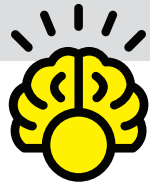


2021-2024 Strategic Plan

Our Vision: To be the Number One Student Union in the World



1. Student-Centric Mindset

Goal: Centering student goals and student perspectives within our operational decisions and strategic development

Key Strategic Initiatives

- Engage and be leaders of student trends
- More visibly, celebrate and promote student talent
- Student-focused social media
- Improve and streamline student programs
- More frequent surveys of students to discover what they want

Performance Measures

- Increased awareness, engagement and satisfaction
- Increase membership incl. Rewards
- Increased participation in C&S
- Number of combined events at satellite campuses
- Document and report average response time and resolution for student enquiries
- Increased attendance at our events
- Increased attendance and spend at our outlets

Pillars



2. Engaged Stakeholders and Sustainable Development

Goal: Establish, grow and leverage key stakeholder relationships to ensure organisational sustainability

Key Strategic Initiatives

- Deliver a communications strategy that builds the profile of the USU
- Continuing building trust with the University and delivering solutions
- Enhance collaboration and leverage respective expertise and resources
- Investigate merits of incorporation for the USU

Performance Measures

- Establish a formal forum of seeking feedback on performance every quarter from University stakeholders by December 2021
- Partner with the University on new projects to secure new opportunities
- Increase transparency and visibility of reporting metrics and KPIs as part of annual reporting process
- EOI established for potential advisors



3. Right Culture, Right Values

Goal: Build a culture of mutual respect

Key Strategic Initiatives

- Collaboratively develop organisational values
- Develop a staff engagement strategy.
- Conduct a biannual staff survey
- Align activities and operations to agreed values
- Identify and close policy gaps.
- Establish clear Terms of Reference for all committees

Performance Measures

- Values statements created and implemented
- Staff engagement strategy developed and implemented
- Conduct an annual Board performance review
- Policy and procedure gaps filled
- Board Charter and Committee Terms of Reference developed
- Increased attendance and spend at our outlets

