the training sessions.</p> <p>19th October – 58% open rate (80 Reps) Training reminder</p> <p>29th October 57% open rate (119 Reps) Congratulations on being elected and invitation to the training sessions.</p> <p>Course Rep Forum invite 56% open rate (117 Reps)</p> <p>6th November 57% open rate (146 Reps) Thanks for completing training Reminder of role – while in lockdown Signposted to Facebook group Do you know School Rep? Personal wellbeing signposting Join corona virus community Facebook page Help and advice signposting</p> <p>16th November 47% (121) Repstival – promote the two sessions</p> <p>18th November 47% (120) Repstival – session 2 – message from elaine swift about session</p> <p>27th November 46% open rate (147 Reps) Repstival Session 3</p> <p>1st December 45% (143) SR of the month nominations</p>	
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	<p>Ongoing. Implemented new promotional system that highlights what Reps have achieved in a given month. This is subject to the nominations containing sufficient detail.</p> <p>In April we developed promotional material to share when we call for Rep of the Month nominations. We are hoping this will increase visibility of the process and lead to increased nominations from both staff and students.</p> <p>Nomination reached 98 in total: November = 29 Nominations December + January = 26 Nominations February = 18 Nominations March = 17 Nominations April = 8 Nominations</p>	
26			Visibility of Reps and outcomes within Schools	<p>Providing ongoing support to Schools to set up Blackboard pages to ensure visibility of reps. Some including SSE recording wins. Key wins include: SoP has achieved assignments moved for some modules. SoA achieved increased access for resources in November lockdown. We provided to School Reps a template for monthly updates and some SRs have now started using them.</p>	<p>Some Schools have set up academic representation organisation pages on blackboard which include a who's who section, SSLC minute section and you said we did section. Schools also continue to have presentation boards in their building highlighting who the School Reps are. The SU has a board by the campus shop with names and photos of the School Reps.</p>

	A	B	C	D	E
27			Campaign materials refreshed to ensure students know how they can report concerns with Reps	Complete. Material has been refreshed around the Rep system. Reps have access to online training and a signposting document to ensure they can better signpost students. Reps are encouraged to keep in regular contact and ensure students know who to raise concerns with. VPE has also been having regular meetings with the university encouraging staff promotion of the system.	
28			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	The first SR forum included a discussion opportunity for Reps and SERCCs to share their experiences of the Rep system so far and highlight good practice. VPE has had catch ups with SRs in Semester 1 which will be followed up by a meeting with all SRs in Semester 2 to share challenges, good practice etc. SERCC of the year will be added to the Union awards. SERCC of the Year has been added to the awards and a winner has been decided.	
29			Accreditation scheme redeveloped to be more accessible for students to understand and complete  Number of completions and benefits to students reported	Scheme has been reviewed and simplified. Website updated and reps briefed in training.  5 students accredited. Review agreed at AROG on 01/07	Developing a new dialogue with the University on the way we recruit and appoint Reps
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	Nine Officer Vlogs shared on social media this academic year Regular social media promotion of Officers and their campaigns Regular Officer takeovers/content on Instagram stories Ideas Forum and 'wins' promoted on SU and Officer social media	
31			Number of ideas received through Ideas Forums and associated actions/ outcomes	Ideas Forum has had 21 ideas submitted. Of those 9 have passed (2 of those completed), none have been rejected, 8 have dropped off past the 3 month date without reaching 25 votes and 3 remain up for voting.	

	A	B	C	D	E
34					
35	Objective		2.3 To develop new ways of engaging traditionally under-represented groups in the Union		
36	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
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	Regular social media promotion for Networks. Promotion for BHM across all online platforms. 'Equality, Diversity, and Inclusion' section added to Campaign pages on website.	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	
38		Overall satisfaction rates within WBS, TCSN&M and SoAH&C	<p>CES Results: SU Satisfaction WBS 58% (-12% on score for 2019/20 which was 70%) TCSNM 66% (-4% on 19/20 - 70%) SAHC 67% (-4% on 19/20 - 71%)</p> <p>BWS overall satisfaction with SU (satisfied or very satisfied): WBS - 72% (85% in 2019/20) TCSNM - 66% (60%) SAHC - 57% (69%)</p> <p>NSS Q26 (only relate to representation)</p>	Union has comprehensive and active student-led media offer (with appropriate space and equipment)	
39	Engagement with academic societies in lower performing areas (from survey results)	Engagement with academic societies in lower performing areas (from survey results)	Arts Collective have recently been reformed and have now held many different events and have started to collaborate with 4 different sports clubs and societies Geography have folded this year due to a lack of interest in the society. Bright Futures also folded at the start of the year due to the committee not wanting to continue and no replacements being able to be found. The SU will be launching 'Adopt a Soc' in May giving students a chance to take over a society.	Academic Societies now have voting rights on Education Council.	
40		Inductions delivered for PGT and international students	3 live inductions 7 sessions delivered for international students - talks, Q&A and bingo Meeting in Jan with international Post grad students 57 attended.		
41	Demographics of 'engaged' students	Demographics of 'engaged' students	Analysis for Semester 1 done and reported on. Data for end of year has been provided by University and analysis is underway		
42	Regular meetings with UWIC throughout the year	Regular meetings with UWIC throughout the year	SU presence at weekly/fortnightly UWIC working groups when arranged Harry and Kate have been raising concerns with NS re UWIC student withdrawals and presence on senior committees (structure has changed). THB liaising with AW re student representation. No UWIC member on Student Council as yet.		
43	Engagement in and memberships of Student Networks	Engagement in and memberships of Student Networks	The Student Networks currently have 275 members broken down into: •BAME- 31 •Commuter- 18 •Disabled- 17 •International-17 •LGBTQ+-73 •Mature, Parents and Carers- 37 •Postgraduate-8 •Sustainability- 24 •WP- 14 •Womens-36		

