

Officer Review Panel Report to Student Senate 2024-2025 (Semester Two)

Introduction

Originating in a successful student motion from last academic year, the **Officer Review Panel** (ORP) is a new sub-committee of Student Senate tasked with facilitating a more meaningful dialogue between students and Elected Officers around their work, and which operates alongside Student Senate, and other feedback forums to facilitate high-quality processes of officer accountability within Winchester Students' Union.

The ORP brings together a dedicated student panel, who convene to review individual officer reports, discuss officers' work and progress with them, and provide feedback and recommendations to Student Senate for further discussion and ratification of their findings.

The following report features an individual review for each of the Union's elected officers, divided across four categories – for full-time sabbatical officers these include: manifesto, remit, roles & responsibilities, policy & campaigns, and development; for part-time student officers these include: manifesto, areas of interest, representing student views, and teamwork & development. In each case, the following reviews will feature a summary of the panel's discussion, a headline finding (Very Good, Good, or Working towards – with criteria appended in **Appendix I.**), and next steps recommendations. A brief overview of each officer's role and remit has also been included for reference.

Officer Reviews

Prior to the review proper, the panel members would first like to extend a sincere thank you to the Union's Officer team for their time and effort in engaging with the ORP process, in particular compiling their reviews and taking part in the Q+A sections of the work. Officers were provided review forms on the 19th February 2025, and were required to submit their papers on 14th March 2025. Officers were also invited to attend the relevant Q+A sections of the Officer Review Panel held on Wednesday 19th March 2025. All Officers completed a report, and four of the Officer team attended the Q+A section (two Sabbatical Officers, and two Student Officers).

Sabbatical Officer Reviews

Winchester Students' Union's Sabbatical Officers are full-time paid student representatives who are able to serve a maximum of two terms of office, pending election by the general student body each year. They also serve as Trustees of the Students' Union, which is a registered charity.

Students' Union President: Alex Wilson (she/her)

The **President's remit**, in addition the above, includes being an official spokesperson for the Union with external entities (e.g. Winchester City Council, NUS, etc.), Chairing meetings within the Union and University (e.g. Board of Governors), and leading on national campaigns at a local level (where relevant). The President is also the lead on Equality, Diversity & Inclusion, Sustainability, and Coordinating Welcome Activities.

The panel praised Alex's evident passion for equality, diversity, and inclusion, and their championing of under-represented groups on campus (e.g. LGBTQPIA+, disabled community), both through their work with the One Winchester scheme to promote days and months of significance (e.g. Holi, Disability Awareness Month, International Women's day, etc.), as well as more generally.

The panel was also impressed by Alex's future plans, with their emphasis on greater contact time with students as a Sabbatical Officer team by building this into their weekly schedule, as well as her commitment to learn from the experience she's gained from her first year in office in order to advocate for students within university committees more confidently, and effectively – especially given noted ongoing frustrations in this regard.

Given the brief time-frame, it is understandable that small progress has been made on the panel's previous recommendations around linking student feedback to action, and demonstrating tangible impacts from her work. This said, Alex has made initial progress (e.g. working closely with other officers to gather feedback, and the hosting of an EDI forum). In addition to this, Alex's report made it clear that she has driven internal Union discussions around the Student Officer Role, and ways in which to enhance it, in response to feedback raised at the previous Student Senate.

Overall, Alex's report presents a committed, and passionate officer, who has a clear understanding of her areas of development, and who has begun to consider ways in which to address these, and enhance her work on behalf of students.

Headline findings:

Manifesto: **Very Good**

Remit, Roles & Responsibilities: **Good**

Policy & Campaigns: **Good**

Development: **Very Good**

Next Steps / Recommendations:

The Panel would like to congratulate Alex on her successful re-election to the role of President. Given her continuation in post, the panel offers the following recommendation(s):

- Continue to work on embedding reasonable data collection practices in relation to student-facing work and campaigns, in order to allow you to clearly demonstrate the impact of your work, and support future planning (i.e. adapt to what does / doesn't work).
- Much great work has been done to support specific communities on campus – consider ways in which you could support harder to reach groups (e.g. mature, post-graduates, etc.)
- In seeking more frequent contact points with students (e.g. going out on campus), consider how you will work with the officer team to advertise and promote these opportunities to students to ensure this time is effective.