Governance Item	Initiative number	Project/ Initiative	Milestone Code	Milestone	Primary Responsible	Secondary Responsible	Third Responsible	Our Action	Due Date
S.2021.1 Student-Centric Mindset	S1.1.1	Implement a program of regular consultation/forums and acquiring new data through surveys to engage and be leaders of student trends by end semester 2, 2022. (leverage organic spaces of student opinion e.g. rants, student media.)	S1.1.1.1	Programs and Marketing teams to co-design a survey mechanism to identify student trends. Survey to be developed by April 2022	Robyn Matthews	Louise Anthony		HOD meeting	22-Apr-22
			S1.1.1.2	Twice annually survey of members, student staff, and C&S executive	Robyn Matthews	Kelsey Rimmer		Note	17-Jun-22
			S1.1.1.3	Organic social media feedback. Monthly reporting of log feedback. Investigate improved systems	Anneke VanDerLey			Note	17-Jun-22
			S1.1.1.4	Marketing to identify and report on cultural, generational, behavioural and macro- environmental trends. Develop recommendations and budget by June 2022.	Robyn Matthews			Note	18-Jun-21
			S1.1.1.5	Programs Dept to create sub groups of 'communities of practice' amongst C&S - e.g Performing Arts, and to hold twice yearly forums / workshops with these groups to uncover emerging trends or needs.	Louise Anthony	Kelsey Rimmer		Note	01-Mar-22
			S1.1.1.6	Operations to create a market research group to test recipes and new products	Jess Reed	Ben Pinney		Note	01-Jul-22
			S1.1.1.7	Operations Conduct annual benchmarking across campuses and High St to assess demographic performance and conduct regular industry research for inspiration and to source trends, new products and services	Jess Reed	Ben Pinney		Note	18-Nov-22
	S1.1.2	Implement a program to create a diversity framework and better promoting and amplifying diverse student voices by end 2022.	S1.1.2.1	RAP plan to be developed in consultation with indigenous groups by mid 2023	Ruth Altman			Note	17-Jun-22
			S1.1.2.2	Consult with diverse groups to reimagine USU's engagement with and voice for these groups and activities. By end 2022	Louise Anthony	Kelsey Rimmer		Note	02-Dec-22
			S1.1.2.3	Better reflect student life and highlight the achievements and profile of diverse groups through expanding the remit of student media (PULP). Including diversity, queer, ethno, international, environmental, cultural, socio-economic with featured guest writers / collaborators.	Andrew Mills	Robyn Matthews		Note	17-Jun-22
			S1.1.2.4	Implement Verge's student-led platform, Verge Projects that provides on campus exhibition opportunities for students from diverse cultural and economic backgrounds.	Tesha Malott	Louise Anthony		Note	17-Jun-22
	S1.1.3	Implement a program to upskill our student leaders by Aug 2022.	S1.1.3.1	In collaboration with USYD Student Life and other student associations, identify and implement training opportunities for club execs	Louise Anthony	Kelsey Rimmer		Note	01-Mar-22