	A	B	C	D	E
44			Impact on society memberships / activities / new general interest societies	@May 2021 - 717 memberships from 621 students in 38 socs Society members in the 35 Societies. 1 new General Interest Society start (Poetry, 3 new Academic Societies (Arts Collective, Computing and Criminology), 1 new Cultural (Nigerian Society) and 1 new Charity and Volunteering Society (St John Ambulance)	
45	Be able to rate ourselves as 'established' for inclusivity on TSEP Benchmarking Tool		Representativity of Reps analysed in relation to the student population  Selection and election processes reviewed, as well as training, to ensure accessibility	New guidance provided to staff on recruiting and electing reps. Online elections trialled with SoP. From Semester 1 we have good representivity by School, Level, Disability, POLAR 4 and LGBTQ+ status. Reps are underrepresentative of the population of males, mature, international and BAME students.	
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	VPE has attended meetings with Course Leaders in 3 Schools. All material sent to Course Leaders for rep elections. Reminder sent to all course leaders via PVC on rep system in January and via daily update.	
49			Number of inductions delivered	16 inductions delivered live (virtually). Virtual preprepared alternative sent to all course leaders. This includes 2 inductions in Feb.	
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	Green Committee met three times across year. Go Green Week held virtually, supported by network. Network undertook campaigns, including running daily session during SDG teach-in. SDGs added to all SU key public documents where criteria met (including governance docs) Green Impact Excellent achieved and promoted on social media. Sustainability Network shortlisted for SOS-UK Student Group of the Year	SU achieves Excellent Green Impact and supports the University to embed sustainability in the curriculum
51	  <b>Objective</b> <b>2.4 To ensure greater participation from our members in the democratic process</b>				
52					
53	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
54	Increasing the number of candidates and voters in our Elections		Candidate numbers and diversity of candidates in course and demography	8 candidates in total. Increase in diversity in terms of gender, school and SU mode of engagement. Work to do on age and international students.	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  Targeted work undertaken with School of Education and TCSN&M (lowest engagement numbers in 19/20)	Full analysis complete 1482 voters down from 1603 in 2020.  Targeted emails sent direct to students and via SERCCS	
56	Continuing to engage students in local and national democracy and politics		Activities involved in and numbers engaged	Promoted local elections in May, encouraging students to register and vote, and providing opportunities for students to understand what local councillors aimed to do, if elected.	

	A	B	C	D	E
57	 	<b>2.5 To strengthen the relationship with the University to ensure the Student Voice is heard and reacted to</b>			
58					
59	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
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	SCAs launched Jan 2021, new award this year for online/digital teaching. Most nominations ever - 963	Routine use of SCAs in University recruitment materials and Open Days
61			Winner 'assets' e.g. email signatures and in post award promo / features	Done	
62	Supporting the University to continue to improve student communications and survey completion rates		Content of regular student newsletters Number of surveys completed	Approx. three articles sent to Comms weekly for inclusion in student updates. Support via SU Comms for Uni Hardship Fund and surveys re. Covid-19, as well as WhatUni survey	
63	Interrogating and analysing all major survey results and work with closely the university on the resultants to effect positive change for students		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	Over 700 responses to WonkHE 'Don't Drop Out' survey and results fed back to University LTSEC, BoG and ULG Consultation by University on results of PULSE survey and resultant comms to Initial analysis of CES 2021 complete.  Didn't really happen  Tbd	SU is more intrinsically involved in developing institutional action plans resulting from survey results and student feedback




	A	B	D	E	F
1	<b>Core Goal</b>	<b>3. Provide responsive, appropriate and accessible support and advice to students</b>			
2	<b>Associated KPI's</b>	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			
3	<b>Performance against KPI's 2019/20</b>	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 BUCS positioning due to Coronavirus (57th in 18/19)			
4	<b>Objective</b>	  	<b>3.1 To create captivating campaigns that make a positive difference to our students' lives</b>		
6	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
8	Delivering campaigns that have tangible outcomes	Number of campaigns meeting campaign objectives - they all have measurable objectives	Black History Month and Go Green Week delivered. Main focus for year was University support for students. SU Chat service led by Officers from Dec - 6 students called 24 students contacted Ask the SU	SU is able to better demonstrate tangible impact of campaigns	
9		Campaigns delivered as a result of Ideas Forum	No campaigns launched as a result of ideas forum to date	Week results in the formation of ongoing campaigns	
10		External expertise utilised where possible organisations, including University	No progress to date		
11		Number of students contacting us as a result of a campaign	16 requests for condoms, 24 students contacted Ask the SU so far.		