Vice President, Education & Welfare: Sal Fox (she/her)

The **VP, Education & Welfare's remit**, in addition to the above, includes deputising for the President, oversight of the Student Academic Representatives (StARs) scheme, analysing Student-Staff Liaison Committee (SSLC) minutes to inform campaigns, oversight of the Union Advice Centre alongside the Advisor & Wellbeing Coordinator, coordinating initiatives to promote student wellbeing, and working with relevant university teams and committees to enhance the student experience.

The panel was impressed by the work that Sal has done to action, progress, and complete her manifesto points. Specifically, the panel wished to praise Sal's work on promoting healthy digital habits, which incorporated a variety of engagement techniques, including in-person pop-ups, and social media promotion – which reached an impressive 1,612 students. Sal's planning and implementation has also evidenced consistent reference to student feedback through surveys and other data sources (e.g. timetabling survey, SSLC report, etc), demonstrating her commitment to centering student needs across her work, and a high degree of flexibility and responsiveness herein.

Given the relatively short time-frame between review exercises, the panel was also pleased to see evidence of Sal acting on previous recommendations to consistently demonstrate input and impact on meetings through her contributions to Speak Week, Student Experience Collaborators, and Extenuating Circumstances and Self-Certification policy redevelopments.

Overall, Sal's report presents an experienced officer, who has made excellent use of feedback to develop how she approaches her work, and who carefully considers student feedback ahead of committing Union time and resources.

Headline findings:

Manifesto: **Very Good**

Remit, Roles & Responsibilities: **Very Good**

Policy & Campaigns: **Very Good**

Development: **Very Good**

Next Steps / Recommendations:

The Panel would like to thank Sal for all of her work and effort across her two-year term in office. As this term comes to an end, the panel offers the following recommendations for consideration:

- Continue to explore, and work to establish, reliable means of closing the feedback loop with students and stakeholders, such that it becomes standard practice. This could be built into a project planning template, for example.
- Work with your successor to share key wisdom, practices, and insight from your time in office.

Vice President, Activities & Commercial: George Watkinson-Biddulph (he/him)

The **VP, Activities & Commercial's remit**, in addition to the above, includes the support and promotion of the Union's Activity Groups (teams, networks, and societies), the administration of Activity Groups and ensuring complicity with Union Bye-Laws, supporting Raising and Giving (RAG), and volunteering efforts.

To note: George was unavailable for the Q+A section of the Officer Review Panel. The findings detailed below are based purely on the report provided.

The panel wishes to recognise the excellent work that George has done, noting a particular strength in making connections with students and gathering informal face-to-face feedback for the various initiatives and campaigns that he has facilitated (e.g. Celebrating Success, Santa's Sack, and Random Acts of Recognition).

George's report also made clear that he has a high awareness and understanding of the successes and setbacks related to his work (e.g. challenges coordinating schedules between relevant staff/stakeholders), as well as a praiseworthy transparency regarding his current strengths and developmental needs (e.g. guidance on navigating financial constraints when planning projects).

Whilst the level of detail and effort that George puts into his work was evident in his report, the panel would have liked to have seen more concrete evidence of how he has incorporated data collection and analysis into project planning and impact analysis (e.g. gathering feedback through a survey, noting number of respondents, and how feedback did/didn't impact on future plans). With this kind of information, the impact of George's efforts, and how he is incorporating feedback into his plans, would be much clearer.

The panel was also curious about the realisability of some of George's manifesto aims. While many of these are in progress, and have been accounted for to some degree, the panel was conscious of the proximity to the end of the academic year, and would have appreciated hearing how George has/will adapt planning to meet these goals.

Overall, George's report presents an active and engaged Officer, who has established meaningful connections with students, and approaches his work with an evaluative mindset.

