

# Queen's Students' Union Strategic Plan 2015-2020

Annual Delivery Plan  
(August 2018 – July 2019)

## THEME 1: We're Inclusive and Representative

↳ *Making every student's voice count*

WHAT WE WILL DO	WHAT IS SUCCESS BY 2020?	ACTIONS FOR 2018/19	DATE	LEAD RESPONSIBILITY
<ul style="list-style-type: none"> <li>Listen to our students, meet the needs of all students and offer an enhanced student experience in line with the University's Vision 2020.</li> </ul>	<ul style="list-style-type: none"> <li>5% increase, year on year, in the number of students participating in democratic activities.</li> <li>Systems in place to allow all students to have a say in every aspect of the Union.</li> </ul>	<ul style="list-style-type: none"> <li>Build on the success of campaigns delivered by the SU in recent years, putting in place mechanisms to encourage students to take a more active role in issues impacting them encouraging more grass roots campaigns led by the student body. Continue to support the development of student-led activist/campaign groups in the areas of environmentalism, higher education funding and marketization, LGBT+ rights, women's rights, disability rights, minority rights and faith &amp; belief.</li> <li>Student Officers to lead a range of campaigning and awareness activity, such as the 'International Buddy Scheme', the 'Parents and Carers Network', student housing matters, a clubs and societies winter festival, sex education (including consent workshops), student officer surgeries in each School and 'Are Ye Well'. Academic Representation and higher education funding to continue to be a priority in 2018-19.</li> <li>Weekly drop-in sessions in the Graduate School to raise awareness of the new SO Postgraduate role and to increase representation of PG students and their involvement with the SU. SO Postgraduate to represent SU on various forums and committees</li> <li>The SU to lead on an Institution wide student mental health campaign.</li> <li>Delivery of the Enhancing Assessment Through Partnership Project including recruitment and support for 9 student interns.</li> <li>Continue to identify and implement mechanisms to simplify student input into decision-making and officer scrutiny in the Students' Union.</li> <li>Effective promotion of SU Elections with over 4,200 votes in the 2019 Student Officer Elections (increasing from 4,049 in 2018).</li> <li>Continue to review the design and content of the SU survey prior to circulation in May 19' to ensure that the questions result in meaningful feedback to support future decision making.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019.</li> <li>May 2019.</li> <li>July 2019.</li> <li>July 2019.</li> <li>July 2019.</li> <li>May 2019.</li> <li>March 2019.</li> <li>March 2019 in advance of survey in May 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Student Voice Team, SU Policy and Engagement Manager / SU President and Marketing Manager.</li> <li>SU President / SU Officer Team and Marketing Manager.</li> <li>SO Postgraduate.</li> <li>SU President, SO Welfare and Representation Support Officer.</li> <li>SO Education, SO Postgraduate and Representation Support Officer.</li> <li>Student Voice Team / SU Officer Team.</li> <li>SU Director / SU President and Marketing Manager.</li> <li>SU Director / SU President and Marketing Manager.</li> </ul>

		<ul style="list-style-type: none"> <li>Establish a Working Group to oversee the development of the new SU Strategic Plan beyond 2020.</li> </ul>	<ul style="list-style-type: none"> <li>February 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director / SU President.</li> </ul>
<ul style="list-style-type: none"> <li>Deliver a more comprehensive programme of training for representatives.</li> <li>Train and support hundreds of students every year who take on representative roles to ensure that our students' voices are heard.</li> </ul>	<ul style="list-style-type: none"> <li>Additional staff to review and implement a comprehensive programme of training on an annual basis.</li> <li>A minimum of 500 students trained in pro-actively working on behalf of students on an annual basis, nurturing and developing new student leaders.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to training for Course and School Reps, as a result of feedback and recent survey results, with support aligned to best practice in the sector. Training to be delivered to each specific School following a successful pilot in 2017/18.</li> <li>Provide Drop-in sessions and additional top-up training for Course and School reps in collaboration with DASA, to increase engagement and support to Reps.</li> <li>Feedback from SSCC's to become an agenda item at EMC meetings.</li> <li>Elected Part-time Officers to receive structured induction and training aligned to the full-time officer training.</li> <li>Ongoing engagement with Faculties with a view to agreeing actions to improve the quality of Course Rep Support as well as proactive and constructive regular meetings and engagement with the Faculty Pro-Vice Chancellors, the Directors of Operations and Deans to ensure effective engagement with the student body.</li> <li>Embed the recently introduced Faculty representation on SU Council.</li> </ul>	<ul style="list-style-type: none"> <li>October 2018.</li> <li>Nov 18 – Feb 19.</li> <li>Ongoing.</li> <li>July 2019.</li> <li>Ongoing.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Academic Representation Assistant, SO Education and SO Postgraduate.</li> <li>SU President, SO Education and SO Postgraduate.</li> <li>Academic Representation Assistant, SO Education and SO Postgraduate.</li> <li>Policy and Engagement Manager and Representation Support Officer.</li> <li>SU President, SU Director, SO Education and Policy and Engagement Manager.</li> <li>SO Education, SO Postgraduate and SU President.</li> </ul>
<ul style="list-style-type: none"> <li>Engage with under-represented groups including international students, postgraduates, women students, mature students, part-time students, disabled students, LGBT students etc.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of 12 Part-time Student Officers elected on an annual basis to support the work of our full-time Student Officers, resulting in an increase in participation from these groups.</li> </ul>	<ul style="list-style-type: none"> <li>Promote and run Part-time Elections with a view to recruiting up to 12 Part-time Officers.</li> <li>Explore the possibility of getting the Part-time Officer roles accredited for Route A Degree Plus.</li> <li>Monitor the effectiveness of the recent change which has seen the Part-time Officer elections run alongside the full-time officer elections.</li> <li>Each Officer to develop an activity Action Plan to support campaigns within their area, aligned to the needs of the students, with budgets allocated to the activity.</li> </ul>	<ul style="list-style-type: none"> <li>February 2019.</li> <li>December 2018.</li> <li>March 2019.</li> <li>September 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Policy and Engagement Manager / Student Voice Team and Marketing Manager.</li> <li>Policy and Engagement Manager.</li> <li>SU President and Policy and Engagement Manager.</li> <li>SU Director and SU President.</li> </ul>
<ul style="list-style-type: none"> <li>Carry out further research with 'non-engaged' students to extend our commitment to reaching those</li> </ul>	<ul style="list-style-type: none"> <li>A research project undertaken and recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Part-time student officers to regularly engage with under-represented groups of students, feeding back to EMC ideas and suggestions for increasing engagement.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU President.</li> </ul>