			S1.1.3.2	In collaboration with USYD Student Life and other student associations, secure increased SSAF funding to significantly expand student leadership training.	Louise Anthony	Kelsey Rimmer		Note	01-Mar-22
			S1.1.3.3	Create policy and procedure documents for Club Execs and Student Leaders to refer to for behavioural incidents	Bec Sedicol	Kelsey Rimmer		Note	01-Mar-22
			S1.1.3.4	Roll out training videos and resources to upskill student leaders in administrative tasks	Kelsey Rimmer	Louise Anthony		Note	01-Jul-22
	S1.1.4	Implement a program of regular consultation to identify engagement opportunities at satellite campuses by 1 August 2022.	S1.1.4.1	USU and Con to define potential co-designed initiatives and seek SSAF funding.	Andrew Mills	Kelsey Rimmer		Note	05-Nov-21
			S1.1.4.2	USU and SCA to collaborate to create a pop-up gallery in Wentworth Building by Sem 2 2022	Louise Anthony	Jess Reed		Note	11-Mar-22
			S1.1.4.3	Marketing and Programs to co-design communication and events program within the annual calendar of events. By Sem 2 2022	Louise Anthony	Robyn Matthews		Note	12-Aug-22
			S1.1.4.4	Investigate USU presence in satellite campuses.	Sam Trodden			Note	08-Apr-22
			S1.1.4.5	Campus After Dark funding to be implemented in collaboration with Con.	Jess Reed			Note	08-Apr-22
			S1.1.4.6	Create communities of practice within satellite campuses to consult and determine engagement opportunities	Louise Anthony	Kelsey Rimmer		Note	08-Apr-22
			S1.1.4.7	Create communities for inter-faculty creative practice to consult and determine engagement opportunities	Tesha Malott			Note	30-Dec-22
	S1.2.1	Implement a program to more visibly celebrate and promote student talent through lunchtime performances, night time gigs at Hermann's, slam nights by semester 2. Recruit Performing Arts Manager by Jan 2022	S1.2.1.1	Create a performer database with newsletter (end of sem 2022)	Louise Anthony			Note	01-Aug-22
			S1.2.1.2	Look for collaboration and co-design opportunities with Con, SCA, indigenous diverse, and other groups.	Louise Anthony			Note	11-Mar-22
			S1.2.1.3	Create a roster of regular student events across key venues	Jess Reed	Ben Pinney	Dave Sullivan	Note	25-Mar-22
			S1.2.1.4	Engage student performers through dedicated performance spaces, shows, events and opportunities	Jess Reed	Ben Pinney	Dave Sullivan	Note	03-Jun-22
			S1.2.1.5	Develop key creative arts events, e.g. film festivals, band comps etc to promote student talent	Jess Reed	Louise Anthony	Ben Pinney	Note	17-Jun-22
			S1.2.1.6	Recruit performing arts coordinator role (Jan 2022). Improve systems of communication	Louise Anthony			Note	14-Jan-22
	S1.3.1	Implement a program to: a) recruit student content creators to have more student influence on what we create and put out on social media; b) engage more	S1.3.1.1	Recruit a FTE position of Content Creator to support the Marketing team	Andrew Mills			Note	22-Apr-22

