

Queen's Students' Union Strategic Plan 2020-2025

Review of Annual Delivery Plan
(August 2021 – July 2022)

THEME 1: Mental Health and Wellbeing

↳ *We'll prioritise student mental health and general welfare*

WHAT WE WILL DO	WHAT IS SUCCESS BY 2025?	ACTIONS FOR 2021/22	DATE	LEAD RESPONSIBILITY	PROGRESS TO DATE (JUNE 2022)
<ul style="list-style-type: none"> Tackle issues affecting student mental health at Queen's. Break the stigma around Sexual Health, supported by a free Sexual Health Clinic facility Provide responsive, appropriate and accessible support and advice to students 	<ul style="list-style-type: none"> The SU will have built effective and collaborative partnerships with key stakeholders to ensure the student voice is heard on mental health issues and that services are co-produced/informed by student need 	<ul style="list-style-type: none"> Identify and engage with a number of key stakeholders across 2021-22 including internal Queen's departments, key statutory agencies and political representatives. Identify best practice and apply core learning to explore the set-up of a Student Mental Health and Wellbeing Advisory Group alongside Student Wellbeing, to inform the ongoing work in the SU and University. Engage with other relevant QUB departments (e.g. SGC, SWS, Q Sport, Accommodation) to work collaboratively on student mental health & wellbeing events, activities, and engagement strategies. This will include exploring students' views on such work to ensure that the actions progressed are relevant and match students' needs. 	<ul style="list-style-type: none"> July 22 July 22 July 22 	<ul style="list-style-type: none"> SU President / SMH&WB Co. SU President / SMH&WB Co. SMH&WB Co. / All depts. 	<ul style="list-style-type: none"> Relationships have been built and further developed across QUB by working collaboratively with key student services across campus namely, Sport, Wellbeing, the Library, Faculty staff, and Accommodation. The SU has been well represented on the #QUBeWell Programme Board and reps have engaged in the process of developing a new University Wellbeing policy. Relationships have been developed/continued with statutory bodies including PHA and BHSCT and a variety of relevant organisations e.g. Papyrus, Aware, Hope 4 Life, Common Youth. Not actioned in 2021-22 but is planned for 2022-23. A wide range of initiatives were delivered in partnership with other internal departments e.g. World Mental Health Day awareness events, signposting and wellbeing events, #QUBeWell Week events, and the Mental Health in Sport Conference. OMNI has helped gather student views and will support the SU to tailor activity to meet student needs. The SU has also worked alongside Queen's Sport on the delivery of a number of Active Campus initiatives.
	<ul style="list-style-type: none"> The number of students accessing SU support services will have increased year on year 	<ul style="list-style-type: none"> Enhanced promotion of SU services across the student body, supported by an annual marketing and communications plan. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Marketing Manager/ Line Managers of each department/ SMH&WB Co. 	<ul style="list-style-type: none"> In lieu of students being fully back on campus Marketing have continued to send out Inside SU either weekly or bi-weekly. We also focused on our social strategy developing more engaging content and launched a new platform (tiktok) that has been our fastest growing

		<ul style="list-style-type: none"> Employ new, and support existing engagement and signposting strategies throughout the year using a mix of methods to bolster student participation across SU activities. Explore the possibility of developing a student-led Mental Health and Wellbeing Society. 	<ul style="list-style-type: none"> Ongoing July 22 	<ul style="list-style-type: none"> Student Officers / SMH&WB Co. SMH&WB Co. 	<p>platform to date with over 1,000 followers in 3 months and is currently one of the leading accounts in the sector. The MSL system has been utilised for segmentation to deliver key messages (e.g. PG students, or faculty-specific communications).</p> <ul style="list-style-type: none"> Marketing supported all service areas to market their activities throughout the year. Many in-person Mental Health and Wellbeing events were held on campus, raising awareness of the SU services. A variety of events (pop-ups, social events, educational events) were organised throughout the year to engage students and raise awareness of the SU. A leaflet, based on the Public Health Agency's Take 5 steps to wellbeing was created to support students to "Take 5 with the SU", promoting each SU department and also providing signposting information about Advice SU and Wellbeing services. Contacts have been made with student-led mental health societies (Nightline, Mind Matters) and the University's student-led 'Mind Your Mood' team to explore opportunities for 2022-23.
	<ul style="list-style-type: none"> We will have a satisfaction rating of 80% for our independent advice service (Advice SU). Advice SU will advise approximately 2,000 students Resources permitting ASU will assist Sabbatical Officers in delivery of the plan of work. Resources permitting ASU will contribute to the SU mental health strategy 	<ul style="list-style-type: none"> Satisfaction assessed via the annual SU survey and the Advice SU feedback forms. Advice SU to support in excess of 2,000 students in the 2021-22 Academic Year. 	<ul style="list-style-type: none"> July 22 July 22 	<ul style="list-style-type: none"> Advice SU Manager Advice SU Manager 	<ul style="list-style-type: none"> In the International Student Barometer Survey, Advice SU received a satisfaction rating of 88%. Advice SU has a feedback link on its email footer. Across the year 91% of students said they would recommend ASU to another student and 94% said the advice was clear and independent. ASU have advised over 2,000 students in the 2021-22 year to date.
	<ul style="list-style-type: none"> The Students' Union and University will have fully embedded a Mental Health and 	<ul style="list-style-type: none"> Delivery of the new SU Mental Health and Wellbeing Action Plan/Strategy 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> SMH&WB Co. 	<ul style="list-style-type: none"> Action Plan developed and a number of actions have been delivered across 2021-22. The SU also submits progress reports to the

	<p>Wellbeing Framework for staff and students across the Institution and will have achieved <i>The Universities Mental Health Charter</i> accreditation</p>	<ul style="list-style-type: none"> The SU to be involved in Working Groups and Sub-groups ensuring that the Framework is implemented across 2021-22 and beyond. The SU to play a lead role on implementing the Framework from a student perspective, developing on the work carried out as part of the OMNI movement Establish an SU Mental Health and Wellbeing Team with a nominated staff member from each Department to work effectively and communicate within and between departments. This will ensure there is an effective feedback mechanism system in place to further the mental health agenda. 	<ul style="list-style-type: none"> July 22 July 22 July 22 	<ul style="list-style-type: none"> SU President/SU Director/VP Welfare/ SMH&WB Co. SU President / SU Director / SMH&WB Co. SMH&WB Co./Rep. from each Dept. 	<p>Department for the Economy as part of the funding allocation to the SU.</p> <ul style="list-style-type: none"> The SU is involved in strategic change through the #QUBeWell programme board and has contributed to the wellbeing policy for 22/23 and an annual report submitted to UOB. The SU has continued to play a lead role implementing the framework from a student perspective with the OMNI campaign being relaunched and collecting over 2,200 survey responses. The responses are being analysed. SU staff forum group members undertake this role and the group meets 3 times per year.
	<ul style="list-style-type: none"> We will have embedded student welfare within our structure, responding to the changing needs of students over the course of this plan 	<ul style="list-style-type: none"> As part of the OMNI movement, the SU will carry out another detailed OMNI survey across the student body, similar to the survey conducted in 2018-19, with results informing future actions. The SU to continue leading on an Institution wide student mental health campaign, further developing the OMNI movement, through research, engagement with students and experts, identifying key mental health challenges and actioning responses. Student mental health and welfare to be recognised as the no. 1 priority across all SU departments and will be included as an agenda item at EMC meetings, SU Management Board meetings and SU staff meetings. The SU to participate in the Student Minds (UK's student Mental Health Charity) SU programme which is aimed at supporting SU staff and student officers to make mental health an organisation-wide priority, bringing SU's together to build a peer network. 	<ul style="list-style-type: none"> July 22 Ongoing Ongoing Ongoing 	<ul style="list-style-type: none"> SU President / Marketing Mgr / SMH&WB Co. SU President / SU Director / SMH&WB Co. SMH&WB Co./All line managers/SU President. SMH&WB Co. 	<ul style="list-style-type: none"> OMNI survey carried out with over 2,200 responses received. Over 1,000 students engaged in pop-up OMNI events across campus. The SU has further developed the institutional wide mental health campaign, through a variety of different approaches. The results of the OMNI campaign will also inform SU actions and lobbying efforts going forward. Data will be broken down by faculty to explore more context-specific student needs. Regular student mental health and wellbeing updates provided at SU staff meetings and Mental Health is a standing item on the EMC agenda and SU Management Board. The SU participated in the Student Minds programme 2021/22 and engaged in network events, a mid-year progress review and received up to date research and reports in addition to access to a digital community.