students who currently have limited understanding of how the Union can add to their time at university.				
<ul style="list-style-type: none"> <li>Represent our Students on University committees that oversee the academic and support provision on campus.</li> </ul>	<ul style="list-style-type: none"> <li>Students represented on all University committees where decisions affecting students are made.</li> </ul>	<ul style="list-style-type: none"> <li>Student Officers to report to EMC on feedback from all University committees in which the officers are represented.</li> <li>Part-time Officers to be represented on a number of University committees and provide feedback to EMC.</li> <li>Student Officers to review membership of committees and continue to be fully engaged with committees, representing the needs of students.</li> <li>Continue to implement the Communications and Engagement Protocol agreed by the SU and the University with a view to complementing, and adding value to the existing engagement structures and mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>Fortnightly.</li> <li>Ongoing.</li> <li>July 2019.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>SU President and Officers.</li> <li>SU President and Part-time Officers.</li> <li>SU President and Officers.</li> <li>SU Director, SU President and Marketing Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the number of students voting in elections.</li> </ul>	<ul style="list-style-type: none"> <li>5% increase, year on year, in the number of students voting in Student Officer Elections.</li> <li>Student issues high on the local and national agenda.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to research other Union's and how they engage and promote Student Officer Elections, implementing where possible, new and innovative ways of promoting elections, increasing student votes from 4,049 in 2018 to over 4,200 in 2019.</li> <li>Student Officers to continue to increase engagement with elected representatives with active campaigning on issues such as HE funding, with assistance and liaison from the Head of Public Engagement.</li> </ul>	<ul style="list-style-type: none"> <li>January 2019.</li> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU Marketing Manager and Policy and Engagement Manager.</li> <li>SU President.</li> </ul>
<ul style="list-style-type: none"> <li>Implement an independent review of 'Democracy' by the National Union of Students.</li> </ul>	<ul style="list-style-type: none"> <li>Review recommendations and draw up Action Plan for implementation by 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Implement changes arising from changes to the SU constitution and SU processes and procedures following a comprehensive review in 2017-18.</li> <li>Following an initial feasibility study into SU Autonomy and Independence, carried out in 2017-18, an external consultant to be appointed to conduct a further comprehensive feasibility study into the issues identified.</li> <li>Research the requirements for assessment of 'Quality Students' Unions'; a new SU accreditation process (replacing SUEI), implemented by NUS across the SU sector.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>June 2019.</li> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU President and Policy and Engagement Manager.</li> <li>SU Director and SU President.</li> <li>SU Director and SU President.</li> </ul>
<ul style="list-style-type: none"> <li>Enhance the partnership between student</li> </ul>	<ul style="list-style-type: none"> <li>Student satisfaction score of 85% in the National Student</li> </ul>	<ul style="list-style-type: none"> <li>Support promotion of the NSS Survey to the student body.</li> </ul>	<ul style="list-style-type: none"> <li>April 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director, SU President and Marketing Manager.</li> </ul>

<p>representatives and the University to ensure an increase in student satisfaction, with more effective representation and better communication of outcomes.</p>	<p>Survey and ranked in the top 10 of Students' Unions in the Times Higher Survey for Student Experience by 2020.</p> <ul style="list-style-type: none"> <li>University NSS satisfaction score to increase from 88% to 94% by 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the work of implementing a Student Partnership Framework in collaboration with the University, with a view to enhancing input from student representatives.</li> <li>Work with DASA to review Staff Student Collaborative Committee (SSCC) Guidelines, with changes implemented where appropriate.</li> <li>Key University survey results to be communicated to student representatives at a School level, to better inform representative activity.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019.</li> <li>April 2019.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>SU President, SO Education, SO Postgraduate, SU Director and Policy and Engagement Manager.</li> <li>SU President, SO Education, SO Postgraduate and Student Voice Team.</li> <li>Academic Representation Assistant.</li> </ul>
<ul style="list-style-type: none"> <li>Raise the SU profile amongst members, stakeholders and the community.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a marketing, communications and engagement plan that will deliver increased awareness of the SU body and activities on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>Annual Marketing Plan (2018-19) to be developed including specific budget to increase awareness of key SU activities and to improve communications and engagement.</li> <li>Students' Union staff and Student Officers to engage with a minimum of 100 external stakeholders and community organisations in the 2018/19 year.</li> <li>Increased emphasis on marketing and promotion.</li> </ul>	<ul style="list-style-type: none"> <li>September 2018.</li> <li>July 2019.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director and Marketing Manager.</li> <li>SU Director and SU President.</li> <li>SU Director, SU President and Marketing Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to be involved in initiatives run by the local community to ensure our students are active citizens.</li> </ul>	<ul style="list-style-type: none"> <li>QUB students involved in external community initiatives.</li> <li>Increased levels of events and initiatives taking place that facilitate local community usage of the Students' Union.</li> </ul>	<ul style="list-style-type: none"> <li>Maximising relationships developed with volunteer involving organisations by promoting their volunteering opportunities to the student body via newsletter, social media, website, MyFuture, the new Integrated Management System and individually tailored guidance.</li> <li>Further development of the Handy Helpers initiative, ensuring it provides a genuine response to community needs through ad-hoc student volunteering opportunities.</li> <li>Explore the possibility of working with external organisations via the Welfare and Mental Health Campaigns run in collaboration between Student Officers and the Public Engagement Unit.</li> <li>Continued involvement in initiatives with local residents groups, including being represented on various community forums and groups, as well as co-ordinating numerous community based initiatives such as the Homework Clubs.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer SU Manager</li> <li>Volunteer and Community Support Officer</li> <li>SO Welfare</li> <li>Volunteer Support Officer, Volunteer and Community Support Officer and SO Student Activities.</li> </ul>