Governance Item	Initiative number	Project/ Initiative	Milestone Code	Milestone	Primary Responsible	Secondary Responsible	Third Responsible	Our Action	Due Date	
		clubs and societies by incorporating their content in social media and live events calendar; and c) develop a communication strategy targeting students by mid 2022.	S1.3.1.2	PULP: Develop costing and biz case	Andrew Mills	Rebecca Sahni		Note	05-Nov-21	
			S1.3.1.3	PULP: Recruitment / election process for new editorial team	Robyn Matthews		Note	11-Mar-22		
			S1.3.1.4	PULP: New editorial team in place	Robyn Matthews		Note	01-Jul-22		
	S1.4.1	Revolutionise student programs, implementing ground-breaking initiatives and events that set the benchmark for student unions around the world.	S1.4.1.1	Improve and streamline student programs by combining and simplifying departments thereby cutting down bureaucracy and improving communications and synergies	Louise Anthony			Note	01-Jul-22	
	S1.4.2	Implement a program to factor hybridity in our operational model - not only in type of student (international and domestic) but also in method (online and physical) by Sem 2, 2022	S1.4.2.1	Review current program offering to identify gaps and opportunities for hybrid delivery by Sem 2 2022	Louise Anthony	Sam Trodden		Note	01-Aug-22	
			S1.4.2.2	Develop specific digital programs to remedy gaps identified and ensure accessibility of programs by Sem 2 2022	Louise Anthony	Sam Trodden		Note	01-Aug-22	
	S1.4.3	Implement a program to improve processes of student hiring by increasing outreach by end semester 2, 2022. (We must do so by expanding networks in collaboration with other stakeholders)	S1.4.3.1	Review current processes and role/organisational needs, change regulations as necessary. Involves collaboration with all stakeholders and expansion of networks.	Ruth Altman	Louise Anthony	Robyn Matthews	HOD meeting	25-Mar-22	
			S1.4.3.2	Identify stakeholders and networks, in consultation with relevant departments	Ruth Altman	Louise Anthony	Robyn Matthews	Note	06-May-22	
			S1.4.3.3	Establish networks and relationships	Ruth Altman	Louise Anthony	Robyn Matthews	Note	23-Sep-22	
			S1.4.3.4	Change Regulations	Ruth Altman		Board Paper	04-Nov-22		
	S1.4.4	Develop a clear mental health strategy - this includes clearer sexual misconduct response strategy; extending food box services, and mental health and first-aid training for USU staff and society executives by end August 2022.	S1.4.3.5	Implement changes	Ruth Altman			Note	30-Dec-22	
			S1.4.4.1	Strategy for staff, including staff and management training and interventions. Part of engagement plan. In consultation/collaboration with SLT and WHS Committee	Ruth Altman	Andrew Mills	Nicole Saadeh	Board Paper	30-Dec-22	
			S1.4.4.2	Care packages to permanent staff	Jess Reed			Note	13-Aug-21	
			S1.4.4.3	Care packages to casual staff	Jess Reed			Note	08-Oct-21	
	S1.5.1	Improve student user experience through improvement to club software and website	S1.4.4.4	Implementation of student leadership training	Kelsey Rimmer			Note	01-Aug-22	
			S1.5.1.1	Increase automation to reduce administrative burden on staff and redeploy time to assisting with improved training, communications	Jimmy Turnbull	Kelsey Rimmer		Note	01-Aug-22	
			S1.5.1.2	Make programs and clubs more accessible and increase engagement and acquisition of new members through website improvements	Jimmy Turnbull	Kelsey Rimmer		Note	01-Aug-22	
				S1.5.1.3	Intuitive interfaces that require less training and assistance, particularly for new club executives and international students	Jimmy Turnbull	Kelsey Rimmer		Note	01-Aug-22