	<ul style="list-style-type: none"> All our student facing staff and sabbatical officers will be trained in Mental Health awareness, ensuring they are confident to offer first response support to students and to signpost to relevant departments or agencies 	<ul style="list-style-type: none"> Explore options for delivery of training with all SU staff and sabbatical officers having undertaken some form of mental health training across 2021-22. Explore training options for one or more staff members to become qualified MHFA trainers. This will facilitate in-house training and potentially delivery of training in other parts of the University. Purchase and run an awareness campaign for Blackbullion, a digital financial education tool for students. This will involve an exploration of other ways in which Blackbullion can be used to streamline and digitise existing student funding applications across different services (SWS, C&S). 	<ul style="list-style-type: none"> July 22 July 22 July 22 	<ul style="list-style-type: none"> SMH&WB Co. SMH&WB Co. Advice SU / SMH&WB Co. 	<ul style="list-style-type: none"> A variety of workshops and information sessions were delivered to Staff and Student Officers including AWARE Mood Matters, FitHead Change the Language, Break the Stigma, overview of Student Wellbeing services, Nexus Handling Disclosure and Papyrus Prevention of Young Suicide overview of services. A number of external training opportunities were also promoted e.g. Mental Health First Aid. A list of helpful resources and free training offered through AWARE has been shared with staff and student officers. MHFA delivery was impacted by COVID-19. The SU is currently on the waiting list for the next programme of training. Blackbullion is now live and a soft launch has commenced. It was promoted as part of Development Weeks and will be fully rolled out at the beginning of the 22/23 academic year.
	<ul style="list-style-type: none"> We will have established and implemented a volunteering initiative to empower students concerned about their mental health. 70% of participants will report a positive impact on their mental health 	<ul style="list-style-type: none"> Carry out further research into social prescribing models and design an initiative that would work for students in supporting their mental wellbeing through volunteering. Explore setting up Student Minds "Look after yer mate" initiative and rolling out training across campus. Pilot the delivery of some Mental Health and Wellbeing training, including core information on signposting, to student volunteers such as C&S 	<ul style="list-style-type: none"> July 22 July 22 July 22 	<ul style="list-style-type: none"> Volunteer SU Manager/SMH&WB Co. SO Welfare/ SMH&WB Co/ Volunteer SU Manager SMH&WB Co 	<ul style="list-style-type: none"> learnings have been taken from the Queen's Sport experience of social prescribing. Research into the benefits of social prescribing and effective models is underway and a programme outline is being developed. The All-Ireland Social Prescribing Conference was attended to support research and networking. Plans are underway to introduce a social prescribing programme over 2022/23. A group of SU staff members have received 'Look After Yer Mate' training to deliver this programme. Planning is underway to run the programme and deliver the sessions to student leaders. A number of sessions will be delivered over the summer with more being delivered across the next academic year. 'Look After Yer Mate' training will be piloted over the summer months.

		committee members, Academic Reps, Student Council etc.			
<ul style="list-style-type: none"> We will have a dedicated Sexual Health facility in the new Student Centre and Students' Union, providing free 1-1 advice and sexual health testing 	<ul style="list-style-type: none"> Ongoing engagement with estates and the design team re the design of the new Centre. Discussions to take place with the Belfast Health and Social Care Trust with a view to identifying options to replace in-person testing (due to Covid-19) in the short term. Continue discussions with the Trust regarding longer term funding to facilitate a full GUM service in the new Student Centre. Explore more ways to engage in positive sexual health promotion moving from a sole focus on the absence of disease to exploring sexual and relationship wellbeing. 	<ul style="list-style-type: none"> Ongoing Ongoing July 22 	<ul style="list-style-type: none"> SU President / SU Director SU Director / VP Welfare / Retail and Premises Manager SMH&WB Co / VP Welfare 	<ul style="list-style-type: none"> A dedicated clinic will be available in the new Centre. The clinics resumed in March 2022 in the SU and will be available from a dedicated space in the new SU from September 2022. The SU participated in Northern Ireland PHA's Sexual Health Awareness week. Sexual health promotion messages were shared with students via social media and through a pop-up event. Organisations also pre-recorded videos which were shared. Sexual Health organisations also attended the Volunteering and Wellbeing Fair. Consent and sexual harassment campaign delivered which included a mini-fair, workshops and promotion of an online pledge. Promoted safety messages on the dangers of drink spiking and supported introduction of drink spiking testing kits in The Speakeasy. 	
<ul style="list-style-type: none"> As a result of our lobbying efforts, a more robust and accountable system will be in place to check that letting agents and landlords are letting properties to a required standard to students 	<ul style="list-style-type: none"> Lobby for the creation of a multi-agency and stakeholder group to be established to address student accommodation issues. Series of policy options to be identified and developed for presentation to relevant government departments, agencies / statutory bodies. Accommodation to be a key lobbying point for QUBSU in 2022 Assembly election. 	<ul style="list-style-type: none"> May 22 May 22 	<ul style="list-style-type: none"> SU President / VP Welfare / Policy and Engagement Manager SU President / VP Welfare / Policy and Engagement Manager 	<ul style="list-style-type: none"> Accommodation lobbying efforts were focused on the short-term accommodation shortage challenges faced by students in 2021-22. This experience will inform lobbying to take place in 2022-23. Participated in "No Keys. No Degrees" protest at Stormont. Accommodation was a key lobbying point when lobbying political parties in 2021-22, with a demand for a Student Renters' Bill as one of the six key asks of the Students Deserve Better campaign. 	
<ul style="list-style-type: none"> Our members will feel the difference we've had on their wellbeing and health, measured via our annual student survey 	<ul style="list-style-type: none"> The 2020-21 annual SU survey and the OMNI survey to include specific questions on this area. 	<ul style="list-style-type: none"> June 21 	<ul style="list-style-type: none"> Marketing Manager 	<ul style="list-style-type: none"> The Annual SU Survey was not actioned as the SU focused on the OMNI survey. 	