Headline findings:

Manifesto: **Good**

(elements of **Working Towards**)

Remit, Roles & Responsibilities: **Good**

(elements of **Working Towards**)

Policy & Campaigns: **Good**

(elements of **Working Towards**)

Development: **Good**

Next Steps / Recommendations:

The Panel would like to congratulate George on his successful re-election to the role of Vice President, Activities & Commercial. Given his continuation in post, the panel offers the following recommendation(s):

- Be mindful of capitalising on your excellent awareness of setbacks, and developmental needs by establishing how you will address them. For example, by actioning and/or chasing further training from relevant members of staff.
- Consider ways in which to implement data collection around your campaigns and initiatives so that feedback can be presented more formally, and with concrete statistics – allowing you to further evidence the impact of the excellent work you do, and providing you with important information when planning for the future.
- Explore and reflect on differences in engagement with campaigns between Sports Teams and other Activity Groups, and what steps may be taken to identify and meet their needs.

Student Officer Reviews

Student Officers are part-time, voluntary representatives who complete their roles alongside their studies. As elected officers, they provide an essential current-student perspective to Union planning, in addition to working on particular manifesto points across a number of areas of interest.

Student Officer: Gemma Brownsword (she/her)

To note: Gemma was unavailable for the Q+A section of the Officer Review Panel. The findings detailed below are based purely on the report provided.

The panel wishes first to acknowledge that Gemma has been on placement for the majority of Semester 2, and this was taken under consideration during the panel's deliberations. In light of this, the panel felt that Gemma's report demonstrated a continued, and laudable, commitment to supporting the ongoing work of other officers, as well as working to further her manifesto aims and related projects. The panel was particularly interested in Gemma's exploration of ways in which to promote inter-society engagement – both in terms of the opportunity it presents to speak to the often-reported sense of over-focus on sports teams, but also in how the development of this project revealed Gemma's flexibility in response to new information from students, and steps taken to begin to adapt her approach moving forward. Throughout her report, Gemma showed good consistency in noting and reflecting on setbacks and challenges in the course of her work as an officer. The panel noted that, in places, additional detail on the impact of actions taken (e.g. how students felt about the 'Say No to Initiations' campaign, etc.), as well as more specific information regarding future plans (e.g. who will action, what will be actioned, and when it will be actioned by), would have been appreciated in order to more clearly demonstrate the impact of Gemma's work, and direction moving forward. Overall, Gemma's report presents a committed officer, who has worked hard to remain active and connected to Union activity alongside additional course demands.	Gemma's Areas of Interest include: Education, StARs, Equality & Diversity, and Environment & Sustainability. Headline findings: Manifesto – Good Officer Areas of Interest – Good Representing Student Views – Good Teamwork & Development – Good Next Step / Recommendation: The Panel would like to thank Gemma for her work this year. As her term in office comes to an end, the panel offers the following recommendations: • Continue to work collaboratively with the Officer team to promote societies to the general student population. • Reflect on, identify, and share key constructive points of learning and practice with the incoming executive committee.
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Student Officer: Jet Gates (they/them)

To note: Jet was unavailable for the Q+A section of the Officer Review Panel. The findings detailed below are based purely on the report provided.

The panel wishes first to celebrate the success of Jet's work in relation to helping to facilitate the formation of a new student-led Welfare team for evening events. The panel felt that this represents a positive step forward for the student experience of these evenings, as well as indicative of good collaboration between students, officers, and Union staff in bringing it to fruition. The panel appreciated Jet's transparency and candour in completing their report – particularly in noting specific challenges and setbacks linked to work on their manifesto points (e.g. Shuttle Bus, caps on Halls pricing). It was also clear from their report that much of their manifesto work was ongoing – and primarily grounded in gathering or awaiting receipt of relevant data to approach stakeholders over a range of issues (e.g. Shuttle Bus, reducing prices on campus, and financial transparency with students). The panel notes that sections of the report were low in detail, and or incomplete, which has limited its capacity to review Jet's work. In this regard, the panel would have liked to have seen clearer detail on future plans and adaptations in relation to setbacks, as well as evidence of how the previous session's recommendations had been considered. Overall, Jet's report presents an ambitious officer, who is passionate about enhancing accessibility on campus for all groups of students, and who has experienced a number of frustrations in the pursuit of their goals.	Jet's Areas of Interest include: Activity Group Development, the Advice Centre, Equality & Diversity, and Communications & Celebrating Success. Headline findings: Manifesto – Working Towards Officer Areas of Interest – Working Towards Representing Student Views – Working Towards Teamwork & Development – Good Next Step / Recommendation: The Panel would like to thank Jet for their work this year. As their term in office comes to an end, the panel offers the following recommendations: • Continue to identify ways in which you can collaborate alongside the rest of the Officer team to progress, complete and/or adapt your manifesto points. • Reflect on, identify, and share key constructive points of learning and practice with the incoming executive committee.
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Student Officer: Isobel Jones (she/her)