	A	B	D	E	F
12			<p>Paper agreed at LTSEC around Academic Integrity, number of recommendations implemented</p> <p>Awareness raising campaigns delivered</p> <p>University policy updated re Essay Mills to encourage positive behaviour by students</p>	<p>Two academic integrity leads appointed. VPE met with them to discuss plans for the year. VPE co-founded Academic Integrity Collective with VPE officer at UCLan, leading on a campaign, 'BetterBYU'. Conducted on social media to promote awareness of academic integrity, highlight the dangers of essay mills, the need for support for students who find themselves in difficult situations, and call for action across the sector. This is included an open letter to social media companies and University executives. VPE also attended meeting with Chris Skidmore, Michelle Donelan and other professionals/ stakeholders across the sector lobbying for legislative change against essay mills. An article was also written by the co-founders which was published by WONKHE. VPE also worked locally with the University on their AI work supporting their plans and lobbying them to sign up to the QAA AI Charter.</p>	
13			<p>Campaign outcomes are all reported to University eg to LTSEC and to BoG</p>	<p>Report on WonkHE survey submitted to LTSEC.</p>	
14	<p>Introduce an SU Charity Shop for students</p>		<p>Space identified and branding created</p> <p>Goods sourced from accommodation and from general staff community</p> <p>Shop launched</p> <p>Amount raised for charity</p>	<p>Challenges faced with stock and Covid and this had to be deprioritised</p>	<p>Open the shop at the beginning of the academic year with the stock collecting at the end of the semester.</p>
15	<p>To create a series of 'Positive TeamWorc' campaigns to address various aspects of student wellbeing</p>		<p>Topics covered include student safety, safe sex, consent, and community spirit</p> <p>Campaigns delivered and engagement statistics</p> <p>Partners involved and supporting eg Tramps</p>	<p>Consent campaign commenced in SM1</p> <p>Call out chat service started in Dec</p> <p>SU has worked with and promoted all support available to students e.g. shiftline</p>	<p>Inclusivity Reps delivering their own campaigns, individually or as a collective (through IR Forum)</p>
16			<p>Usage of Safe Sex Express/ Pee in Pot</p> <p>Engagement in 'Big Sex Quiz'</p>	<p>Staff attended training to ensure we have free supply of condoms but uptake take up by only 16 students this year due to lockdown</p>	
17			<p>Drugs training sessions delivered to clubs and socs</p>	<p>Drugs training delivered online by SW many clubs and socs in attendance</p>	
18			<p>Involvement in national campaigns</p> <p>Outcomes from Wellbeing Working Group</p>	<p>Officers deciding upon which national campaigns to engage with (NUS)</p> <p>WWG not met due to workload but Call out chat service started in Dec</p> <p>SU has worked with and promoted all support available to students e.g. shiftline</p>	






	A	B	D	E	F
19		<b>3.2 To increase awareness of the Advice Service and how it can support students</b>			
20		<b>Objective</b>			
21	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
22					
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 Advice service awareness sessions delivered to Course Leader fora	108 recommendations from 397 cases from academic staff and university services (35%)	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			Number of student contacts, student clients, and cases dealt with by Advice Service	397 cases, 735 contacts, 355 students	
25			Advice intelligence fed back more routinely to AROG	Update given at January meeting. AWA gave presentation at July meeting	
26	Promoting help and advice as a more personal service (provided by people who care)		New communications using information about Advisor and bitmojis etc so more personable	All new materials use Advisors name, bitmoji being used. Advisor used FB to run DDODI sessions	
27					
31	Using as many different media to promote the service to students		Visits to help & advice section on the website	Page views increased most months compared to last year	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	New resources for accommodation viewings created, new student accommodation charter, DDODI sessions delivered. Advisor produced a video with VPEd	
33			Live Q&A sessions on social media	No referrals from Ask the SU	
34			Delviery of 'Don't Drop Out, Drop In' sessions	More external accommodation resources added	
35			Referrals from interactive Campus Chat	No progress - no opportunities	
	Use of external resources for general advice				Advice Service and SU details are contained in student transcripts
	Presence in more University documents and content revised where already there				

	A	B	D	E	F
36	  	<b>Objective</b> <b>3.3 To increase the support and advice we provide to students taking part in extra-curricular activities</b>			
37					
38	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
39					
40	Continuing to improve training for all student roles, including Trustees, Student Councillors and Committee Members		Continued advances in resources on website	New online training developed for Societies, Sports, Networks, Reps and Student Councillors	Alumni delivering training to committees
41			Feedback from student attendees	Feedback from the committee training included: 'Very informative' 'It's great that you can go back and redo the training to refresh your memory' 'Great resources and information on how to lead my society'	Increase in guest speakers arranged by student groups
42			Involvement of University and external expertise in developing and delivering training programmes e.g. AQU	Student Network Committee Members have been provided with online training modules. These have been updated for 2021-22 and will be launched w/c 05/07.	Externally accredited training scheme for volunteers and reps
43			Network training implemented	Repstival included sessions from across the University	
44			Redeveloped training for Student Councillors		
45			Implementation of online modules for committee training	All committees have access to online committee training modules via the website. The SU also held short in-person sessions at the start of the year for important information.	Blended approach to committee training delivered in short bouts over the summer
46			Performance of Committee members and Councillors recognised and used to promote good practice and inspire others	Online modules were created for committee training. Also introduced committee member of the month to recognise those people who go above and beyond.	Greater expertise within the SU staff team in training and presentation skills
47			Number of students undergoing committee, volunteering, elections candidate, and student staff training	152 Society and 176 Sports Club Committee members have completed online training (updated April 2021) 55 students who have logged volunteering hours so far 9 students given elections training Student staff training delivered for 10 students in Sept One new student trustee trained	Accredited skill development programme delivered by SU that incorporates governance and committee roles
48	Improving the support and ongoing information for our students in #TeamWorc		Number and content of, as well as attendance at #TeamWorc meetings	4 TeamWorc Meetings held with 68, 84, 73, and 53 committee members attending respectively. Discussed many topics including COVID-19 rules and procedures, BUCS, fundraising etc.	
49					