THEME 2: Student Voice

↳ *Ensure the student voice drives our Union*

WHAT WE WILL DO	WHAT IS SUCCESS BY 2025?	ACTIONS FOR 2021/22	DATE	LEAD RESPONSIBILITY	PROGRESS TO DATE (JUNE 2022)
<ul style="list-style-type: none"> Enhance the educational experience Improve democratic structures to be more relevant and representative 	<ul style="list-style-type: none"> Our programme of student academic representation will be consistent with best practice across the sector and we will fully implement the student academic representation code of practice 	<ul style="list-style-type: none"> Outcomes of Academic Representation Review to be implemented on a phased basis. Utilisation of Integrated Management System to for online election portal and Academic Representation Hub. Core Academic Rep training revised and delivered on-line. 	<ul style="list-style-type: none"> May 22 May 22 May 22 	<ul style="list-style-type: none"> VP Education / Postgraduate / Student Voice Policy and Engagement Manager Policy and Engagement Manager 	<ul style="list-style-type: none"> Hosted three weekly online / in-person academic rep drop-in sessions held during term-time. Supported staff undertaking the new role of Student Voice Coordinator in their School. Council has approved creation of UG/PGT/PGR Faculty Rep posts. IMS utilised as a hub for rep recruitment. Training, support and resources to be integrated into IMS by end of 2021-22 academic year. Training reviewed for 2021-22 academic year. Return to campus resulted in mixed-mode delivery of training, including in-person training delivery by Advice SU and LDS. Volunteer SU provided additional sessions from the Jump In programme. Core training will be revised for 2022-23 before the start of the academic year. Modules to include: Student Voice; Academic Representation; Effective Committee Work; Signposting; Equality & Diversity; and Partnership.
	<ul style="list-style-type: none"> Students will be empowered at every level to meaningfully shape and co-create their curricula 	<ul style="list-style-type: none"> School Reps / Faculty Reps coordinating partnership activity in their Schools / Faculties on curriculum development and review. Guidance on establishing Peer Mentoring projects to be developed for Schools, in partnership with LDS, as well as creating resources to assist lead peer mentors. 	<ul style="list-style-type: none"> May 22 May 22 	<ul style="list-style-type: none"> VP Education / Postgraduate / Student Voice VP Education / Student Voice 	<ul style="list-style-type: none"> School and Faculty Reps participate in relevant School/Faculty committees and rep input is now formalised in Continuous Action for Programme Enhancement (CAPE) process. VP Education produced and launched a Handbook for Lead Peer Mentors resource which includes guidance on establishing peer mentoring projects.
	<ul style="list-style-type: none"> An embedded culture of student partnership will be fully supported across the Institution, supported by an effective Student Partnership Framework 	<ul style="list-style-type: none"> Agree the next phase of the Student Partnership Framework, and associated Action Plan with the University. 	<ul style="list-style-type: none"> Jun 22 	<ul style="list-style-type: none"> VP Education / Postgraduate / Policy & Engagement Manager 	<ul style="list-style-type: none"> Paused for 2021-22. Will be taken forward in 2022-23 aligned with recently approved Strategy 2030 Education and Skills Plan.

	<p>and an outstanding student representation programme</p>				<ul style="list-style-type: none"> • The SU has fed into work streams developed to inform the Strategy 2030 Education and Skills plan. • Lobbied successfully for creation of Assessment and Feedback calendars for students throughout the University. • SO Education is a member of the QAA Student Strategic Advisory Committee (SSAC) and a member of the OfS NSS External Advisory Group. • SU contributed to Canvas Co-Design Standardisation Project, Assessment Handbook Review and the Assessment Design Working Group within MHLS. • Supported students experiencing teaching and learning issues arising from UCU industrial action. • SO Postgraduate partnership with Graduate School holding weekly drop-in sessions during term-time. Organised three cross-faculty networking events for postgraduate students. • SO Education & SO Postgraduate contributed to ongoing discussions at Academic Sub-Group (ASG) on academic delivery.
	<ul style="list-style-type: none"> • We will contribute to ensuring the academic year calendar enhances the educational experience and the overall student experience 	<ul style="list-style-type: none"> • In 2021-2022, the SU will provide student-focused input into any changes to the academic year calendar arising from COVID-19 and the increased use of digital delivery 	<ul style="list-style-type: none"> • Jun 22 	<ul style="list-style-type: none"> • VP Education / Postgraduate / Student Voice 	<ul style="list-style-type: none"> • Provided support to students with concerns about the return to campus, and lobbied Schools to ensure students had the individual support they needed to return with confidence. • Continually lobbied and raised issues surrounding the availability of online lectures, lecture recording and availability of online and blended learning resources for students. • Following the decision to revert to remote learning for January 2022, the following was agreed with the University: Automatic 48-hour extensions on all assessment until the end of semester two; extended self-certification period of 14-days until the return of in-person learning; free re-sits for semester two assessment, those unable to be

					<p>assessed in January 2022 to receive an additional opportunity to be assessed.</p> <ul style="list-style-type: none"> • QUBSU won four national awards at the USI Student Achievement Awards Ireland, which included two education-related awards: Education Campaign of the Year, Academic Representative of the Year, Full-Time Officer of the Year, and Individual Contribution to Student Media.
	<ul style="list-style-type: none"> • The Students' Union will recruit, train and support over 1,000 student representatives across the Institution every year with improved support structures in place 	<ul style="list-style-type: none"> • Recruitment to be piloted with a volunteer-based model, with the number of reps in each School re-profiled to match demand. • Recruitment of reps to take place online via the new Integrated Management System. • Core online training programme to be available to academic reps. 	<ul style="list-style-type: none"> • May 22 • May 22 • May 22 	<ul style="list-style-type: none"> • VP Education / Postgraduate / Student Voice • VP Education / Postgraduate / Student Voice • VP Education / Postgraduate / Student Voice 	<ul style="list-style-type: none"> • Recruitment in 2021-22 took place following a volunteer based model, which simplified the recruitment process. Rep numbers reprofiled from 850+ Course Rep role to 680 roles. • 428+ Academic Reps elected in Oct/Nov 2021 using IMS. • 150+ Academic Reps recruited in May 2021 for 2021-22 academic year using IMS. • 140 Student Councillors, UG/PG School Reps and Faculty Reps recruited and trained in 2021-22 using IMS. • Academic Rep training was switched to online delivery on Canvas, with modules including: Student Voice; Academic Representation; Effective Committee Work; Signposting; Equality & Diversity; and Partnership.
	<ul style="list-style-type: none"> • All SU elected roles will better reflect the membership we serve. Election turnout for Student Officer elections will increase to over 5,500 students per annum, well above the UK average for student elections 	<ul style="list-style-type: none"> • Implement an effective communications and engagement plan to achieve turnout of 4,500 voters in the 2022 Student Officer Elections. 	<ul style="list-style-type: none"> • Mar 22 	<ul style="list-style-type: none"> • Student Voice / Marketing Dept. 	<ul style="list-style-type: none"> • Student Leader Elections marketed across a wide range of mediums including a more informed and robust digital/ social strategy due to the additional staff member within the marketing team from Oct 2021. Participation was challenging due to UCU action on campus, and low levels of student presence on campus. • 22 nominations for full-time posts (-6 on prior year record). • 28,811 votes were cast compared to 40,544 in 2021 and 40,776 in 2020. 2,493 voters participated compared with 3,967 in 2021.