The panel felt that Isobel has demonstrated a consistent effort to further explore and realise her manifesto points – with an evident focus on raising awareness on campus about various Students' Union services and opportunities – which has included supporting the launch of Revive & Thrive, a post-BOP breakfast bar. The panel notes that many of Isobel's manifesto aims, and other projects she is involved with, are still in progress, yet it was also clear that Isobel had considered next steps in each instance, where necessary. The panel also wished to praise Isobel's candour regarding frustrated manifesto points (e.g. an overnight accommodation scheme for commuters), and clear reflection on the feasibility of this point in the context of the experience and knowledge gained during her time as an officer.	Isobel's Areas of Interest include: Commercial Activities (Events, Entertainment, Services, etc.), Volunteering & Community Action, Community Relations, Equality & Diversity, and Communications & Celebrating Success. Headline findings: Manifesto – Good (elements of Working Towards) Officer Areas of Interest – Good Representing Student Views – Good Teamwork & Development – Good Next Step / Recommendation: The Panel would like to thank Isobel for her work this year. As her term in office comes to an end, the panel offers the following recommendations:
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Moving forward, the panel would have liked to have seen a greater level of detail regarding future plans for projects, beyond general points (e.g. promote more), and towards specific, measurable, goals, individual actions, and intended deadlines for actions, in order to more clearly demonstrate her planning and intentions to realise (or not) her projects ahead of the end of her term in office. Overall, Isobel's report presents an officer who has worked collaboratively to meaningfully support the planning of multiple projects across the Union, and is conscious of a need for the Union to ensure students are aware of its services and opportunities.	- When planning and reviewing work, consider using a framework which encourages you to consider Who, What, and When, in order to create measurable targets for success, and more easily demonstrate your impact. - Reflect on, identify, and share key constructive points of learning and practice with the incoming executive committee.
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Student Officer: Khushi Pancholi (she/her)

To note: Khushi was unavailable for the Q+A section of the Officer Review Panel. The findings detailed below are based purely on the report provided.

The panel was satisfied that Khushi's work towards her manifesto points and support of other officer projects demonstrated a commitment to enhancing the student experience on campus for a variety of student groups. From her review of her progress in regards to manifesto aims focussed on enhancing accessibility and awareness around mental health support (e.g. work with One Winchester), and advocacy for greater, and more inclusive representation of diverse communities (e.g. Chinese New Year celebrations), it was clear to the panel that Khushi had effectively communicated and collaborated with key stakeholders in both planning and gathering feedback from students when actioning these points. Similarly, the panel appreciated Khushi's transparency in noting setbacks in each instance, as well as clear plans for future actions to further progress these specific manifesto aims. The panel would have liked to have seen such reflection and depth of review more consistently across all manifesto points, and some more specific language in relation to future planning, so as to give a clearer idea of what will be done, and by when. Overall, Khushi's report presents an officer with a clear interest in promoting under-represented voices on campus, and who has been able to contribute meaningfully to discussions and planning within the Officer team.	Khushi's Areas of Interest include, Activity Group Development, Commercial Activities (Events, Entertainment, Services, etc.), the Advice Centre, Equality & Diversity, and Communications & Celebrating Success. Headline findings: Manifesto – Good Officer Areas of Interest – Good Representing Student Views – Good Teamwork & Development – Good Next Step / Recommendation: The Panel would like to thank Khushi for her work this year. As her term in office comes to an end, the panel offers the following recommendations: - When planning and reviewing work, consider using a framework which encourages you to consider Who, What, and When, in order to create measurable targets for success, and more easily demonstrate your impact. - Reflect on, identify, and share key constructive points of learning and practice with the incoming executive committee.
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Student Officer: Olivia Wrightson (she/her)