	A	B	D	E	F
46			Membership fees adapted to support different types of students and the actual offer in 2020/21 Finance drop-in sessions made available and advertised to club committees Number of clubs in debt Monthly reports sent from finance to all clubs and socs	Membership fees for sports clubs were tiered into Joining, Training and Competition fees. The second lockdown and subsequent guidance for extra-curricular activities in the travel window for students meant competition memberships taken off sale and were reviewed again in January to reflect any Sem 2 activities. £13.6k given back to students at end of year in membership refunds so students only paid for what they got	Supporting clubs with their budgets for 2021/22  Supporting clubs to apply for club development grant (especially following reduction in travel subsidy for BUCS teams) - increase in number applying to the club development grant
47			Fixture completion rate	No fixtures able to go ahead in semester 1&2. BUCS Cricket Leagues started 28th April (2 men's teams and 2 women's teams entered) but hampered by rain	
48	Relaunch of 'TeamWorc Points' so that involvement by clubs and societies becomes the norm		Numbers achieving bronze, silver and gold Activities by clubs and societies End of year report produced	4 clubs (Men's Cricket, Men's Rugby, Women's Football and Women's Hockey) and 8 societies (African and Caribbean Society, Anime and Manga, Arts Collective, Biomedical Science, Disney Pixar, Education Enhancement, Finnish, and Marvel & DC) have achieved bronze. 1 club (Equestrian) and 1 society (Finnish.) have achieved Silver. 3 clubs (Dance, Social Sports and Cheerleading) and 2 societies (UniBoob and Loco Show Co.) have achieved Gold status.	Involvement in the accreditation scheme becomes the 'norm' for all clubs and societies




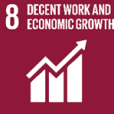
	A	B	D	E	F
49					
50	<b>Objective</b>	<b>3.4 To develop initiatives that offer emotional, academic and social support to students</b>			
51	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
52					
53	Promoting health and wellbeing throughout the Union's activities	Regular features and news articles on website and social media and hits /reach/engagement achieved	Promotion of Rec Sport on social media and website. Promotion of H&A, including Ask the SU and DDODI.	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	Online activities were made available for students who could not attend in person events. We also introduced a phone line to call students who were lonely in lockdown.		Developing volunteer opportunities within local schools for our students
55		Outcomes of Inclusivity Rep Forums	No inclusivity rep forums have been held this semester.	Welfare pledges incorporated in inclusivity pledges	
56		Online version of Mental Health in Sport workshop delivered to committees and numbers trained	MHIS workshop still yet to be delivered		
57		Crafternoons facilitated (online if needed)	Packs were made available at welcome desk.		
58	Engagement in 'Look After your Mate' training Links established with Bystander Intervention programme deliverers to provide bespoke (online if necessary) sessions for clubs	4 inclusivity reps attended a webinar about autism and sport. No progress to date	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	Mature Parents and carers Network Chair has met with Student Services to talk about provision for their members. Further meeting with Chair and Val Yates planned and SU's report following WonkHE Covid survey responses has put forward recommendations on Student Services and communication.		
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 and 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	Privilege training and SU principles included in Rep and committee training. November SR forum provided SRs with the opportunity to feed into the Universities Access and Participation plan (APP). When writing the student submission we organised a focus group to discuss the APP and provide suggestions to the University what they could do to ensure they meet their targets.		
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.	Video created around mens mental health for Movember. Lots of work ongoing to promote sources of support for students provided by Uni and Student Minds etc		

	A	B	D	E	F
62	  	<b>Objective</b> <b>3.5 To ensure a positive and responsive staff culture within the Union</b>			
63					
64	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
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	3 Bar staff meetings, one WD staff meeting. 1-2-1's have not taken place due to student staff being on furlough for a large part of the year.	
67			Student staff numbers involved in socials	Bar socials arranged during lockdown and continuing in Sem 2 with all student staff invited	
68			Numbers receiving nominations for Student Staff of the Month	September (4) and October (6) - total of 10 nominations. 6 for bar staff 2 for WD 2 for marketing Of these nominations winners were both from the bar. Total no. of students nominated = 6 No nominations after Nov 2020 as vast majority of student staff furloughed but Student Staff of the Year awarded to Filip n May 2021	
69			Implementation of all student staff meeting with core staff chair and outcomes	Student staff furloughed for most of year so the opportunity or need to arrange a student staff meeting has not arisen.	
70			Outcomes from Staff Consultative Forum (SCF)	SCFs held in Jan and June 2021. Key discussions included University's EAP, a review of the membership of group, request for a shared resource area for staff documents, student/staff relationships (following a review and policy updates at the University) and group sessions to be organised for staff to discuss the outcomes of the Employee Engagement Survey conducted in Spring, to agree an action plan.	
71			Student staff survey results	NUS Employee Engagement Survey conducted in Feb 2021, excellent results for student staff (10 out of 22 completed) - 45% of answers achieved 100% positive responses and further 36% a 90-99% positive result	