		<ul style="list-style-type: none"> A comprehensive Review of the SU's democratic structures to be undertaken, with outcomes reported to Council for approval. 	<ul style="list-style-type: none"> Apr 22 	<ul style="list-style-type: none"> Policy and Engagement Manager 	<ul style="list-style-type: none"> Candidates were provided with detailed resources and campaign training opportunities to support in-person and digital campaigning, including a toolkit for Schools. Following approval by Council, held an all-student vote on whether the Students' Union should support UCU industrial action, with 1,755 students voting and 85% voting in favour. Democracy Review process underway, with completion of desk research phase and initial student consultation phase. Detailed survey/consultation exercise was undertaken, supported by focus groups with findings presented to the Students' Union Council. Draft recommendations have been identified to inform development of new structures over the 2022-23 academic year.
	<ul style="list-style-type: none"> QUBSU will have seen improvement every year between 2020-25 relating to the NSS question which asks students if they agree that the 'SU effectively represents my academic interests', with student representation supporting overall improvements in NSS scores across the Institution 	<ul style="list-style-type: none"> Increased focus on communicating how the SU effectively represents students' academic interests leading to an increase in the SU score for question 26 of the NSS. 	<ul style="list-style-type: none"> Apr 22 	<ul style="list-style-type: none"> Student Voice / SU Marketing Dept. 	<ul style="list-style-type: none"> Occasional President all student emails highlighting the impact we have had on academic interests along with a 'Student Officers – Representing You' piece in the Dec 21' edition of Inside SU.
	<ul style="list-style-type: none"> A new on-line platform will be in place across the Institution to allow the SU and the University to better listen and engage with the student voice, making it easier to collect, represent and act upon student feedback, as well as providing an on-line platform for students to contact their representatives 	<ul style="list-style-type: none"> Integrated Management System features to be developed to enable students to contact their reps and provide feedback to the SU on issues more easily. Scoping exercise to take place of existing third-party offerings to identify suitable online solutions. 	<ul style="list-style-type: none"> May 22 May 22 	<ul style="list-style-type: none"> Student Voice Student Voice 	<ul style="list-style-type: none"> System is being progressed for launch for use by academic reps in 2022-23. Rep training will include a module on use of digital tools. Paused, pending development plan for new Students' Union website.
	<ul style="list-style-type: none"> Our new website and integrated management system will allow us to better engage with the student body, to gather student views on a range of issues relating to their student experience 	<ul style="list-style-type: none"> The SU to procure a provider for the design and development of a new website. Additional Integrated Management System features developed to enable more bespoke and segmented email communication with the student body by Students' Union departments. 	<ul style="list-style-type: none"> April 22 July 22 	<ul style="list-style-type: none"> Marketing Manager Student Voice / Marketing Dept. 	<ul style="list-style-type: none"> Ongoing – web project procurement due to commence in summer 2022. Segmentation of the student body utilized effectively during Student Leader elections.

		<ul style="list-style-type: none"> Options to be explored for integrating activity/events data on MSL / Native platforms into existing website. 	<ul style="list-style-type: none"> July 22 	<ul style="list-style-type: none"> Student Voice / Marketing Dept. 	<ul style="list-style-type: none"> Ongoing - to be completed in advance of 2022-23 academic year.
	<ul style="list-style-type: none"> Our new building will cater for the needs of diverse student groups and all of our students will find the Union accessible to their needs 	<ul style="list-style-type: none"> Positive engagement with the design team and the Project Implementation Group, particularly in relation to internal building design and ensuring the building will be accessible and easily navigated by students. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> SU Director / SU President 	<ul style="list-style-type: none"> The SU continued to have ongoing engagement with the project design team and the SU was represented on the Project Implementation Group. The SU also worked closely with AV Browne on the internal design of the SU spaces.
	<ul style="list-style-type: none"> Our staff will better reflect the diversity of our student body 	<ul style="list-style-type: none"> Liaise with People and Culture in relation to recruitment policies and mechanisms with a view to encouraging a more diverse pool of applicants for SU roles. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> SU Director 	<ul style="list-style-type: none"> The SU continues to follow the University's recruitment processes and policies.
	<ul style="list-style-type: none"> The SU will have worked with the Electoral Commission to increase the number of students registering to vote 	<ul style="list-style-type: none"> Students' Union to promote election registration to students via social media and all-student emails (Inside SU) Voter registration campaign to be carried out in advance of Assembly Election 2022. 	<ul style="list-style-type: none"> Ongoing Ongoing 	<ul style="list-style-type: none"> Student Voice / Marketing Dept. Student Voice / Marketing Dept. 	<ul style="list-style-type: none"> Promoted via social media and several Inside SUs in April / May Utilised digital assets and resources provided by the Electoral commission and NUS-USI.
	<ul style="list-style-type: none"> Queen's Students' Union will be seen as a key influencer at Government level, shaping policy on issues which impact students 	<ul style="list-style-type: none"> Students' Union to engage with political representatives and government departments / organisations on key campaign priorities. Focused lobbying of political parties to take place in advance of Assembly Election 2022. 	<ul style="list-style-type: none"> Ongoing May 22 	<ul style="list-style-type: none"> SU President / Policy & Engagement Manager SU President / Policy & Engagement Manager 	<ul style="list-style-type: none"> Lobbied Assembly Members on: Period Products (Free Provision) Bill, Climate Change Bill, Private Tenancies Bill, NUS-USI Students Deserve Better Campaign, mental health and wellbeing and Support Student Health Heroes campaign. Lobbied ROI government for the introduction of a visa waiver scheme for visiting students to ROI. Lobbied Dept of Justice on Violence against Women and Girls Strategy. Member of NI Assembly All Party Group for HE and FE. Met with South Belfast MLAs and HE spokespersons from political parties to discuss student issues, such as: COVID-19 impact, HE funding and student housing. Met with and lobbied MPs and Ministers through events facilitated by Public Engagement. Delivered joint lobbying effort with NUS-USI focusing on sustainable HE funding, student income and maintenance, mental health, student renters rights, voting for 16+ and environmental sustainability.

THEME 3: Social Hub

↳ *We'll be the social hub on campus, providing a community for all students to participate in a wide range of activities*

WHAT WE WILL DO	WHAT IS SUCCESS BY 2025?	ACTIONS FOR 2021/22	DATE	LEAD RESPONSIBILITY	PROGRESS TO DATE (JUNE 2022)
<ul style="list-style-type: none"> • Develop a new outstanding Student Centre and Students' Union • Enhance the Clubs and Societies Experience • Help our students to have an amazing social life 	<ul style="list-style-type: none"> • We will be based in a new Student Centre and Students' Union, providing a world class facility for our students, with 85% of students indicating that the Students' Union has a positive impact on their time at Queen's 	<p>Priorities in 2021-22 will include;</p> <ul style="list-style-type: none"> • Student Engagement – The SU to continue to engage with the student body regarding the new build project, with regular updates provided. • The new Student Centre to continue to be an agenda item at SU Council meetings and the SU to continue to be represented on the Project Implementation Group and the various Working Groups. • Effective planning and transition of all SU services from the decant facilities into the new facility by summer 2022. • Operational Plans to be developed and implemented in advance of moving into the new facility in July 2022. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • July 22 • July 22 	<ul style="list-style-type: none"> • SU Director, Marketing Manager and SU President • SU Director, SU President and SU representatives / Marketing Manager SU • SU Director / Retail and Premises Manager • SU Director 	<ul style="list-style-type: none"> • New build information was included in Freshers' activity and the Marketing Manager is currently working collaboratively with the University on joint comms to all students on the new build. This will continue to ramp up over the summer months. • The project continues to be an agenda item on all key SU groups including Student Council and SU Management Board and the SU is represented on the Project Implementation Group. • Plans are underway for the transition to the new Centre supported by a detailed Transition and Operations Plan. • A project Operations Plan has been developed, with new structures currently being implemented.
	<ul style="list-style-type: none"> • We will have over 5,000 bookings of Students' Union spaces annually, maximising usage of our spaces and facilities, averaging at a rate of 80% occupancy 	<ul style="list-style-type: none"> • Regular monitoring of room bookings, being mindful of current restrictions due to Covid-19, with emphasis on student safety and compliance with PHA guidelines. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Retail and Premises Manager 	<ul style="list-style-type: none"> • Room bookings were restricted due to Covid-19, although all spaces in the SU have been opened up in recent months.
	<ul style="list-style-type: none"> • The Students' Union will have an improved presence across campus, with dedicated 'SU Information Points' across key University buildings 	<ul style="list-style-type: none"> • Identify potential information points across campus, working with estates. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Marketing Manager 	<ul style="list-style-type: none"> • Ongoing – to be actioned in 2022-23.
	<ul style="list-style-type: none"> • We will have worked with the University to provide 24/7 facilities 	<ul style="list-style-type: none"> • N/a in 2021-22 given restrictions in relation to decant facilities and Covid-19 restrictions. More applicable to the new Student Centre. 	<ul style="list-style-type: none"> • - 	<ul style="list-style-type: none"> • - 	<ul style="list-style-type: none"> • -
	<ul style="list-style-type: none"> • 50% of our student population will be registered as members of a Club or Society, with over 250 	<ul style="list-style-type: none"> • Provide prompt, high-quality guidance to C&S members on a daily basis, online and in-person. Offer valuable and accurate guidance in areas such 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Clubs and Societies Coordinator, Finance Office Manager, Sports 	<ul style="list-style-type: none"> • Ongoing support and guidance provided to over 200 clubs and societies on a daily basis.