	S.2021.2. Engaged Stakeholders and Sustainable Development	S2.1.1	Implement a program to deliver a communications strategy that builds the profile of the USU, amplifies the voice of our members, and articulates our shared achievements. Establish and implement a communication plan with our members by December 2021.	S2.1.1.1	Establish and implement a communication plan for our key stakeholder groups by WF Sem 1, 2022	Robyn Matthews			Note	31-Dec-21
				S2.1.1.2	Review and refresh Comms plan on a 6-monthly basis.	Robyn Matthews			Note	17-Jun-22
S2.1.1.3				Review and refresh Comms plan on a 6-monthly basis.	Robyn Matthews			Note	16-Dec-22	
S2.1.1.4				Investigate tools to help USU to target communications to key segments such as Alumni, Undergrads, Post Grads, Intl Students, Free / Rewards membership, Uni Staff. New tools identified by Q3 2022.	Robyn Matthews			Note	07-Oct-22	
S2.1.1.5				New tools implemented by end of 2022	Robyn Matthews			Note	30-Dec-22	
S2.1.1.6				Utilise industry groups to grow USU's profile within the industry, e.g. through industry awards	Jess Reed	Robyn Matthews		Note	25-Mar-22	
S2.1.1.7				Leverage opportunities with past membership and alumni through meaningful engagement.	New Membership Manager			Note	20-May-22	
S2.1.2		Build the profile of the USU and amplify the voice and achievements across our communities and touchpoints by end October 2022.	S2.1.2.1	Review relevance, products and positioning of USU brands and sub brands (e.g. Host Co, USYD Store, USU2U, PULP, Rewards, Signature events, etc)	Robyn Matthews			Note	31-Dec-21	
			S2.1.2.2	Measure / track brand awareness measured by Uni Census surveys each semester.	Robyn Matthews			Note	08-Apr-22	
			S2.1.2.3	Measure / track brand awareness measured by Uni Census surveys each semester.	Robyn Matthews			Note	12-Aug-22	
			S2.1.2.4	Establish a clear marketing plan for each revenue segment (HostCo / USYD Store / USUeats etc), and leverage platforms to amplify visibility of USU's activity	Robyn Matthews			Note	21-Oct-22	
S2.2.1		Implement a program to continue building trust with the University (agree common goals, confidence in ability and communication channels and delivering solutions) Establish USU's status as critical partner to University in delivering their student experience strategy by December 2021, and measure these improved relationships by the end of 2022. . Quarterly review of University Trust initiative.	S2.2.1.1	Meet with new VC Mark Scott to profile USU capabilities and achievements to build understanding and trust.	Andrew Mills	Jess Reed		Note	31-Dec-21	
			S2.2.1.2	Engage widely with UE to identify opportunities to further USU engagement with USYD and faculties that leverage USU facilities and capabilities (e.g. Grads, hosting Balls, new spaces, Alumni events, fundraising for major projects, etc).	Andrew Mills	Jess Reed		Note	31-Dec-21	
			S2.2.1.3	Utilise USU's expertise in events and services to become essential to the University's successful operation, e.g. Graduations, Orientation, Open Days.	Jess Reed	Fiona Garnham	Louise Anthony	Note	13-Jan-23	
S2.2.2		Develop and implement a program of performance measures regarding the Affiliation Agreement and tactical activities by July 2022	S2.2.2.1	Set up reporting framework	Jess Reed			Note	03-Dec-21	
			S2.2.2.2	The Affiliation Agreement and tactical activities is completed by July 2023	Jess Reed			Note	01-Jul-22	
			S2.2.3.1	Consult and collaborate with USYD Environment Institute (SEI), and other key stakeholders to co-design an ESG strategy	Jess Reed	Ruth Altman	Ben Pinney	Note	17-Jun-22	
S2.2.3		Develop an ESG (environmental, social and governance) strategy and implement reporting by end of	S2.2.3.2	Determine KPIs and reporting metrics. Develop dashboard.	Jess Reed	Ruth Altman	Ben Pinney	Note	26-Aug-22	