**THEME 2: We're Welcoming & Fun**  
 ↳ *Here for a chat, here for the craic*

<b>WHAT WE WILL DO</b>	<b>WHAT IS SUCCESS BY 2020?</b>	<b>ACTIONS FOR 2018/19</b>	<b>DATE</b>	<b>LEAD RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Work in partnership with the University to secure funding for the development of a new world class Students' Union.</li> </ul>	<ul style="list-style-type: none"> <li>Approval granted and funds committed by the University in 2016 for a new Students' Union.</li> </ul>	<p>Following approval for the new build project priorities in 2018-19 will include;</p> <ul style="list-style-type: none"> <li>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.</li> <li>Decant Accommodation – Lead in managing the SU decant into the Elmwood Avenue premises, working closely with Estates in ensuring that the decant accommodation offers a comprehensive range of student services and becomes a vibrant home for the SU for a 3-year period. A communications plan to be developed and implemented to effectively inform the student body of the services being provided in the Decant.</li> <li>New Build – The SU to continue to be represented on the Project Steering Group and the various Working Groups, contributing positively to the project.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>September 2018.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director, Marketing Manager and SU President.</li> <li>SU Director, SU President and Marketing Manager.</li> <li>SU Director, SU President and SU representatives.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to offer students a wide range of opportunities to make lasting friendships as well as providing opportunities to build skills for the future.</li> </ul>	<ul style="list-style-type: none"> <li>Higher levels of participation in SU led programmes and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively market programmes and initiatives available to the student body.</li> <li>Student Officer for Equality and Diversity to deliver the 'International Buddy Scheme' in Semester 1 and 2, supported by a student intern.</li> <li>A minimum of 15 key projects and initiatives delivered by the SU Student Development Unit enhancing the skills of Queen's students.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>Oct 2018 and Jan 2019.</li> <li>June 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU Marketing Manager.</li> <li>SO Equality and Diversity and Representation Support Officer.</li> <li>SU Director and Student Development Team.</li> </ul>
<ul style="list-style-type: none"> <li>Strive to make the Union more welcoming to students.</li> </ul>	<ul style="list-style-type: none"> <li>80% of students completing the annual SU survey indicating that the SU had a positive impact on their time at Queen's.</li> </ul>	<ul style="list-style-type: none"> <li>Listen to student feedback through assessing results. 80% of students indicating that the SU had a positive impact on their time at Queen's (increasing from 79% in 2017).</li> <li>Improvements made to SU services and premises based on survey feedback.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019.</li> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director and SU President.</li> <li>SU Director and Retail and Premises Manager.</li> </ul>
<ul style="list-style-type: none"> <li>A diverse range of activities over Freshers' period,</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of a diverse range of activities over the Freshers' period.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of a comprehensive range of activities during Freshers' period with daytime and evening activities reflecting a more diverse student population including;</li> </ul>	<ul style="list-style-type: none"> <li>Sept/Oct 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Clubs and Societies Co-ordinator, SU President and Student Officer Team.</li> </ul>

reflecting our student population.		<ul style="list-style-type: none"> <li>- Freshers' Fair (Engagement with in excess of 13,000 students), with the fair moving to a marquee set-up and the Whitla Hall for the first time.</li> <li>- Welcome activities for new students at Elms Village (engagement with a minimum of 750 students across the weekend).</li> <li>- Welcome packs to be provided to over 3,000 students living in Queen's accommodation providing information on mental health, drugs and alcohol etc.</li> <li>- Run a Big Breakfast/Brunch (Minimum of 200 attendees).</li> <li>- Assist RAG in running the annual RAG pub crawl (A minimum of 1,800 attendees).</li> </ul>		
<ul style="list-style-type: none"> <li>• Celebrate our students' contribution to university life at a number of events, in conjunction with the University.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of a calendar of key student events &amp; activities including Freshers' Fair, the SU Awards and the Education Awards.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Freshers' Fair (Sept 18'), Refreshers' Fair (Feb 19'), the SU Awards (April 19') the Education Awards (April 19') and ongoing volunteer and enterprise recognition.</li> <li>• Footfall at Freshers' Fair to exceed 12,000, with over 2,000 students attending Refreshers'.</li> </ul>	<ul style="list-style-type: none"> <li>• June 2019.</li> <li>• Oct 2018 and Feb 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs and Societies Co-ordinator, SO Education and Volunteer SU Manager and Enterprise SU Manager.</li> <li>• Clubs and Societies Co-ordinator and SO Activities.</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and benchmark to ensure that the Students' Union offers value for money in its Bars, Entertainment venues and Shop.</li> </ul>	<ul style="list-style-type: none"> <li>• A commercial forum established, in partnership with the University, to look at new ways to create revenue while also meeting the needs of all students, with all commercial profits reinvested into the Union.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to deliver a revitalised commercial offering, effectively delivered through a partnership approach between the SU, Campus Food and Drink and Eventus, supported and promoted by the Student officer Team and delivered in line with expectations.</li> <li>• Commercial Services performance to be reported at the Commercial Services Forum, which will meet regularly throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director, SU President, Bars Manager and Retail and Premises Manager.</li> <li>• SU President.</li> </ul>
<ul style="list-style-type: none"> <li>• Create a fun environment and a sense of community for all students, providing a hub for students to participate in a diverse range of activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Review our entertainment programme to encourage increased numbers of students to attend events on a regular basis – an annual calendar of events and activities with something for everyone.</li> </ul>	<ul style="list-style-type: none"> <li>• A diverse range of entertainment to be delivered throughout the year, fully utilising the new bar and entertainment offering at the Lisburn Road venue.</li> <li>• Better awareness of the entertainments programme through consultation and sharing of information at the Commercial Services Forum.</li> <li>• Review Entertainments programme at end of Semester One.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• December 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Bars Manager and Head of Campus Food and Drink.</li> <li>• SU President (CSF Chair).</li> <li>• SU Bars Manager and Head of Campus Food and Drink.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to support students who set up</li> </ul>	<ul style="list-style-type: none"> <li>• 210 active Clubs and Societies by 2020, with</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment of a new Sports Development Officer post to better support and develop sports clubs at Queen's.</li> </ul>	<ul style="list-style-type: none"> <li>• December 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director and Clubs and Societies Co-ordinator.</li> </ul>