	<p>Clubs and Societies operating at Queen's. Better support mechanisms will be in place for clubs and societies, including increased resources</p>	<p>as finance, operations, event planning, volunteer management etc.</p> <ul style="list-style-type: none"> • Encourage and facilitate new Clubs and Societies leading to 220+ active Clubs and Societies by May 2022 and 13,000 memberships by July 2022. • Expand provision of bookable equipment available to C&S free of charge to support higher quality events and activities. • Embed usage of MSL IMS as the primary admin tool for C&S committees and for overall SU oversight of C&S activity. Add 'Activities Dashboard' module and 'Student Group Finances' module. • Delivery of training programme including: general mandatory committee training, Covid-specific sessions for as long as necessary, collaborative delivery of tailored training and support with Volunteer SU, e.g. event management, social media training. • Updated C&S Handbook to be circulated to all C&S committee members. • SU meeting facilities to continue to be available to any approved Club or Society for use at no cost. • Ensure that the Clubs and Societies Room Booking system is up to date reflecting new capacities resulting from Covid-19. • C&S / Volunteer SU collaborative delivery of relevant training and support tailored to C&S committee volunteers. 	<ul style="list-style-type: none"> • July 22 • July 22 • Ongoing • Dec 21 • Sept 21 • Ongoing • Sept 21 • July 22 	<p>Clubs Development Officer</p> <ul style="list-style-type: none"> • Clubs and Societies Coordinator and VP Campaigns and Engagement Activities • Clubs and Societies Coordinator • Clubs and Societies Coordinator • Clubs and Societies Coordinator / Volunteer SU Manager • Clubs and Societies Team. • SU Director / SU President. • Clubs and Societies Coordinator and Retail and Premises Manager. • Clubs and Societies Coordinator / Volunteer SU Manager 	<ul style="list-style-type: none"> • 12,000 memberships and 205 active C&S at June 2022. 9 new C&S ratified in 2021-22. • Completed, supported by funding secured via the Annual Fund • Ongoing. Implementation on SGF paused due to changes required to MSL system. • 400 committee members completed mandatory training in 2021-22. A range of training programmes suitable for C&S committee members was facilitated as part of the Jump IN programme, including: Event Management, Managing Social Media, and Confidence & Influence • Complete. • Complete. • Complete. • Exploratory conversations held between Volunteer SU and Clubs & Societies and a range of training programmes suitable for C&S committee members facilitated as part of the Jump IN programme.
	<ul style="list-style-type: none"> • We will have an active academic related society in every School 	<ul style="list-style-type: none"> • Identify all Schools without an active academic society and coordinate with School Reps, Course Reps and relevant staff to form a student committee. • Support committees through the ratification process to successful SU Council approval. • Run induction training specific to the needs and activities of academic societies. 	<ul style="list-style-type: none"> • Feb 22 • May 22 • Jan 22 	<ul style="list-style-type: none"> • Clubs and Societies Coordinator / VP Education / Academic Rep Assistant • Clubs and Societies Coordinator • Clubs and Societies Coordinator 	<ul style="list-style-type: none"> • Not actioned due to other C&S priorities. • N/a. • N/a.
	<ul style="list-style-type: none"> • The Students' Union will be providing a more comprehensive and diverse programme of events and entertainments, supported by 	<ul style="list-style-type: none"> • Implementation plan to be agreed to further utilise the capabilities of the MSL Integrated Management System across the Students' Union. 	<ul style="list-style-type: none"> • Dec 21 	<ul style="list-style-type: none"> • Line Managers 	<ul style="list-style-type: none"> • Due to the pressures of COVID-19, many activities needed to be redesigned and Volunteer SU MSL implementation was postponed to June/July.

	<p>a new website and digital systems, to better engage the student body</p>	<ul style="list-style-type: none"> • Relevant training resources to be made available to all departments to support IMS implementation. • Explore the creation of new, and maintain existing, initiatives/events/programmes led by Student need in the SU with an additional focus on Student Mental Health and Wellbeing. • Provide guidance to student-led groups in setting up their own wellbeing campaigns/programmes. 	<ul style="list-style-type: none"> • Jan 22 • July 22 • July 22 	<ul style="list-style-type: none"> • Line Managers • Student Officer Team / SMH&WB Co. • Line Managers 	<ul style="list-style-type: none"> • Departments have access to MSL knowledgebase, recordings of training sessions delivered and can participate in live online training events delivered by MSL. Further bespoke training to be identified based on departmental needs. • New initiatives and different ways to engage students have been piloted this year. The Community Events and Engagement intern scheme, was created by the Campaigns and Engagement Student Officer and ran across a number of SU departments. 3 new student interns were hired in February. 2 interns focused on promoting student engagement with the SU and ran their own events to support a sense of community amongst students. 1 intern was specifically focused on comms/digital promotion and has created engaging digital content promoting wellbeing events and wellbeing generally. • QUB RAG supported to look at wellbeing within a voluntary committee and the Vice-Chair role has been re-developed to include promoting social/wellbeing activities for the committee.
	<ul style="list-style-type: none"> • Volunteer SU will continue to be seen as an innovator in volunteering, providing a range of fun opportunities which support students in feeling connected 	<ul style="list-style-type: none"> • Volunteer SU will continue to operate within volunteering best practice and ensure a diverse range of safe and rewarding volunteering opportunities are on offer to students e.g. remote, in person, long-term, one-off. Volunteer SU will also ensure students are able to access relevant training and guidance to support them on their personal volunteering journey. 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Volunteer SU Manager, Volunteer SU Support Officer, Volunteer & Community Support Officer 	<ul style="list-style-type: none"> • The Volunteer SU team keep knowledge & skills up to date through industry training/conferences/networking. 67 volunteering opportunities promoted through Volunteer SU Newsletter/website and a further 22 volunteer involving organisations engaged with students through specific events. Students involved in Volunteer SU programmes are provided with induction, training and support to assist them in their role. Jump IN also provides tailored guidance / training for volunteers across various roles.
	<ul style="list-style-type: none"> • A better resourced and digitally focussed marketing department will be in place, providing 	<ul style="list-style-type: none"> • On hold due to budget restrictions. To be actioned in coming years. 	<ul style="list-style-type: none"> • - 	<ul style="list-style-type: none"> • - 	<ul style="list-style-type: none"> • The recent uplift in the SU Block Grant will allow the SU marketing department to increase resource. Student engagement and trends on