Governance Item	Initiative number	Project/ Initiative	Milestone Code	Milestone	Primary Responsible	Secondary Responsible	Third Responsible	Our Action	Due Date
S.2021.3. Right Culture, Right Values	S2.2.3	governance/ strategy and implement reporting by end of 2022.	S2.2.3.3	Develop dashboard and establish frequency of reporting.	Jess Reed	Ruth Altman	Ben Pinney	Note	30-Dec-22
	S2.2.4	Leverage relationships to deliver a consistent campus-wide retail master plan in line with USU and University strategy.	S2.2.4.1	Conduct benchmarking and review of campus and retail spaces	Jess Reed			Note	12-Feb-21
			S2.2.4.2	Establish working group with key university stakeholders	Jess Reed	Andrew Mills		Note	09-Apr-21
			S2.2.4.3	Complete RFQ for property agents to manage portfolio	Jess Reed	Clint Smith		Note	02-Jul-21
			S2.2.4.4	Develop strategy and approach for retail mix	Jess Reed	Clint Smith		Note	10-Sep-21
	S2.3.1	Implement a program to enhance collaboration and leverage respective expertise and resources between USU and other student organisations by end of 2022	S2.3.1.1	Reach out to and establish stronger relationships with other student organisation to identify opportunities for collaboration or joint funding from SSAF. Target date July 2022.	Andrew Mills			Note	01-Jul-22
			S2.3.1.2	Prepare list of opportunities and priorities for funding applications aligning to SSAF application timetable.	Andrew Mills			Note	19-Nov-21
			S2.3.1.3	Collaborate with other campuses (e.g. UNSW) to develop city-wide/state-wide/nation-wide approach to major events, e.g. campus music festival	Jess Reed	Louise Anthony		Note	04-Nov-22
			S2.3.1.4	Collaborate with other student associations via SEN to share ideas and experiences	Louise Anthony			Note	30-Dec-22
	S2.3.2	Implement a program where the Board President and CEO to closely engage with Senate and other key stakeholders by mid 2022	S2.3.2.1	President & CEO to invite key Senate stakeholders to USU for a briefing session to demonstrate capabilities and expertise.	Prue Wilkins-Wheat	Andrew Mills		Note	17-Jun-22
	S2.3.3	Leverage University relationships to increase funding and visibility within the community by 2023.	S2.3.3.1	USU Rewards membership offer to USYD Staff	Menuka Giananey			Note	31-Dec-21
			S2.3.3.2	Strengthen staff relationships through more engagement activities to profile / champion USU and its products.	New Membership Manager			Note	03-Jun-22
			S2.3.3.3	Review USU membership offering to ensure it is relevant, valued and affordable.	New Membership Manager			Note	03-Jun-22
			S2.3.3.4	Link the growth of free membership to 60% of enrolled students to increased base funding and resources to provide sufficient support to students (e.g., Membership Manager role).	New Membership Manager			Note	29-Dec-23
			S2.3.3.5	Establish network with faculty Student Experience teams to enhance collaboration and communication for USU initiatives	Kelsey Rimmer	Louise Anthony		Note	02-Dec-22
	S2.3.4	Implement a program to invest in resources to ensure ongoing continuity and sustainability to coincide with budget planning process	S2.3.4.1	Distil research insights into innovative growth opportunities.	Andrew Mills	Jess Reed		Note	03-Jun-22
			S2.3.4.2	Investigate and develop business cases for improved financial and business systems. Streamline / retire inefficient or unused systems to simplify processes e.g., Sage AccPac.	Rebecca Sahni			Note	22-Oct-21
			S2.3.4.3	Investigate and develop business cases for improved business systems. Streamline / retire inefficient or unused systems to simplify processes.	Jess Reed			Note	03-Jun-22
	S2.4.1	Implement a program to investigate merits of incorporation for the USU. Establish formal forums of communication with key University stakeholders for Board and senior management by December 2021.	S2.4.1.1	Board briefing workshop on the pros & cons of Incorporation by legal advisors Thomson Geer - 29 September 2021	Andrew Mills			Note	27-Aug-21
			S2.4.1.2	Secure funding from University to appoint external legal advisors to undertake detailed analysis of and prepare a develop roadmap and key milestones for incorporation investigation project.	David Wright			Note	03-Jun-22
	S3.1.1	Implement a program to collaboratively develop organisational Values by mid 2022	S3.1.1.1	Scope project	Ruth Altman	Nicole Saadeh		Note	02-Jul-21
			S3.1.1.2	Discussions with HoDs/Board	Ruth Altman	Nicole Saadeh		Note	11-Feb-22
			S3.1.1.3	Workshops with staff	Ruth Altman	Nicole Saadeh		Note	06-May-22
			S3.1.1.4	Feedback and recommendations to Board/HoDs/Staff	Ruth Altman	Nicole Saadeh		Note	03-Jun-22
S3.1.1.5			Launch Values, with comms plan	Ruth Altman	Nicole Saadeh		Note	01-Jul-22	
S3.1.2		Develop and implement a staff succession planning system to mitigate potential loss of key staff, relationships and intellectual property by end 2021.	S3.1.2.1	Conduct annual training needs analysis following development reviews and prioritise development needs	Nicole Saadeh			Note	19-Nov-21
			S3.1.2.2	Promote a culture of learning and professional development.	Ruth Altman			Note	19-Nov-21
			S3.1.2.3	Develop appropriate/relevant practices and opportunities eg Internships, traineeships, graduate employment programs, develop and upskill staff in line with the needs of the business. and build capacity to move into more senior roles or broaden career experience and ability to work across functions. Collaborate with USYD Career Centre, CET and other stakeholders. Includes working on career pathways	Ruth Altman			Note	19-Nov-21
S3.1.2.4	This needs to be reassessed and re-written done in line with business objectives. Done in conjunction with workforce planning and organisational structure reviews. Develop appropriate offerings e.g. Fund training / tertiary education pathway / scholarships to staff and their families(?) to attract and retain staff.	Ruth Altman			Note	19-Nov-21			