	A	B	D	E	F
72	Ensuring working practices are appropriate and responsive to the coronavirus pandemic and able to adapt to future changes		<p>Business Continuity Plan updated on regular basis</p> <p>Working From Home guidance added to existing protocols and documents</p> <p>Communication maintained with University, staff, and students</p>	<p>6 versions over year - updated to reflect ongoing situation &amp; periods of staff furlough. Communicated to the Board. Risk assessments completed for spaces and all activities</p> <p>Done - added to Employee Handbook and H&amp;S Policy</p> <p>Ongoing - good comms with Uni SMT on plans and provision and clear comms to students during Semester and Christmas period</p>	
73	Ensuring the SU's HR processes and procedures, including recruitment, have EDI at their heart		SU's Equal Opps policy is rewritten	Done - EDI Policy and approved by Trustee Board	
74			BAME applications are actively encouraged, monitored and interviews given wherever possible	Statement added in job ads to encourage BAME applicants to apply. BAME applicants are invited to interview wherever possible (2 interviewed for SNVA role and 1 for SVA role)	
75			<p>Diversity of staff team (core and student)</p> <p>Initiatives implemented that support staff mental health</p>	<p>SU core staff team (18 staff) comprises 3 staff with BAME backgrounds (until Summer 2021 when reduced by 2) and 1 from LGBTQ+</p> <p>Student staff- one staff member with BAME background</p> <p>To be implemented further - work has been done during Covid to ensure that staff are kept in touch with organisation. New EAP rolled out from University</p>	
76	Ensuring robust staff performance management and internal communication		Guide for line managers produced	Almost completed (one section left), workshop to follow for line managers as soon as done	
77			Inductions of all staff monitored and delivered according to set process	All staff inductions delivered according to process. Induction form updated to include safeguarding and whistleblowing policies in the checklist. Induction for new SVA conducted online due to new staff member working from home initially.	
78			All staff receive regular and adequate 1-2-1s with objectives and priorities / tasks reviewed	All staff had monthly 1-2-1's which increased to bi-monthly or weekly 1-2-1's during lockdown to maintain sound communication between staff members/line managers.	



	A	B	D	E	F
79			All staff have timely Personal Performance Appraisals	Due to the lockdown in 2020 and most staff working from home for many months, staff PPA's were postponed until the latter part of 2020. These have now been completed, where applicable, for all staff (except Bar and one Finance staff).	
80			Staff recognition	Staff vouchers in place of Xmas meal, 4 members of staff had bespoke R&R in Semester 1	
81			Staff team building events	On-line social events, rounders	
82	Continuing to embed a culture of sustainability within the organisation, including student staff		<p>Outcomes and initiatives implemented, including campaigns, arising from the WSU Green Committee</p> <p>Photocopying and printing is monitored by departments</p> <p>Staff receive ongoing 'green training'</p>	<p>President worked with University to deliver Go Green Week with webinar series coordinated by SU with 4 other SUs and a living sustainability at home behaviour change project. Allotment development on hold due to COVID. Photocopier monitoring will recommence with new photocopier (under Uni management)</p> <p>SDGs added to all key SU public documents (including governance docs)</p> <p>Regular staff updates on SDGs</p> <p>Staff sustainability board provides lots of information</p> <p>Green Committee met 3 times</p> <p>GISU Excellent accreditation achieved</p>	<p>- SU has its own smart meter</p> <p>- SU reports on outcomes against the UN's Sustainable Development Goals (esp. Access To Education) and training provided for staff on this</p> <p>- Staff to take more responsibility for setting strategic objectives at the start of the year and providing regular monitoring against KPIs</p>








	A	B	D	E	F	
1	<b>Core Goal</b>	<b>4. Create and promote opportunities for students to develop transferable skills</b>				
2	<b>Associated KPI's</b>	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	<b>Perfomance against KPI's 2019/20</b>	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 18. BWS: 69% (58% in 18/19)				
4	<b>Objective</b>			<b>4.1 To increase the employability skills of our students</b>		
6	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>	
8	Promoting the importance of gaining transferable skills by participation in SU roles and activities		Promotion and distribution of case studies of success	Released 'profiles' of committee members and what they had gained from being on a committee.	SU has extensive portfolio of accessible employability services and provision	
9			Create video series of inclusive best practice from clubs/socs	TeamWorc UNITED applications Cheerleading and Dance received accreditation. Videos created and shared at celebration week. Tish produced and shared principles for on-line events		Involvement in the accreditation scheme becomes the 'norm' for all clubs and societies
10			Number of active student volunteers and filled volunteering activities	3141 volunteering hours logged by 72 students. Number of opportunities available to students very limited due to COVID-19. 3 Team Worc ACTION days involving 26 students SU in the process of promoting volunteering from home for students.		
11	Supporting students to be successful in job applications and interviews		Number of application form and interview/world of work guides accessed on line	Not able to monitor hits but the page they are hosted on has had 2198 views since the start of this academic year 2182 in 2019/20).		