	effective insights into student engagement				social media analysed on a monthly basis.
	<ul style="list-style-type: none"> We will be working closely with Queen's Sport to support delivery of a comprehensive programme of recreational sport for all students, to complement the programme of competitive sport 	<ul style="list-style-type: none"> Continue to regularly meet with Queen's Sport senior management to oversee Club activity at Active, Participation, and Performance level. SU staff / officers to collaborate with QS on delivery of participation and recreation initiatives including Blues Awards, Boat Race and the Queen's 5K (dependent on Covid-19 restrictions). Increase provision of wellbeing / participation targeted activities inc. Yoga and informal recreational sport within the SU (e.g. table tennis / pool), while complying with Covid restrictions. Provide opportunities for participation-level disability sport, including 'all-welcome' taster sessions and explore potential for accessing external funding for specialist equipment. 	<ul style="list-style-type: none"> Ongoing July 22 July 22 Jan 22 	<ul style="list-style-type: none"> Clubs and Societies Coordinator Clubs and Societies Coordinator, Sports Clubs Development Officer Clubs and Societies Coordinator, Sports Clubs Development Officer Sports Clubs Development Officer 	<ul style="list-style-type: none"> The Sports Clubs Development Officer (SCDO) works closely with Queen's Sport across the year to oversee club activity. SCDO continues to work closely with Queen's Sport on the delivery of these initiatives. Ongoing. The SU is also exploring spaces in the new SU for these activities going forward. Recent initial conversations have taken place with Student Disability Services on expanding disability sport provision.
	<ul style="list-style-type: none"> We will continue to provide good value for money across all opportunities and services 	<ul style="list-style-type: none"> Ensure the provision of value for money food and drink within the Union that is market aligned. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Retail and Premises Manager 	<ul style="list-style-type: none"> A value for money food range continued to be provided by the SU Shop, added to competitive pricing in the SU Bars.

THEME 4: Shaping our students' future

↳ *We'll empower our students to shape their own future in a more sustainable world*

WHAT WE WILL DO	WHAT IS SUCCESS BY 2025?	ACTIONS FOR 2021/22	DATE	LEAD RESPONSIBILITY	PROGRESS TO DATE (JUNE 2022)
<ul style="list-style-type: none"> Enhance social and employability skills 	<ul style="list-style-type: none"> 70% of students will agree that the Students' Union helps make them more employable 	<ul style="list-style-type: none"> Question to be added to the Annual SU Survey 	<ul style="list-style-type: none"> July 22 	<ul style="list-style-type: none"> SU Marketing Manager 	<ul style="list-style-type: none"> Annual Survey postponed due to efforts being directed to the OMNI survey and the survey on reviewing the SU democratic structures.
<ul style="list-style-type: none"> Help you understand and change the world around you 	<ul style="list-style-type: none"> Volunteer SU will be delivering an individually tailored training and advice service to student volunteers at all levels, with 75% of participants agreeing this has impacted positively on skills development 	<ul style="list-style-type: none"> Continue the growth of the Jump IN programme as a mechanism to support student development in relation to personal volunteering journeys. 250 students to participate during 2021-22. Develop a pathway to Degree Plus through the Jump IN Programme. Design and deliver relevant training/advice beneficial to the student volunteers involved in Student Voice and C&S activity 20 developmental activities delivered, including bespoke training led by student need and 1-to-1 advice/guidance. 	<ul style="list-style-type: none"> July 22 July 22 July 22 July 22 	<ul style="list-style-type: none"> Volunteer SU Manager Volunteer SU Manager Volunteer SU Manager Volunteer SU Manager 	<ul style="list-style-type: none"> A total of 453 students engaged with Jump IN activities across 2021-22. Due to the flexible nature of Jump IN, it does not provide enough contact hours to achieve DegreePlus, however DegreePlus procedures have recently updated and this will be re-explored over June/July. Exploratory meetings held with Clubs & Societies, Student Voice, Peer Mentoring, Green Impact, Queen's Sport and Accommodation staff members. A range of training sessions were organised and facilitated to support C&S committee members, Academic Reps and other student volunteers e.g. Event management, social media, confidence & influence 29 activities were delivered including 21 taster sessions, training workshops and a volunteering and wellbeing fair. A further 8 students/groups received tailored guidance around student-led volunteering projects.
	<ul style="list-style-type: none"> Volunteer SU will be aligned with over 500 Volunteer Involving Organisations and supporting over 3,000 students per annum across a range of volunteering programmes and initiatives 	<ul style="list-style-type: none"> Volunteer SU will engage with a minimum of 3,000 students in 2021-22. Priorities will include; <ul style="list-style-type: none"> Implementation of MSL volunteering module with 1,000 students having researched volunteering opportunities using the platform or via one-to-one guidance from the Volunteer SU team Redesign and implementation of volunteering award with at least 150 students receiving certificates to evidence their volunteering hours 	<ul style="list-style-type: none"> July 22 	<ul style="list-style-type: none"> Volunteer SU Manager 	<ul style="list-style-type: none"> Achieved: Volunteer SU had 5,346 engagements with students across 2021/22. In progress: Due to the pressures of COVID-19, many activities needed to be redesigned and MSL implementation has been postponed to July 2022. Prestige Volunteers has been redesigned to be applicable to all students. Certificates can now be

		<ul style="list-style-type: none"> - 65 students to achieve Degree Plus through volunteering - An information session to be run for partner Volunteer Involving Organisations to explore latest trends in student volunteering - Emphasis on building external links with Volunteer SU being aligned with over 500 Volunteer Involving Organizations. - 2 Volunteering Working Group Meetings co-ordinated. 			<p>developed and issued in-house. 462 students registered for the award and 36 awards achieved (lower awards achieved as less opportunity/confidence for volunteering due to pandemic).</p> <ul style="list-style-type: none"> • 29 students achieved DegreePlus (lower numbers achieved as less opportunity for volunteering due to the pandemic). • In May, an Insight learning and development event was held for volunteer involving organisations to support them with volunteer and student engagement. This was attended by over 50 different organisations and the feedback was incredibly positive. • Volunteer SU have a network of 525 volunteer involving organisations. • 1 volunteering working group has been held with the other due to be held in July 2022.
	<ul style="list-style-type: none"> • A minimum of 15 Homework Clubs will be supported annually in the Belfast area, with a sustainable funding model in place 	<ul style="list-style-type: none"> • Co-ordinate and support 15 Homework Clubs, supporting 425 local children and young people (in line with Covid-19 guidelines), with the following targets; - 120 students successfully matched to a Homework Club from 160 applications - Continue to develop the knowledge and skills of Homework Clubs volunteers through facilitating 4 specialist workshops, with 120 student engagements. - Assess the feasibility and if appropriate Co-ordinate a campus-based activity for Homework Clubs children and young people to contribute in raising their aspirations towards further and higher education (dependent on Covid-19 restrictions). 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Volunteer SU Manager 	<ul style="list-style-type: none"> • 14 Homework Clubs co-ordinated and supported throughout 2021/22, supporting 400 children and young people. Slightly lower numbers beyond our control and due to partner clubs re-opening tentatively/changing direction/losing funding due to pandemic. • 125 students trained and matched to a Homework Club from 151 applications (An additional 5 students returned to volunteer from the previous academic year, bringing total student volunteers to 130). • 4 workshops facilitated with 83 student engagements. Lower engagement due to overall lower activity in line with pandemic impact. • Campus based activities for participating young people were delivered in June 2022, including participating in science-based activities and receiving certificates to celebrate their achievements on the Homework Clubs initiative.