<p>new Clubs and Societies covering new interests.</p> <ul style="list-style-type: none"> <li>• Provide Rooms and facilities within the Union for our Clubs &amp; Societies at no cost.</li> </ul>	<p>overall membership numbers growing by a further 10% by 2020, to over 12,000 students.</p>	<ul style="list-style-type: none"> <li>• Continue to implement the Clubs and Societies Action Plan, arising from the review conducted in 2017.</li> <li>• Explore the potential of developing an online sign up system for all Clubs and Societies members as part of the new Integrated Management System being procured in the summer of 2018.</li> <li>• Explore the potential of introducing an online training module for Clubs and Societies.</li> <li>• Implement changes arising from a full review of Rule 8 of the SU Constitution which included the updating of policies and procedures.</li> <li>• A more comprehensive programme of ongoing training to be delivered to C&amp;S committee members. Explore the possibility of including Degree Plus Route A accreditation for participants.</li> <li>• Updated C&amp;S Handbook to be circulated to all C&amp;S committee members.</li> <li>• Encourage and facilitate new Clubs and Societies leading to over 220 active Clubs and Societies by May 2019 and 12,200 members (increasing from 12,157 in 2017-18) by July 2018.</li> <li>• SU meeting facilities to continue to be available to any approved Club or Society for use at no cost.</li> <li>• Changes to be made to the Clubs and Societies Room Booking system to reflect the spaces available in the decant facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• June 2018.</li> <li>• December 2018.</li> <li>• Ongoing.</li> <li>• Ongoing</li> <li>• Ongoing.</li> <li>• October 2018.</li> <li>• Ongoing.</li> <li>• Aug 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director, Clubs and Societies Co-ordinator and SO Activities.</li> <li>• Clubs and Societies Co-ordinator.</li> <li>• Clubs and Societies Co-ordinator.</li> <li>• SU Director, SU President and Clubs and Societies Co-ordinator.</li> <li>• Clubs and Societies Co-ordinator.</li> <li>• Clubs and Societies Co-ordinator.</li> <li>• Clubs and Societies Co-ordinator and SO Activities.</li> <li>• Clubs and Societies Co-ordinator and VP Activities.</li> <li>• Retail and Premises Manager and Clubs and Societies Co-ordinator.</li> </ul>
<ul style="list-style-type: none"> <li>• Support Clubs and Societies in running events and activities that bring together home and international students, leading to a better mix of student members to reflect a more diverse student population.</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs and Societies encouraged to be more inclusive in terms of reaching out to students from all backgrounds, recognising the changing student population at Queen's.</li> </ul>	<ul style="list-style-type: none"> <li>• Support Queen's Sport in the delivery of a range of events and initiatives aimed at facilitating better collaboration between Clubs and Societies e.g. Campus Sports night, the Inter Sports night and Freshers' Fair. Deliver an initiative bringing C&amp;S together building on the success of the Great Uni-varsity piloted in 2017-18.</li> <li>• Clubs and Societies Support Officer to promote various initiatives run by other University Departments to Clubs and Societies.</li> <li>• Clubs and Societies members to be provided with information or training relating to areas such as first aid and mental health etc.</li> <li>• Work with Residential Life Team in Queen's Accommodation to bring together large groups of students from diverse backgrounds with a view to increasing awareness of and participation in C&amp;S.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• May 2019.</li> <li>• Dec 2018.</li> <li>• October 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs and Societies Co-ordinator and SO Activities.</li> <li>• Clubs and Societies Co-ordinator.</li> <li>• Clubs and Societies Co-ordinator.</li> <li>• Clubs and Societies Co-ordinator.</li> </ul>

<ul style="list-style-type: none"> <li>Investigate possibility of locating a 'Quiet Room' in the Union.</li> </ul>	<ul style="list-style-type: none"> <li>A 'Quiet Room' established, available for use by all students.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>
<ul style="list-style-type: none"> <li>Work closely with Queen's Sport to assist them in the delivery of the new Queen's Sport Strategy, particularly through developing a more comprehensive programme of recreational sport for all students, to complement the programme of competitive sport.</li> </ul>	<ul style="list-style-type: none"> <li>Queen's Sport supported in the delivery of their new Sports Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to be involved in supporting the new Queen's Sport Strategy ensuring that the actions in the QS Strategy align with the C&amp;S Action Plan.</li> <li>Ensure that the new Sports Development Officer post is aligned to the work of Queen's Sport and the Queen's Sport Strategy.</li> <li>The Clubs and Societies Support Officer to support Queen's Sport in promoting and delivering a range of initiatives, particularly in relation to recreational sport.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing.</li> <li>Oct 2018 – June 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director, Clubs and Societies Co-ordinator and SO Activities.</li> <li>SU Director and Clubs and Societies Co-ordinator.</li> <li>Clubs and Societies Co-ordinator and SO Activities.</li> </ul>

### THEME 3: We're On Your Side

↳ *Always standing up for students & student interests*

<b>WHAT WE WILL DO</b>	<b>WHAT IS SUCCESS BY 2020?</b>	<b>ACTIONS FOR 2018/19</b>	<b>DATE</b>	<b>LEAD RESPONSIBILITY.</b>
<ul style="list-style-type: none"> <li>Appropriately resource Advice SU to continue to offer free, independent, confidential and non-judgmental advice to students on a wide range of issues.</li> </ul>	<ul style="list-style-type: none"> <li>An increase in awareness of Advice SU services and additional resources in place to allow Advice SU to deliver the best possible service to students.</li> </ul>	<ul style="list-style-type: none"> <li>A new Student Advisor Post in place to increase resources in Advice SU.</li> <li>Staff resource supported by a wide range of on-line resources and leaflets to allow students to self-help.</li> <li>Update Advice SU's Code of Practice ensuring compliance with all relevant legislation.</li> <li>Enhanced visibility of Advice SU at student events such as Freshers' Fair.</li> <li>Input into government consultations that relate to the activities of Advice SU.</li> <li>Support the student officer team in running a campaign to promote the out-workings of the recent successful letting Agency Fees legal case brought against a letting Agent by a Queen's student.</li> <li>Increase awareness among the student body of the changes arising from Welfare Reforms.</li> <li>Liaise with the University Student Finance Office to further streamline the application process for Support and Hardship funds.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>Ongoing.</li> <li>Oct 2018.</li> <li>Ongoing.</li> <li>Ongoing.</li> <li>Jan 2019.</li> <li>Ongoing.</li> <li>Oct 2018.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>Advice SU Manager.</li> <li>Advice SU Manager.</li> <li>Advice SU Manager.</li> <li>Advice SU Manager.</li> <li>Education and Welfare Adviser.</li> <li>Advice SU Manager and Money Management Adviser.</li> <li>Advice SU Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the number of students involved in University disciplinary and academic progression cases being supported by Advice SU.</li> </ul>	<ul style="list-style-type: none"> <li>Increased student engagement with the range of support available from Advice SU.</li> <li>Appropriate resource in place to provide students with accurate and relevant information.</li> </ul>	<ul style="list-style-type: none"> <li>Provide appropriate support to students who are involved in University disciplinary and academic progression cases.</li> <li>Work with DASA to review the wording of documentation sent by Schools to students.</li> <li>Student Officers to work with Advice SU to update the Advice SU Code of Practice.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>Ongoing.</li> <li>Dec 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Advice SU Manager.</li> <li>SU President and SO Welfare.</li> <li>Advice SU Manager and Student Officer Team.</li> </ul>
<ul style="list-style-type: none"> <li>Prioritise staff and student happiness and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing action plan developed and updated annually.</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing Action Plan to be reviewed and updated annually.</li> </ul>	<ul style="list-style-type: none"> <li>Aug 2018.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director and SU President.</li> </ul>
<ul style="list-style-type: none"> <li>Develop &amp; support the delivery of enhanced</li> </ul>	<ul style="list-style-type: none"> <li>A Democratic and Representation Support Officer employed to provide elected</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2016.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>