	A	B	D	E	F
12			Number of students given feedback after unsuccessfully applying for our jobs or attending interviews	Student staff recruitment had a lower response than normal in Spring 2021 - 31 applications. All unsuccessful applications received feedback (12 students were recruited) in the roles of Bar A further 4 Bar Assistants were recruited over the summer, following receipt of 10 applications (6 given feedback).	
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	Discussions had in Exec in Sem 2 as to how to embed in the Officer roles more effectively. Review of offer to be objective for 2021/22 operational plan	
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	No progress made. Decided to pause when second lockdown announced.	
15			University Careers Fair is further developed to encompass a wider range of opportunities catering for a more diverse range of students	No progress during Covid. We are organising an employability week in May. This will include a number of	Annual extensive 'milk-round' type fair is part of University calendar

	A	B	D	E	F
16	 	<b>4.2 To increase the quantity and quality of opportunities supported by the SU for students to develop new skills and abilities</b>			
17					
18	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
19					
20	Implementing a skills audit of student roles, as per 4.1 above		Implementation in line with review of the employability offer	No progress	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	3141 volunteering hours logged by 72 individual students. 3 TeamWorc ACTION Days with 26 students	The volunteering portfolio of the SU is highly visible for our membership and prospective students
22			Brokerage system is relaunched	Ongoing	Volunteering hours committed by students exceed those from 2019/20
23			No. of charities and opportunities featured on brokerage system	53 opportunities listed in brokerage service but vast majority of these not active due to COVID-19 National Restrictions	Report provided on volunteering specifically to be distributed amongst wider community
24	Developing new opportunities for students through better links with Fellows and Alumni		Communications with Fellows and Alumni	One meeting held with Chair of Fellows and document sent as a result for fellows highlighting areas they can support SU in	
25			New initiatives as a result	No progress to date	

	A	B	D	E	F
26	<b>3</b> GOOD HEALTH AND WELL-BEING  <b>17</b> PARTNERSHIPS FOR THE GOALS 	<b>4.3 To increase the number of students taking part in Union-led activities and opportunities</b>			
27					
28	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
29					
30	Increasing the numbers of students engaging in 'TeamWorc Action' initiatives		Delivery of new projects, such as Charity Shop, Action Days and numbers getting involved	3 TeamWorc ACTION Day delivered with 26 students taking part. Other ACTION Days but had to cancel due to National Restrictions.	
31					
32	Increasing the number of general interest societies and their activities		New societies, membership numbers and activities	Have had four new general interest societies set up this year: Poetry, Neurodivergents, St Johns Ambulance, Nigeria. They were approved in Semester 2 and have the following members: Poetry: 14 members Neurodivergents: 6 members St John Ambulance: 5 members Nigerian: 4 members. They have held some virtual events and are planning a celebration event to finish the year off	
33					
34	Continuing to increase student-led fundraising activities		RAG Committee positions filled	All committee positions filled in 2020-21.	Target of £50K raised per year
			Amount raised and range of activities, numbers of student groups and individual students involved Guidance developed around virtual fundraising	£32,455.77 through events and online fundraising. Advice and best practice around virtual fundraising released Sem 1 and promoted again Sem 2.	
35			Number of students on RAG mailing list	18	

	A	B	D	E	F
36	Objective		<b>4.4 To demonstrate the impact on employability of getting involved in the SU</b>		
37					
38	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
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	No progress made.	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	No progress made.	
42			Inclusion in impact report of past engaged students and their current employment status	Quotes from past student staff members in Impact Report. Testimonies of previous Officers used as part of Elections marketing.	
43			Previous officer campaigns and case studies used to promote elections		
44	Objective			<b>4.5 To increase the number of student-led projects that ensures a wider range of activities and a more diverse culture across campus</b>	
45					
46	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>
47					
48	Supporting students to run their own events		Range and type of events (including number of event forms submitted)  Freedom of Expression process updated and agreed with University	So far this year we have had 95 Event Request Forms submitted by our Clubs, Societies and Networks. The events have ranged from online activities, sessions being ran in University classrooms and also bigger events in The Hangar such as ACS's 'A Walk Through Black History'.  Freedom of expression is awaiting University input. Has been deprioritised due to Covid. SW and THB met with University following govt announcement on new proposals for regulation.	Implementation of Contribution to Art and Culture Award in Union Awards

	A	B	D	E	F	G	
1	<b>Core Goal</b>	<b>5. Help students to be safe and to enjoy University life</b>					
2	<b>Associated KPI's</b>	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	<b>Perfomance against KPI's 2019/20</b>	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	<b>Objective</b>			<b>5.1 To provide a diverse range of events for our students</b>			
5							
6	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>		<b>Progress 2020/21 (OUTCOMES)</b>		<b>Targets beyond June 2021</b>	<b>SDGs</b>
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		Very limited due to conditions imposed by the University, DfE and Licensing but good attendance figures when able to open and excellent bar sales 29/08/2021 – 04/11/2021 and 12/04/21 – 11/06/21 when 11,160 students were recorded in attendance		External TV Screen showing live events, SU activities, Student information, Movie nights, Charity events	
8		Number of student-led events		As above		Increased capacity in covered external location(s). More events held around Union Square.	
9		Income from events and bar takings		Bar takings very good 7 days per week, with the bar now regularly used by students at the weekend. Following re-opening in April the bar sales have been very good averaging over £1.5k per night with circa 250 students visiting the marquee. Due to demand extended opening hour introduced from mid May			
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		Hangar Instagram handed over to M&C and in line with overall Hangar and SU branding. Engagement increased on both FB and insta Facebook: 1,200 (1,000 in 2019/20) Instagram : 1,300 (950 in 2019/20)			
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		Semester one relaunch of PositiveWorc community - over 1,450 members.			
12	Ensuring regular SU activites at City Campus	Number and type of activities, as well as engagement levels		Welcome Weekend was help at City Campus, excellent engagement (in line with H&S restrictions).		SU has an established social space at City Campus	