		<ul style="list-style-type: none"> - Facilitate an annual Homework Clubs Co-ordinators Focus Group, enabling the sharing of best practice and development of the initiative. - Conduct 2 mid-semester Support Check-in's with Homework Clubs student volunteers, recognising their efforts via volunteer certificates. • Explore sustainable funding options given that current Trust funding is ending in July 2022. 			<ul style="list-style-type: none"> • Homework Clubs Co-ordinators Focus Group held in November 2021 and co-ordinator check-in calls conducted in December, February and April. Club's survey conducted in May focusing on progress of participating young people. • Achieved: 3 support check-ins with student volunteers conducted in November, February and April. Student Focus Group held in May to gain feedback on volunteer experience. Students who volunteered and took part in specialist workshops received certificates of participation. Students received a token contribution to their QUB Smart card in recognition of their commitment to volunteering across the year. • Core funding achieved via SU block grant. An evaluation of Homework Clubs 2018-2022 is underway to complete Swire Charitable Trust Funding requirements.
	<ul style="list-style-type: none"> • A minimum of 40 volunteering activities will be facilitated in the local community annually 	<ul style="list-style-type: none"> • Continue to co-ordinate a number of community volunteering projects and initiatives under the umbrella of the 'Handy Helpers Programme', responding to community need through one-off student projects. Targets for the year reflect Covid-19 restrictions and include; <ul style="list-style-type: none"> - 200 students recruited to be a Handy Helper. - 34 Handy Helpers activities delivered, including: <ul style="list-style-type: none"> - 16 community regeneration projects delivered in Wider University Area. - 14 one-off volunteering activities supported. - 4 skills development training sessions delivered. - Co-ordination and delivery of 2 social events for students and residents to promote Handy Helpers and positive community relations. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Volunteer & Community Support Officer 	<ul style="list-style-type: none"> • Handy Helpers operated throughout the year (although had pause where COVID-19 restrictions prevented activity): <ul style="list-style-type: none"> • 387 students registered as Handy Helpers across 2021/22 • 56 Handy Helpers activities were delivered, including: <ul style="list-style-type: none"> • -14 community regeneration projects • 31 one-off volunteering activities Supported • 5 training sessions delivered to support skills and knowledge development of Handy Helpers • Achieved: - 5 social events delivered including a celebration event for Handy Helpers and a Community lunch for Handy Helpers and local residents.

	<ul style="list-style-type: none"> The Students' Union will be delivering at least one major programme or initiative every year in the area of 'Social Justice' 	<ul style="list-style-type: none"> Providing opportunities for social justice organisations to connect with students/student activists through volunteering fairs, Jump IN workshops and bespoke events. Participants will grow their activist network and gain further insight into campaigning. 	<ul style="list-style-type: none"> July 22 	<ul style="list-style-type: none"> Volunteer SU / Student Voice (Supporting) 	<ul style="list-style-type: none"> A number of social justice organisations attended the volunteering and wellbeing fair, in March, to engage with students. A Confidence and Influence session was also facilitated by Speaker Express co-founder Elliot Kay which supported Student Reps and Activists with public speaking skills and communication. Lobbied University for improved support arrangements for Student Parents and Carers. Supported and coordinated student community activities on campus including Pride participation and Black History Month, collation and presentation of international students' experiences of COVID-19. Delivered (with the Student Wellbeing Service) rollout of a Department for the Economy funded period poverty pilot scheme. Supported An Cuman Gaelach in their campaign to secure a QUB Linguistic Residential Scheme in Queen's Accommodation. Partnered with Queen's Accommodation on initiatives to enhance the sense of community amongst LGBT+ students. Grew participation in and awareness of Project Choice and the current legal arrangements for abortion in NI. Agreed plans with Estates for the introduction of more gender neutral bathrooms on campus. Partnered with the University to deliver a Report and Support campaign communicating messages on sexual misconduct, bullying, harassment and hate crime to students.
	<ul style="list-style-type: none"> We will be training a minimum of 100 student campaigners every year 	<ul style="list-style-type: none"> Set of online, self-directed campaign training resources to be developed. Build an online network / hub using MSL for activists to connect, share information and support one another. 	<ul style="list-style-type: none"> July 22 	<ul style="list-style-type: none"> Policy and Engagement Manager 	<ul style="list-style-type: none"> Development of resources partially complete – to be made available by the start of 2022-23 academic year. Work is ongoing with a view to the hub being made available by the start of 2022-23 academic year.

		<ul style="list-style-type: none"> • Set of campaign skills workshops to be developed and delivered to campaigners. • Student Voice to act as a consultancy hub for selected student-led campaigns. 			<ul style="list-style-type: none"> • Campaign skills development was provided to election candidates, with influencing training included in overall Rep training. Project Choice members were provided with campaign training. • Delivered a day of activist training in conjunction with Belfast Feminist Network and the QUB Gender Network. • Support provided to student groups campaigning on PhD Teaching contracts, UCU strike action, student workers' rights. • Students' Union Officers supported the UCU industrial action, attending picket lines and events, communicating the purpose of strike action to students and facilitating student activists supporting the strike action.
	<ul style="list-style-type: none"> • RAG will be re-vitalised at Queen's, with better support mechanisms in place from the Students' Union, with students organising, inspiring and supporting student fundraising for a number of chosen charities 	<ul style="list-style-type: none"> • RAG Chairperson to be recruited (student intern) to lead RAG activities throughout the following academic year. • RAG Chairperson to be supported by SU departments to identify fundraising opportunities, manage volunteers, engage students, co-ordinate events and influence key stakeholders. • RAG to deliver a variety of fun activities which support fundraising for chosen charities and encourages student engagement. RAG will utilise their new branding to promote RAG as a fun, committed and socially responsible student-led group. • RAG require access to modern day fundraising tools e.g. online shops/contactless payment. Access and permission will be explored with the University. 	<ul style="list-style-type: none"> • July 22 • July 22 • July 22 • July 22 	<ul style="list-style-type: none"> • Volunteer SU Manager • Volunteer SU Manager supported by Heads of Department and Student Officers • Volunteer SU Manager / RAG Chair • Volunteer SU Manager / RAG Chair 	<ul style="list-style-type: none"> • RAG chairperson led the RAG committee and activity throughout 2021/22. The 2022/23 RAG Chair has just been appointed. • Volunteer SU, Marketing, Enterprise SU and Clubs & Societies colleagues provided induction training and general support to RAG across the year. • RAG organised and collaborated on a variety of events across 2021/22 including a quiz, a karaoke night, a movie night, speed dating, a cold water dip and a summer fashion swap. RAG also enhanced their digital presence across 2021/22 • A contactless payment system is being purchased as a trial.
	<ul style="list-style-type: none"> • A minimum of 3,000 students will be engaging with Enterprise SU on an annual basis 	<ul style="list-style-type: none"> • Enterprise SU to engage students through several initiatives, namely: <ul style="list-style-type: none"> - 2,000 students to be engaged via lecture shout outs (on-line or in-person). - 150 business start-up one to ones conducted. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Enterprise SU Manager 	<ul style="list-style-type: none"> • 930 students were engaged via traditional shout-out methods on-line or in-person • 118 business start-up one to ones have been conducted year to date.