Governance Item	Initiative number	Project/ Initiative	Milestone Code	Milestone	Primary Responsible	Secondary Responsible	Third Responsible	Our Action	Due Date
			S3.1.2.5	Develop or access external learning and development programs including management and leadership development, coaching, mentoring, technical skills and function appropriate training.	Ruth Altman			Note	19-Nov-21
			S3.1.2.6	In collaboration with Ops and Finance, annually review XX% of Op Contribution is dedicated to staff development and training to increase skills capacity, or agree a dedicated annual budget	Ruth Altman	Jess Reed	Rebecca Sahni	Note	19-Nov-21
	S3.2.1	Implement a program to encourage a performance culture through ongoing feedback between Board and management by end June 2022. Half yearly performance cultur report for Baord discussion	S3.2.1.1	This is separate to remuneration and reward which the following would be part of / bonus system to overall organisation performance / profitability (share the wins).	Ruth Altman			Note	17-Jun-22
			S3.2.1.2	Implement a formal career / salary progression system (Ideal Reviews?). See project on Salary structure and job evaluation	Ruth Altman			Note	17-Jun-22
			S3.2.1.3	Review Employee of the Month in terms of reaching and engaging with all staff.	Ruth Altman			Note	17-Jun-22
	S3.2.2	Develop a staff engagement strategy for Board consideration in December 2021	S3.2.2.1	Staff engagement strategy for Board consideration	Ruth Altman			Note	19-Nov-21
	S3.2.3	Develop a Remuneration and reward strategy which supports culture and objectives and career pathways (and linked to salary structure and job evaluation and possibly performance) by end Feb 2023	S3.2.3.1	Define objectives and options with recommendations (include costings)	Ruth Altman			Board Paper	30-Dec-22
			S3.2.3.2	Communicate and launch	Ruth Altman			Note	10-Feb-23
	S3.3.1	Implement a program to conduct a biannual staff survey to capture feedback on current organisational culture twice pa (June / Dec)	S3.3.1.1	Review needs and assess suitable provider. Given resources and costs and the follow up actions this will incur, it may be annual or every other year with pulse surveys through EH at half yearly mark	Ruth Altman			Board Paper	08-Apr-22
			S3.3.1.2	Design/tailor survey with HoDs/provider	Ruth Altman	Andrew Mills		Note	07-May-21
			S3.3.1.3	Develop Communications and project plans	Ruth Altman	Nicole Saadeh		Note	04-Jun-21
			S3.3.1.4	Launch survey	Nicole Saadeh	Nicole Saadeh		Note	01-Jul-22
			S3.3.1.5	Provider deliver feedback to USU	Ruth Altman			Note	25-Aug-23
			S3.3.1.6	Feedback and recommendations to Board/HoDs/Staff	Ruth Altman	Andrew Mills		Note	23-Sep-22
			S3.3.1.7	Ensure action plans (at organisation and function levels) are implemented with Champions	Ruth Altman	Nicole Saadeh		Note	07-Oct-22
	S3.3.2	Design an appropriate salary structure and job evaluation/grading scheme to ensure equity, transparency and career pathways	S3.3.2.1	Assess existing schemes on market and recommend to Board which one is appropriate for USU	Ruth Altman	Nicole Saadeh	Rebecca Sahni	Note	25-Mar-22
			S3.3.2.2	Consult with and communicate to staff taking legal advice where necessary	Ruth Altman	Nicole Saadeh		Note	20-May-22
			S3.3.2.3	Gather salary data - Benchmark salaries externally	Nicole Saadeh	Ruth Altman	Rebecca Sahni	Note	29-Jul-22
			S3.3.2.4	Design job evaluation scheme with provider, working with Finance on salary modelling	Ruth Altman	Nicole Saadeh	Rebecca Sahni	Note	23-Sep-22
			S3.3.2.5	Run comms sessions for staff, managers and Board	Nicole Saadeh	Ruth Altman		Note	21-Oct-22
			S3.3.2.6	Train assessors	Ruth Altman			Note	18-Nov-22
			S3.3.2.7	Implement scheme with associated changes to terms and conditions of employment	Ruth Altman			Note	27-Jan-23
	S3.4.1	Implement a program to align activities and operations to agreed values. Conduct an annual review in December 2021	S3.4.1.1	Define organisational values (see above)	Ruth Altman	Jess Reed	Louise Anthony	Note	01-Jul-22
			S3.4.1.2	Launch Values, with comms plan	Ruth Altman			Note	01-Jul-22
			S3.4.1.3	Embed in everything we do across the organisation, practices, policies, behaviours, role modelled by Board/SLT/managers. Reviewed on an ongoing basis.	Ruth Altman			Note	01-Jul-22
	S3.5.1	Implement a program to identify policy gaps, write and prepare policies and procedures to close policy and procedure gaps by end 2022	S3.5.1.1	Prepare a list of existing policies requiring review / update, and a list of missing policies. Develop a schedule to complete a review of 33% existing policies, and up to 3 new policies (gaps) by end of 2022.	Andrew Mills	Ruth Altman	Jess Reed	Note	30-Dec-22
			S3.5.1.2	Identify policy gaps for Student Leaders within the Clubs Program and develop policies and procedures to close gaps for this cohort	Bec Sedicol	Kelsey Rimmer		Note	30-Dec-22
	S3.6.1	Establish clear Terms of Reference for all committees by end 2022	S3.6.1.1	ToRs for 50% Committees by mid 2022	Oliver Harding			Note	17-Jun-22
			S3.6.1.2	ToRs for balance 50% Committees by end 2022	Oliver Harding			Note	18-Nov-22