The panel was highly impressed with Olivia's report, which had taken full consideration of the previous session's recommendations. Olivia's work was very well-evidenced, and detailed her process – including collecting data from surveys, regular meetings with key stakeholders (e.g. Union President, the Disability Group in One Winchester, etc.), as well as clear elucidation of the setbacks experienced and future plans to manage these concerns and bring projects closer to completion (e.g. Shuttle Bus campaign, Safe-Taxi Scheme, and Disabled Students Guide). Olivia has also been highly active in supporting other student officers with their campaigns, and shown a key interest in reviewing and enhancing internal Union processes (e.g. the formatting for Executive Committee meetings). Overall, Olivia's report presents a passionate, and dedicated Officer who is committed to enhancing student experiences on campus, as well as processes within the Union itself.	Olivia's Areas of Interest include, Education, Welfare & Wellbeing, Commercial Activities (Events, Entertainment, Services, etc.), Volunteering & Community Action, and Equality & Diversity Headline findings: Manifesto – Very Good Officer Areas of Interest – Very Good Representing Student Views – Very Good Teamwork & Development - Very Good Next Step / Recommendation: The Panel would like to congratulate Olivia on her successful re-election to the role of Student Officer. Given her continuation in post, the panel offers the following recommendations: • Continue to adapt your aims and goals into clear and measurable targets, which will allow you to demonstrate the high-quality impacts of your work. • Continue to make good use of student feedback and review mechanisms to ensure that your projects remain meaningful in relation to student needs.
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Summary & General Next Steps

Overall, Officer reports revealed consistent strengths in a number of areas, most prominently of which is their continued dedication and commitment to enhancing the Students' Union's offer to students through actively supporting inclusive practices and opportunities across all of their work. The various reports also made it clear that the Officer team continues to engage, and find value in, opportunities for self-reflection and review, and has made good progress in using their experiences to plan forwards. The panel wishes to commend each officer for their work, and recognise the often complex, and sometimes frustrating, contexts in which they seek to work and enact change, which are not widely known amongst the students they represent.

Previously, the panel identified a number of key themes in its recommendations for Officer Development. In review of these, though there has certainly been progress made in individual cases, the panel has opted to retain a number of points made in its December report given their importance within the review process, and to support the embedding of these points into the Officer Team's process when planning and reporting on their work.

Monitoring and Reporting

- Continue to ensure that student feedback is consistently incorporated into your work so that students can see how their feedback has inspired campaigns/positions, etc.
- Continue to develop and incorporate means of gathering feedback from students (quantitative and qualitative) in order to clearly demonstrate the impact of your work to stakeholders.

Setting SMART Targets

- When engaging in initial planning and discussion of future plans for existing projects, aim to identify clear, measurable, and time-bound next steps. This can support your own planning, and recognition of your successes, as well as convey a greater sense of competency and realisability to others.

Meeting Successes & Setbacks

- Officers, particularly Sabbatical Officers, may wish to explain in more detail their successes within the meetings they attend. This can be done by detailing how their presence and work in these meetings is creating value for students and by providing evidence/examples of this where possible.

Communication and Collaboration

- In some instances, the panel felt there were clear opportunities missed for Officers to collaborate and enjoy shared successes on overlapping aims and goals. In light of this, we recommend that the Officer team continues to work to establish consistent and effective lines of communication in order to better synergise their efforts.

Concluding Statement

Finally, the Officer Review Panel would like to extend its thanks to all of those involved in the review process, including the Students' Union Officer Team, the Chair of Student Senate, and the Panel members themselves. The ratification of the Officer Review Panel sub-committee, and the engagement of both Officers and Panel members continues to bear witness to a culture which embraces and values transparency and accountability, and one of which we ought all to hold pride in. As we move forwards, the Panel hopes to continue to work closely with Officers, and the student body to refine our process, towards ultimately enhancing the student experience at Winchester.