democratic activities within the Union.	Student Officers with support, both on an operational and administrative level.			
<ul style="list-style-type: none"> <li>Provide staff support to student and course representatives in planning and implementing activities.</li> </ul>	<ul style="list-style-type: none"> <li>A range of student led activities delivered on an annual basis.</li> <li>Development of key transferable skills for all student representatives</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of an Academic Representation Officer.</li> <li>All Student Officers to produce a Plan of Work highlighting key projects and campaigns for the 2018/19 year, aligned to the SU Strategic Plan 2015-2020.</li> <li>Commit an annual budget to appropriately support key activities and events throughout the year, with activities aligned to the SU Strategic Plan 2015-2020.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> <li>August 2018.</li> <li>August 2018.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>SU President and Policy and Engagement Manager.</li> <li>SU Director and SU President.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure student reps have a stronger voice in influencing and changing curriculum design and development through better engagement and representation on University committees.</li> </ul>	<ul style="list-style-type: none"> <li>Improved student engagement and representation on committees as well as a better working partnership with the University.</li> </ul>	<ul style="list-style-type: none"> <li>The Students' Union to be represented on all University committees that relate to curriculum design and development.</li> <li>The SU to continue the work of leading on reviewing the effectiveness of representation and SSCC's, including ongoing engagement with the Faculties and Schools, to ensure a consistent approach to Course and School reps across the University. Emphasis on further improving the election processes in 2018-19, building on the positive work carried out in 2017-18.</li> <li>The SU to monitor and report on issues raised and trends identified at SSCC meetings.</li> <li>The SU to play a key role in the implementation of the Student Partnership Framework in collaboration with the University.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>December 2018.</li> <li>Ongoing.</li> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU President and SO Education.</li> <li>SU President, SO Education, SO Postgraduate and Academic Representation Assistant.</li> <li>SO Education, SO Postgraduate and Academic Representation Assistant.</li> <li>SU President, SO Education, SO Postgraduate, SU Director and Policy and Engagement Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Increase student-led initiatives and campaigns, with a view to promoting and influencing change, focusing on campaigns with the greatest impact (for example, opposing funding cutbacks in Higher Education funding).</li> </ul>	<ul style="list-style-type: none"> <li>Having an influential voice on local and national issues including the ability to influence policy at a government level, particularly on issues such as cuts and fees.</li> <li>The Union to be seen as a key partner in shaping Higher Education policy at government level, with student officers</li> </ul>	<ul style="list-style-type: none"> <li>Student Officers to lead on initiatives and campaigns in relation to HE Funding.</li> <li>Student Officers to continue to increase engagement with political representatives (with support from the Queen's Public Engagement Unit), leading to positive engagement between the SU and all political parties, with buy-in from political parties on issues affecting students.</li> <li>The Student officer Team to engage and effectively represent the interests of the SU on the All-Party Group on Students pending the re-instatement of the Stormont Assembly.</li> <li>The SU to respond to relevant Public Consultations.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019.</li> <li>Ongoing.</li> <li>Ongoing.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>SU President and Student Officer Team.</li> <li>SU President and SU Director.</li> <li>Student Officer Team.</li> <li>SU President, SU Director and Policy and Engagement Manager.</li> </ul>

	regularly called upon for their views.			
<ul style="list-style-type: none"> <li>Continue to improve our environmental status and support the elected officer team to lobby the University on ethical and environmental issues as well as encouraging students to get involved in environmental projects.</li> </ul>	<ul style="list-style-type: none"> <li>The Union recognised as continually improving with regards environmental and sustainability issues.</li> </ul>	<ul style="list-style-type: none"> <li>The Students' Union to lead the way in the implementation of Ethical and Environmental issues, e.g. best practice in recycling of waste and ensuring the new Student Centre design is highly sustainable and efficient with a BREEAM excellent rating.</li> <li>The SU to re-achieve 'Very Good' in the Green Impact Accreditation following assessment for the standard in 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>May 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU President and SU Director.</li> <li>SU President and Policy and Engagement Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Review our catering following member feedback from the 2015 SU Survey.</li> </ul>	<ul style="list-style-type: none"> <li>A range of food and catering solutions available to meet all budgets.</li> <li>Kitchen facilities available for students to 'bring your own' food as well as improved spaces for eating and relaxing.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the provision of value for money food and drink within the Union that is market aligned.</li> <li>Continue to introduce a wider range of food and drink in the SU shop with a number of offers.</li> <li>Ensure that student kitchen facilities will continue to be available in the SU decant accommodation on Elmwood Avenue.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>Ongoing.</li> <li>September 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Retail and Premises Manager.</li> <li>Retail and Premises Manager.</li> <li>SU Director.</li> </ul>