	A	B	D	E	F	G	
13	Developing opportunities for students to participate in recreational sport and physical activities		Range of activities and when activities staged. New rec opportunities facilitated by University with our support  'Battle of the Sports' activity in Sem 1 Engagement levels and types of students Consistent marketing of GIAG sessions and engagement levels	Supporting the University to put on a range of recreational activities. 7 exercise based classes and 7 sport activities a week. Peak 114 engagements/week. Virtual Battle of the Sports held, 17 clubs participated. No data has been shared re: term 2 rec activities. Inter-club leagues (football/rugby)	Developing an intramural sport programme (pilot programme with basketball, football, netball and rugby)  Creating GIAG sessions for non-existing clubs such as lacrosse/korfball and adopt a club sports		
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	New offering from October we launched a selection of milkshakes (not mixed with alcohol) Number of deals throughout the weeks e.g 20% off soft drinks, non-alcoholic Kopparberg 2-4-1 and many more. Held a number of events with no alcoholic promotion e.g black excellence night, mini golf.			
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 is now part of the University Computer Rolling Replacement Programme, and we have held discussions about becoming part of the MFD contract when that is renewed during 2021.  Renegotiated contracts with BT Sport and Security Plus to reduce costs.  Staff furloughed where possible to maximise savings and reduce losses in sponsorship income, protecting	SU utilises 'cocktail shack' area of the Hangar for new initiatives  Develop a bar offering on the ground floor of the Hangar to cater for the increasing number of students attending the University with a physical disability, including players and from the newly formed Womens Wheelchair basketball team  Work with NUS to source competitively priced soft drinks and a smaller range of alcoholic drinks		
16							
17	<b>Objective</b>		<b>5.2 To develop strong relationships with internal and external stakeholders to increase students' awareness and engagement in social activities and events in Worcester</b>				
18	<b>Achieved by (KEY TASKS)</b>		<b>How measured by June 2021 (OUTPUTS)</b>		<b>Progress 2020/21 (OUTCOMES)</b>		<b>Targets beyond June 2021</b>
19	Building relationships with local businesses to develop new income streams (sponsorship, Totum etc.)		Local deals for students		No progress made.		Bespoke SU discount card launched to replace Totum as more reliable form of income and better deal for UoW students Renew (or replace if needed) Tramps contract. Seek additional sponsorship for key events  SU has own digital media platform with promotional screens positioned in key areas across the campuses, consistently detailing SU events and activities
20			Looking into viability of SU discount card that incorporates SU loyalty, Uni services and local businesses		Initial conversations held with Woo Card around potential for collaboration.		
21			New and beneficial sponsorship deals and media sales		Improved deal with Redbus, and increased digital marketing from Endsleigh Insurance.  Dominos and McDonalds contracts renewed for 2021-2026		
22			Engagement activities with local businesses e.g. stalls, Welcome to Worcester website		25 profile pages on Welcome to Worcester for local businesses, charities, and Uni services.		

	A	B	D	E	F	G
23			Involvement in Worcester First and BID etc.	Due to Covid19 and lack of meeting opportunities this has not been progressed to date.	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	Introducing TeamWorc ACTION Days in the local community (e.g. Canal Clean) 1 delivered now on hold due to covid and will look to plan a series of ACTION Days for the new academic year.	Work with Sanctuary and Barclays to repeat project when possible (post Covid).	








	A	B	D	E	F	G	
25	Objective	5.3 To improve the safety and security of the Union bar environment and promote its USP					
26							
27	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2021</b>			
28	Maintaining and evolving the look, feel and hygiene of the bar environment	Best Bar None Gold standard maintained	BBN delayed due to Covid- still awaiting outcome. Not all SUs took part this year.	BBN Platinum achieved			
29		NUS Mystery Shopper score remains above 95%	Mystery Shopper score above 95% achieved, due to Covid19 there will be no mystery shopper visits in 2020/21				
30		Levels of cleanliness within Hangar is reviewed regularly with cleaning manager	Done				
31		Bar snacks increased in light of Hangar food offer reducing opening hours	New milkshake offering introduced, along with an increased range of chocolate and crisps	Increased range of food in The Hangar during daytime and evening			
32		Green Impact initiatives carried through to bar	Single use plastic had to be reinstated due to Covid	Wellbeing Garden is developed and extended to become all weather			
33		Bar is accessible to all students, regardless of any disability	Amendments made to layout for Covid and bar downstairs used on busy nights. Lift in working order	Bar is moved downstairs and extended, including new storage and cellar /use of 'cocktail shack'			
34		Rolling programme of repairs and improvements monitored and delivered	Investigation underway to replace the dishwasher and ice making machine. Fridge replaced	The Hangar is refurbished at least every 5 years			
35	Ensuring the bar is a Covid secure venue	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	Order and pay at table app introduced to minimise student movements within the Hangar. Students regularly updated with booking system information as well as COVID19 restrictions within the bar Increased cleaning of tables and furniture. No external booking permitted during semester 1. CWLC prom in June with Uni oversight All student staff regularly trained on COVID19 precautions and how to interact with students. Increased presence on social media Outside venue opened in May utilising an open-sided marquee. Capacity 100,				
36	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.	AFA, HYGH and Safe Sex Express all promoted				
37	Objective	5.4 To work with the University to increase the variety and availability of social space for students across the University campuses					
38							
39	<b>Achieved by (KEY TASKS)</b>	<b>How measured by June 2021 (OUTPUTS)</b>	<b>Progress 2020/21 (OUTCOMES)</b>	<b>Targets beyond June 2020</b>			



	A	B	D	E	F	G
40	Playing a key role in the development of any residential and campus developments		Involvement in design and decision-making processes	Officers involved in discussions at Board of Governors re Severn Campus developments	Student hub located at a future University Court, with SU integral part.	