	<ul style="list-style-type: none"> - 500 students to be involved in enterprise activity via entrepreneurial modules. - Avail of judging opportunities at external events such as Student Invent and BEA reaching a minimum of 30 students. - 100 students engaged via Pop-up Enterprise SU. - 50 applications received for QUB Dragons' Den. - 60 applications received for the Innovateher Programme with 25 participants selected to participate. - 80 applications received for the 'What's the Big Idea' competition. - Secure a minimum of 15 places for Queen's students on Belfast Enterprise Academy. - Recruit 15 students for the QUBIS Lean Launch Programme - A minimum of 30 students to be supported in applying to external competitions and external funded programmes and initiatives, achieving success at a local and National level. 				<ul style="list-style-type: none"> • 575 students were involved in enterprise activity via entrepreneurial modules. • Enterprise SU have continued to engage with BEA workshops and events. • Enterprise SU has been on judging panels for BEA and Catalyst's Generation Innovation programme as well as speaking at events such as the Catalyst Co-Founders final. • Pop-Up Enterprise SU was carried out 3 times engaging over 100 students across campus. • 37 applications received for QUB Dragons' Den • 47 applications received for the Innovateher Programme with 25 students selected to participate. • 54 applications received for the 'What's the Big Idea' competition. • 21 QUB students and graduates awarded places on Belfast Enterprise Academy, availing of £28k of support and funding. • 29 applications received for the Student Lean Launch Programme, in collaboration with QUBIS, 15 students selected to participate, each receiving £8k in support and funding. • Enterprise SU have supported in excess of 50 students in applying to external programmes, competitions and initiatives, 24 of which have been successful to date, securing almost £400k of funding.
<ul style="list-style-type: none"> • 75% of students will agree that being involved in Enterprise SU initiatives has helped them shape their future and enhanced their employability skills 	<ul style="list-style-type: none"> • To be measured via end of programme surveys and the annual SU survey. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Enterprise SU Manager 	<ul style="list-style-type: none"> • Feedback received from students mentored on a 1-2-1 basis and in programmes has shown that 100% of students agree that Enterprise SU have been instrumental in helping them make decisions about their future. 	
<ul style="list-style-type: none"> • Enterprise SU will be supporting a minimum of 20 student entrepreneurs every year to launch and grow their businesses 	<ul style="list-style-type: none"> • 20 student entrepreneurs supported to further develop their business with students progressing to programmes such as <i>Invent</i> or the Invest NI <i>Student to First Sale Programme</i>. 	<ul style="list-style-type: none"> • June 22 	<ul style="list-style-type: none"> • Enterprise SU Manager. 	<ul style="list-style-type: none"> • 5 Enterprise SU Alumni on Ignite 2021/22 programme, each receiving £15k • 2 students on FS2FS, each receiving £15k 	

					<ul style="list-style-type: none"> • 4 students through to final of Invent • 2 students through to the final of the Ideate Ireland - ongoing • 8 students took part in Co-Founders, with 4 each receiving £10k. • 2 students received Techstart Grants totalling £45k. • 1 ESU alumni has been awarded £50k from Innovate UK.
	<ul style="list-style-type: none"> • The new 'Co-working space for student start-ups', as part of the new Students' Union, will support a minimum of 20 student business start-ups per annum 	<ul style="list-style-type: none"> • Continue to work with the design team to ensure the co-working space in the new build is designed to meet the needs of student businesses. Utilise the current 'Hatch' facility in the temporary SU building to best effect. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Enterprise SU Manager. 	<ul style="list-style-type: none"> • Enterprise SU has continued to engage with the design team of the new build to ensure that a new co-working space is fit for purpose for the academic year 22/23. The space will be named SU Co-Work and will be available to student entrepreneurs for hot desking and networking.
	<ul style="list-style-type: none"> • Queen's Students' Union will be recognised as one of the most entrepreneurial Student Unions in the UK 	<ul style="list-style-type: none"> • Continue to monitor and adapt current provision to ensure Enterprise SU is meeting the needs of Queen's students. Student success to also be promoted widely across the University and beyond to promote student entrepreneurship. Consider entering competitions such as EEUK National Enterprise Educators Awards. 	<ul style="list-style-type: none"> • June 22 	<ul style="list-style-type: none"> • Enterprise SU Manager 	<ul style="list-style-type: none"> • Enterprise SU has been working closely with QUBIS to ensure that we are enhancing enterprise support for Queen's students. QUBIS have allocated £25k per annum to Enterprise SU to support early stage entrepreneurship at Queen's. • Enterprise SU are working with QUBIS to deliver a Lean Launchpad programme for UG students and recent graduates. • Enterprise SU continues to sit on relevant operational groups, committees and boards across the university to help promote and expand our service.
	<ul style="list-style-type: none"> • The Students' Union will provide part-time employment or internship opportunities for over 150 students per annum. The SU and the University will be the first port of call for students looking for supplementary employment and will be a 'best in class' student employer in Belfast 	<ul style="list-style-type: none"> • The current climate will provide less opportunities in 2020-21, however, the SU will still recruit a number of casual student staff and student interns. • Student interns to be employed to support the development of community initiatives on campus and to improve peer to peer communication via social media channels. 	<ul style="list-style-type: none"> • Sept 21 • Apr 22 	<ul style="list-style-type: none"> • Retail and Premises Manager and Line Managers. • Student Voice / Marketing / Clubs & Societies 	<ul style="list-style-type: none"> • Complete – Comms Intern has been introduced and proved very effective in promoting the diverse activity and services the SU offers for students – including profiling accommodation info, wellbeing support, Looking after your wellbeing during exams, Speakeasy events, Handy Helpers and OMNI pop ups. Due to the addition of the new intern we were able to launch on a new platform. Tiktok is currently our most engaged platform with over 1,000 followers in just 3 months and one of the best performing Tik Toks in the Union sector.

	<ul style="list-style-type: none"> • 70% of our students will agree that 'Queen's Students' Union proactively develops sustainability practices, activities and ways of working' 	<ul style="list-style-type: none"> • To be assessed via the Annual SU Survey with a target of 50% of students agreeing to this statement in 2021-22. 	<ul style="list-style-type: none"> • June 21 	<ul style="list-style-type: none"> • SU Marketing Manager 	<ul style="list-style-type: none"> • Annual Survey postponed due to the OMNI survey and the recent survey conducted as part of the review into SU democratic structures.
	<ul style="list-style-type: none"> • We will have established a Green Fund to put sustainability ideas into action 	<ul style="list-style-type: none"> • Sustainable funding source to be identified in 2021-22. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • VP Campaigns and Engagement 	<ul style="list-style-type: none"> • The University has indicated that such as fund could potentially be resourced through the University's sustainability action plan. Further discussions will take place in the coming months.
	<ul style="list-style-type: none"> • We will have helped the 'SU Climate Action Group' successfully implement all aspects of a 'Green New Deal' 	<ul style="list-style-type: none"> • Climate Action Group to be supported in implementing initiatives across the 2021-22 year. 	<ul style="list-style-type: none"> • July 22 	<ul style="list-style-type: none"> • Policy and Engagement Manager 	<ul style="list-style-type: none"> • Climate Action Group and SO Campaigns and Engagement achieved commitments from the University to implement all aspects of 'Green New Deal' through a multi-million pound investment in a new sustainability action plan.