## THEME 4: We're Available, Active, Approachable

↳ *Being on the ground & visible to students*

<b>WHAT WE WILL DO</b>	<b>WHAT IS SUCCESS BY 2020?</b>	<b>ACTIONS FOR 2018/19</b>	<b>DATE</b>	<b>LEAD RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Re-focus our democratic activity to be more student facing.</li> </ul>	<ul style="list-style-type: none"> <li>The Student Officer team recognised as being more welcoming and accessible to students.</li> </ul>	<ul style="list-style-type: none"> <li>Increase face to face interaction with students through being more visible throughout campus via initiatives such as 'School and Institute Induction Talks' (4,000 students), 'Pop-up SU' and Student Officer Surgeries (500 students), 'WellFest' (3,000 students), Enrolment and Registration (2,000 students) and running SU roadshows, information workshops and drop-in sessions (500 students).</li> </ul>	<ul style="list-style-type: none"> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU President and Marketing Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Have a well-resourced marketing and communications team that is able to communicate clearly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>An annual marketing, communications and campaigns budget in place, resulting in better engagement with the student population and key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Budget in place to support a strategically aligned programme of marketing, communications and campaigns for 2018-19 (with emphasis on promoting the new temporary home for the SU), as well as budgets allocated to student officer campaigns and activities.</li> </ul>	<ul style="list-style-type: none"> <li>August 2018.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director and Marketing Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Develop a new, modern website.</li> </ul>	<ul style="list-style-type: none"> <li>New website by 2017, offering better interaction with students and increased traffic to the site.</li> </ul>	<ul style="list-style-type: none"> <li>New website to be explored in 2018-19 following procurement and implementation of a new SU Integrated Management System. The website will be interoperable with the IMS.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>SU Marketing Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Communicate our governance structures more clearly.</li> </ul>	<ul style="list-style-type: none"> <li>Students to have a better understanding of our decision-making structures.</li> <li>SU Council more visible and representative of students.</li> </ul>	<ul style="list-style-type: none"> <li>Improved communications with the student body ensuring the SU website is up to date with dates of Council meetings etc.</li> <li>Continue providing live tweeting of Council meetings to better communicate Council decisions to the student body and to improve engagement within the SU.</li> <li>Develop new and innovative ways of communicating our governance structures, e.g., enhanced on-line polling, Council updates communicated to the student body via info-graphics etc.</li> <li>Aim to hold a minimum of 1 SU Council meeting off-site, in professional debating Chambers (e.g. Parliament Buildings or Belfast City Hall), to improve engagement.</li> <li>Increased emphasis on promoting SU Council elections to underrepresented groups.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>Ongoing.</li> <li>Ongoing.</li> <li>April 2019.</li> <li>October 2018.</li> </ul>	<ul style="list-style-type: none"> <li>SU Marketing Manager.</li> <li>SU Marketing Manager.</li> <li>SU Marketing Manager and SU President.</li> <li>SU President and Representation Support Officer.</li> <li>Marketing Manager and Student Voice Team.</li> </ul>

<ul style="list-style-type: none"> <li>• Work in partnership with relevant Queen's departments to ensure that we effectively communicate with our students.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved communication with the student body, external stakeholders and the wider community.</li> </ul>	<ul style="list-style-type: none"> <li>• Further develop relationships with for example, the University's Communications Department and the Public Engagement Unit in order to effectively engage with external stakeholders and the wider community.</li> <li>• Continued engagement with the new Faculties and Schools via representation on committees and one-to-one engagement.</li> <li>• Continue to explore opportunities for cross-functional collaboration within the Student Plus Directorate through joint working, sharing resources, joint initiatives etc.</li> <li>• Collaborate with the Public Engagement Unit to support PEU in showcasing the 5 SU initiatives selected by PEU as signature Social Charter Projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director, SU President, Enterprise SU Manager, Volunteer SU Manager, Volunteer and Community Support Officer and Marketing Manager.</li> <li>• SU Director and SU President.</li> <li>• SU Director and SU President.</li> <li>• Volunteer SU Manager, Enterprise SU Manager and Clubs &amp; Societies Co-ordinator.</li> </ul>
<ul style="list-style-type: none"> <li>• Aim to have increased numbers of students using our services and a highly visible representative service within the Union.</li> </ul>	<ul style="list-style-type: none"> <li>• Student Officers spending more time actively engaging with the student population through the SU pop-up initiative, lecture shout-outs and drop-in clinics etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Pop-Up SU and student officer surgeries to be delivered, in both semesters by Student Officers engaging a minimum of 500 students.</li> <li>• Student Officers to deliver Induction talks in every School and Institute (15 Schools and 3 Institutes), to promote the services of the Union, supported by ongoing engagement with the student body throughout the year via scheduled workshops, roadshows and drop-in clinics etc.</li> <li>• Increase participation at postgraduate taught level and research induction talks.</li> <li>• Schedule one 'Student Officer' surgery in each School / Institute in each semester.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Student Officer Team and Student Voice Team.</li> <li>• SU President.</li> <li>• Student Officer Team and Student Voice Team.</li> <li>• Student Officer Team and Student Voice Team.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve our social media presence so that students want to engage and connect with us more regularly.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater levels of interaction with students across various social media platforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers of students communicating with the SU through for e.g. Facebook (target 16,000 'likes' increasing from 15,691 at July 2018), Twitter (target 10,400 followers increasing from 9,928 in July 2018) and Instagram (target 1,400 likes increasing from 1,262 in July 2018).</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Marketing Manager.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure all of our students feel included, supported and part of the Union.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications developed that better reflect and celebrate the diversity of our student body.</li> </ul>	<ul style="list-style-type: none"> <li>• Constantly review best practice from other Student's Unions (through for example, attendance at SU2019 conference), to establish creative and innovative ways to communicate with the student body.</li> </ul>	<ul style="list-style-type: none"> <li>• July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• All staff.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve communication of our achievements</li> </ul>	<ul style="list-style-type: none"> <li>• The achievements of the Students' Union effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure SU achievements are more effectively communicated to the student body.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director, Marketing Manager and Clubs and Societies Co-ordinator.</li> </ul>

and the achievements of our students to the membership.	communicated both internally and externally.			
<ul style="list-style-type: none"> <li>• Make students more aware of how to locate our various support services.</li> </ul>	<ul style="list-style-type: none"> <li>• More effective communication on how to access all support services in the Union, including implementing better signage.</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasis on effective way finding and signage directing students to the new temporary SU between 2018-21.</li> <li>• More effective communication with the student body in line with the Data Sharing Protocol agreed between the SU and the University.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director and Marketing Manager.</li> </ul>