	A	B	D	E	F	G	
41	  	Objective					5.5 To develop the Union's offer and a culture of inclusivity and belonging across the University Estate
42							
43	Achieved by (KEY TASKS)		How measured by June 2021(OUTPUTS)		Progress 2020/21 (OUTCOMES)	Targets beyond June 2021	
44	Participating in BUCS Inclusion campaigns #MakingInclusionEveryday		BAME campaign delivered, engagement and reach Disability campaign as above Applications and Eols submitted for BUCS initiatives		No progress made by BUCS Inclusion Group but host of inclusion resources developed for clubs on website and introduction of 'TeamWorc United' accreditation, which was shortlisted for BUCS Diversity and Inclusion Award. Vast majority of clubs produced inclusivity pledges.		
45	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)		Enquires made about virtual CHANGES workshop. No further progress	SU wins BUCS #TakeAStand Award	
46			#TakeAStand and #ThisGirlCan initiatives delivered and entrenched in what we do		Submitted 3 nominations for BUCS Diversity and Inclusion Award. #TeamWorc United was shortlisted.		
47			Number of sober socials held by clubs and societies		Sober socials held online by some clubs and socs		
48			Good Lad' action plan created and implemented, including in the Hangar		No progress made		
49			Number of student disciplinarys continue to decrease		One IR removed from position following a University disciplinary process relating to a social. No other serious issues.		
50			External recognition/influence/presentations etc.		Dance and Equestrian entered for Club of the Year in BUCS Awards 2019/20 / Dance, Cheer entered for Diversity and Inclusion Award in BUCS Awards 2020/21 TeamWorc UNITED shortlisted with Diversity and Inclusion award at BUCS Awards 2021		
51			Number of clubs with Inclusivity pledges and activities /campaigns delivered to support these		Cheerleading and Dance putting on events with networks		
52			Hits on Inclusivity Rep pages of website		775 hits - Sept 2020 and Aug 2021		
53			Introduction of 'TeamWorc United' accreditation scheme and engagement in same, numbers reaching each standard		Dance and Cheerleading and UniBoob have successfully gained team worc UNITED accreditation		Increase in clubs/socs receiving TW UNITED accreditation
	Videos produced when clubs receive 'Team Worc United' accreditation		Done - shown at TeamWorc Awards				

	A	B	D	E	F	G
54	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	Done Lobbied the University to put on more recreational activities. These happened and seemed to attract not just your normal sports students.  25% off placement membership - 212 bought.		
55	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	Memberships introduced onto REACH in SM2. New membership fees for students on courses with placements 212 bought Range of memberships introduced to take account of Covid £13.6k given in refunds at end of year so students only paid for what they got		
56	Increasing the SU's activity as LGBTQ+ 'Allies'		Engagement with staff network and collaboration on events and initiatives	LGBTQ+ Network worked with staff network to deliver ally training to some sports clubs	No of collaborative events/workshops increase	
57			Support for activities of LGBTQ+ Network	Regular meetings with the LGBTQ+ Network Committee to see how the SU can support their activities and campaigns.		
58			Work with LGBTQ+ Network to enhance information and guidance for clubs on how to be more inclusive	Dance ran a Vogue workshop to raise money for charity of the LGBTQ+ Network's choice		
59			Promotion of inclusivity within SU and on website and support for those with protected characteristics - wider than LGBTQ+	EDI Policy written and published on website, Team Worc UNITED implemented and information on website supplemented		
60	Developing the Union's work around Equality, Diversity and Inclusion		Guidance/toolkit provided to student groups on inclusive language and activities	Done - resource toolkit available on website	Privilege training will be added to Network training next year.	

	A	B	D	E	F	G	
61			<p>Paper cowritten with University on response to BLM and joint action plan adopted</p> <p>Advice stats are utilised to lobby for change Students are consulted</p> <p>Campaigns and outputs from Networks</p> <p>The concept of privilege 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 through 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 and development of Equality Impact Assessments for major activities &amp; policy changes</p> <p>Liaison with Uni on support for students who are international but with home status &amp; outcomes of this</p>	<p>Done - approved by DG &amp; plans for an EDI Committee to be established</p> <p>Advice stats investigated and will be part of ongoing work as students of colour over-represented</p> <p>Privilege training is included in Course/School Rep, sport and society training</p> <p>Report received via LTSEC on Attainment Gap - work to do</p> <p>Collective approach to BHM with Uni and groups in Worcester. ACS arranged series of events and exhibition in SU, which many student groups contributed to</p> <p>ToR and membership agreed for SU EDI Working Group and EDI Policy written/approved by TB</p> <p>WSU EIA drafted. No further progress</p> <p>No progress to date</p>			
62	Celebrating key times of year and festivals for different cultures through an established Cultural Calendar (in partnership with the University)		Number of events and students involved	Black History Month- The SU worked with ACS to create a series of events including 'A Walk Through Black History' which the Mayor and Senior University Staff attended. Eid and Hanukkah celebrated through social media. Covid affected activity	Cultural festivals are large and regular events on campus		
63			Support provided for University with consultation around Access and Participation Plan	Second School Rep Forum attended by Director of Access and Inclusion. APP Student Written Submission researched and delivered incl student consultation and recommendations to University.			Embedded projects that support students with protected characteristics and specific needs e.g. care leavers
64			Developed links and activities with International Office	Joint launch of International Network held October 2020.			