## THEME 5: Serious about Your Success

↳ *Committed to developing your potential*

<b><u>WHAT WE WILL DO</u></b>	<b><u>WHAT IS SUCCESS BY 2020?</u></b>	<b><u>ACTIONS FOR 2018/19</u></b>	<b><u>DATE</u></b>	<b><u>LEAD RESPONSIBILITY</u></b>
<ul style="list-style-type: none"> <li>• Provide excellent volunteering opportunities and experiences to all students ensuring our membership makes a positive contribution within local, national and international communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriately resource Volunteer SU so it continues to provide outstanding volunteering experiences as well as making a positive contribution to wider society.</li> <li>• 10% increase in students participating in volunteering to over 6,000 students by 2020.</li> <li>• Connections with over 300 external volunteer involving organisations by 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of a Volunteering module as part of the new Integrated Management System to assist in the day to day running of Volunteer SU.</li> <li>• Effective marketing and promotion of Volunteer SU activity, through infographics etc.</li> <li>• Introduce a FAQ section on the SU website to better educate and support students interested in getting involved in Volunteering.</li> <li>• Attend Freshers' Fair, SU Pop-Ups and other promotional events; produce and disseminate regular newsletters, regular activity on social media and the SU website and promote MyFuture (and eventually the new SU IMS) to students and volunteer involving organisations to effectively communicate the benefits of volunteering to students. Promote volunteering opportunities available to meet the following engagement levels;               <ul style="list-style-type: none"> <li>➤ Volunteer SU to engage with 6,500 students in 2018-19.</li> <li>➤ Volunteer SU to account for 6,000 student volunteers in 2018-19.</li> <li>➤ 950 students to have received one to one guidance on volunteering or have researched volunteering opportunities via the new SU IMS.</li> <li>➤ 200 volunteering opportunities to be promoted via My Future or the new IMS.</li> <li>➤ 7,200 students signed up to the Volunteer SU newsletter.</li> <li>➤ 1,000 followers on Twitter, 850 likes on Facebook page and 300 members of Facebook group.</li> <li>➤ 185 Millennium Volunteers awards achieved by students.</li> <li>➤ 15 Prestige Volunteers awards achieved by students.</li> <li>➤ 210 students to achieve Degree Plus through volunteering.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• June 2019.</li> <li>• June 2019.</li> <li>• Oct 2018.</li> <li>• June 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer SU Team.</li> <li>• Volunteer SU Team.</li> <li>• Volunteer SU Manager.</li> <li>• Volunteer SU Manager.</li> </ul>

		<ul style="list-style-type: none"> <li>• Successful delivery of Inspiring Leaders Programme, with 150 students selected to participate, from 180 applications. <ul style="list-style-type: none"> <li>➢ An Inspiring Leaders Graduation Ceremony delivered to celebrate the achievements of participants.</li> <li>➢ 2 Inspiring Leaders Masterclasses to be delivered, with 60 student engagements.</li> <li>➢ Successful partnership working with programme sponsors.</li> </ul> </li> <li>• Continue to co-ordinate and support a minimum of 19 Homework Clubs, supporting 570 local children and young people. 160 students to be successfully matched to a Homework Club from 210 applications. <ul style="list-style-type: none"> <li>➢ Continue to develop the knowledge and skills of Homework Club volunteers through facilitating 5 specialist workshops, with 170 student engagements.</li> <li>➢ Co-ordination of a campus-based activity for Homework Clubs children and young people to contribute in raising their aspirations towards further and higher education.</li> <li>➢ Facilitate an annual Homework Clubs Co-ordinators Focus Group, enabling the sharing of best practice and development of the initiative.</li> <li>➢ Conduct 2 mid-semester Support Check-in's with Homework Clubs student volunteers, recognising their efforts via volunteer certificates.</li> </ul> </li> <li>• Emphasis on building external links with Volunteer SU being aligned with over 450 Volunteer Involving Organisations.</li> <li>• Volunteer SU to co-ordinate 2 Volunteer Working Group Meetings.</li> <li>• Facilitate 5 volunteer-related events/activities during development weeks.</li> <li>• Support 30 Lloyds Scholars in achieving their volunteering targets, as part of the Lloyds Scholars Programme.</li> <li>• Implementation of a global volunteering Degree Plus Route A pathway.</li> <li>• A Volunteer SU Social Media Strategy to be developed to improve Volunteer SU's engagement as well as exploring the feasibility of introducing Volunteer SU Instagram.</li> </ul>	<ul style="list-style-type: none"> <li>• May 2019.</li> <li>• July 2019.</li> <li>• June 2019.</li> <li>• July 2019.</li> <li>• May 2019.</li> <li>• June 2019.</li> <li>• Oct 2018.</li> <li>• Oct 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer SU Manager.</li> <li>• Volunteer Support Officer.</li> <li>• Volunteer SU Manager.</li> <li>• Volunteer SU Manager and Volunteer and Community Officer.</li> </ul>
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<ul style="list-style-type: none"> <li>• Increase the volume of volunteering opportunities with an emphasis on the development of student-led activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate support provided for Student-led volunteering initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide ongoing support to student-led volunteering initiatives such as RAG and Enactus, while also encouraging participants of the Innovateher programme to use their enterprise skills to support RAG fundraising initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer SU Manager and Enterprise SU Manager.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide our students with CV enhancing skills, accreditations, recognition schemes and experiences.</li> </ul>	<ul style="list-style-type: none"> <li>• The Union recognised as ‘adding value’ to the student experience.</li> <li>• Internal and external student accreditation opportunities provided annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure each student engaging in activity is aware of Degree Plus and has the opportunity to sign up to Degree Plus in order to get recognition for their activities.</li> <li>• Actively promote internal and external accreditation opportunities including ‘Prestige Volunteers’ and ‘Millennium Volunteers’.</li> <li>• Encourage students to access external sources of enterprise support, and take part in competitions, developing their skills and experience.</li> <li>• The SU to appropriately plan its activities considering the changes arising from the new academic year, ensuring the student experience is maximised.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer SU Manager, Clubs and Societies Officer and Enterprise SU Manager.</li> <li>• Volunteer SU Manager and Enterprise SU Manager.</li> <li>• Enterprise SU Manager.</li> <li>• SU Director and SU President.</li> </ul>

<ul style="list-style-type: none"> <li>• Work in partnership with Queen's Careers and Employability department to provide students with access to employers and employment opportunities, linking the work of Enterprise SU to improve future employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Students indicating that they feel better placed to avail of employment opportunities.</li> <li>• Students provided with more exposure to employers.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular engagement with employers. Companies supporting SU activities through sitting on assessment panels, providing guest speakers and sponsorship of programmes and initiatives etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director, SU President, Volunteer SU team and Enterprise team.</li> </ul>
<ul style="list-style-type: none"> <li>• Promote innovative student enterprise programmes by continuing to develop and improve the range of initiatives run by Enterprise SU.</li> </ul>	<ul style="list-style-type: none"> <li>• 5% increase, year on year, in the number of students engaging in a range of enterprise programmes and initiatives.</li> <li>• Improved student employability and enterprise skills and increased exposure to business support agencies such as Invest NI and the Northern Ireland Science Park.</li> <li>• Improvements to our incubation facilities and the Enterprise Suite to better facilitate student entrepreneurship.</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 2,991 students (5% increase on previous year) to engage in entrepreneurial activity including; <ul style="list-style-type: none"> <li>➢ A minimum of 550 students accessing information via the Enterprise SU newsletter, with the number of students registered to receive the newsletter increasing from 2,780 students in 2017/18 to over 2,900 by July 2019.</li> <li>➢ 'Let's talk Enterprise' workshops, taster sessions and enterprise activity to be delivered to over 2,400 students across various schools, increasing by 5% from the previous year.</li> <li>➢ A minimum of 150 one to one business advice sessions to be delivered to students.</li> <li>➢ Delivery of the 'What's the Big Idea' competition securing a minimum of 90 applications.</li> <li>➢ Delivery of QUB Dragons' Den with a minimum of 55 applications received from 90 students.</li> <li>➢ Successful Delivery of Innovateher with a target number of 25 participants (maximum number of participants permitted).</li> <li>➢ Secure a minimum of 15 places for Queen's students on Belfast Enterprise Academy.</li> <li>➢ A minimum of 25 students to be supported in applying to external competitions and external funded programmes and initiatives, achieving success at a local and National level.</li> <li>➢ A maximum of 7 students (capacity) to be provided with free incubation space via 'The Hatch'.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• June 2019.</li> <li>• June 2019.</li> <li>• July 2019.</li> <li>• Dec 2018.</li> <li>• April 2019.</li> <li>• April 2019.</li> <li>• Dec 2018.</li> <li>• July 2018.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Team.</li> </ul>

		<ul style="list-style-type: none"> <li>➤ A range of events including a business start-up bootcamp to be delivered as part of Development Weeks, with 30 students participating.</li> <li>➤ Engage with a minimum of 580 students through the delivery of a range of enterprise events across campus as part of the Santander Universities Enterprise and Entrepreneurship fund.</li> <li>➤ A minimum of 5 students to achieve degree plus route A through running their own business</li> </ul> <ul style="list-style-type: none"> <li>• Continue to develop links with internal Queen's departments, for example, Research and Enterprise and Careers and Employability as well as key external stakeholders and Business Support Agencies such as Belfast City Council, Invest NI, Catalyst Inc. and numerous private companies.</li> <li>• Deliver a minimum of 2 joint initiatives with the Graduate School throughout 2018-19, with a view to enhancing support to Postgrads.</li> <li>• Investigate new opportunities to engage young people with business opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• May 2019</li> <li>• May 2019</li> <li>• May 2019</li> <li>• Ongoing</li> <li>• July 2019.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Team.</li> <li>• Enterprise Team.</li> <li>• Enterprise Team</li> <li>• Enterprise Team.</li> <li>• Enterprise Team.</li> <li>• Enterprise Team.</li> </ul>
<ul style="list-style-type: none"> <li>• In addition to the Enterprise SU activity run in the Students' Union we will work with Schools to further extend our support in developing student enterprise and entrepreneurship skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers of Schools embedding entrepreneurial activity into their course curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver enterprise workshops, taster sessions and enterprise activity to over 2,328 students across various Schools (5% increase on previous year).</li> <li>• Facilitate a university wide enterprise forum 3 times a year, open to all staff members involved in enterprise related activity to collaborate, share knowledge and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• April 2019.</li> <li>• May 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Team.</li> <li>• Enterprise Team.</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare students to be future socially responsible leaders through delivery of programmes focusing on developing leadership skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Extension secured of the Inspiring Leaders Programme beyond 2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed. The programme will continue as part of the new SU funding model.</li> </ul>	<ul style="list-style-type: none"> <li>• -</li> </ul>	<ul style="list-style-type: none"> <li>• -</li> </ul>
<ul style="list-style-type: none"> <li>• Provide advice and administrative support to a growing</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate staffing resource in place to support our Clubs and Societies.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment of a new Club Development Officer post to better support and develop over 50 sports clubs at Queen's.</li> </ul>	<ul style="list-style-type: none"> <li>• December 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• SU Director and Clubs and Societies Co-ordinator.</li> </ul>

number of Clubs and Societies.				
<ul style="list-style-type: none"> <li>Clubs and Societies supported to ensure that they continue to make a significant contribution to the lives of our students.</li> </ul>	<ul style="list-style-type: none"> <li>Increased funding for Clubs and Societies to improve facilities and the programme of activities delivered by these student groups.</li> </ul>	<ul style="list-style-type: none"> <li>Completed in 2017-18.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>
<ul style="list-style-type: none"> <li>Review the Clubs and Societies Finance Office processes.</li> </ul>	<ul style="list-style-type: none"> <li>Effective and efficient financial processes in place.</li> </ul>	<ul style="list-style-type: none"> <li>Completed. Regularly review the changes implemented as part of the Clubs and Societies Review, as stated in the Clubs and Societies Review Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>SU Director and Finance Office Supervisor.</li> </ul>
<ul style="list-style-type: none"> <li>Students' skills and experiences enhanced through annual extra-curricular activities, internships and work experience.</li> </ul>	<ul style="list-style-type: none"> <li>Work experience provided within the Union ranging from part-time jobs to placements and internships.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of 3 Interns in September 18' to support Student Development activity.</li> <li>Recruitment of a graduate enterprise officer (1 year post)</li> <li>Recruitment of a Graphic Design placement student in August 18'.</li> <li>Part-time job opportunities to be promoted to Queen's students in the SU Shop and Bars.</li> </ul>	<ul style="list-style-type: none"> <li>September 2018.</li> <li>September 2018</li> <li>September 2018.</li> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer SU Manager/Enterprise SU Manager.</li> <li>Enterprise SU Manager</li> <li>Marketing Manager.</li> <li>Bars Manager, Retail and Premises Manager and Marketing Manager.</li> </ul>