Appendix I.

OFFICER REVIEW PANEL – Review Criteria

For each review category, there are three outcomes which Officers may be awarded:

- Very Good
- Good
- Working Towards

The Officer should meet a significant proportion, or all, of the descriptors to achieve a rating. To award a rating of 'Working Towards' you will need to define which descriptors of the 'Good' rating an Officer has not met.

THE DESCRIPTORS

Very Good

1. The Officer has a clearly defined plan, priorities, or objectives to determine how to allocate time and resources for their work.
2. The Officer can demonstrate clearly selected measurement and/or review mechanisms that allow performance to be monitored. As a result, there are clear success criteria for each objective and the Officer can demonstrate that their outputs are effective, high-quality, sustainable, and add real tangible value.
3. The Officer is mindful of, and focused on, the impact(s) they are trying to achieve. They are able to draw clear links between their impact and their objectives, demonstrating how their vision is being delivered.
4. Members are at the heart of the Officer's work and the democratic principles of inclusiveness, student control, considered judgement and transparency are fundamental to everything the Officer does. They provide information in an accessible and timely manner to ensure that members can contribute to their decision-making processes, and there is a clear link between members' input/feedback and action by the Officer.
5. The Officer is able to clearly show that they are able to react and adapt to changes in members' views and needs. Their projects and objectives have inbuilt flexibilities and the Officer can show how they have used them to continuously evolve to meet the future needs of members.
6. The Officer can demonstrate that they promote member engagement, participation and transparency. They can show that they proactively support members to participate in national and institutional campaigns, encouraging and facilitating individuals and groups of members to take part. The Officer has identified specific strategies to form relationships and consult with hard-to-reach and/or underrepresented groups.
7. The Officer is effective in communications with all their stakeholders and is able to demonstrate effective two-way communication with members, the institution, and other stakeholders. They can evidence that they have an input into major institution committees or decision-making, reinforced by contacts between the Officer and key institution staff members. The Officer can demonstrate that they are able to make these representations/interventions highly effective and accurate, through an evidence-based understanding of the views of union members on major issues. They can evidence a number of impacts that have been a direct result of this representation.
8. The Officer can demonstrate that review and evaluation are fundamental aspects of their work, including evidence of using a robust range of evaluation mechanisms. As a result, the Officer has a strong understanding of their own performance and how it impacts upon members.

Good

1. In all of their dealings the Officer acts in a way that is open and transparent. They have evidenced that they are able to show considered judgement.
2. The Officer has developed a plan or a set of objectives that set out their priorities. The Officer can demonstrate the process they have used to identify these objectives.
3. The Officer can demonstrate they have considered some measurement and/or review mechanisms that allow performance to be monitored. As a result, Officers can demonstrate that their outputs/efforts are effective and add real tangible value for members. In some cases, Officers may describe their impact with unqualified statements.
4. Members are at the heart of the Officer's work and the democratic principles of inclusiveness, student control, considered judgement and transparency are fundamental to everything the Officer does. Where applicable, there are clear links between members' feedback and Officer action.
5. The Officer is able to show that they are able to react and adapt to changes in members' views and needs.
6. The Officer shows that they provide members with the opportunity to participate in campaigns and attempt to form and consult with hard-to-reach and/or under-represented groups.
7. The Officer is effective in communications with all their stakeholders and is able to demonstrate effective two-way communication with members, the institution, and other stakeholders.
8. The Officer can demonstrate that they communicate with members and stakeholders and are receptive to communication from them. The Officer can show how they have an input into institution committees or decision-making processes, and how these representations/interventions are effective and accurate (this may or may not include an evidence-based understanding). They can identify some impacts that have been a direct result of this representation, however these may not be clear to evidence.
9. Review and evaluation is an aspect of the Officers work, however the consistent use of some form of measurement or indicators are not clearly evidenced. The Officer has some knowledge of the areas in which they are performing well and how it impacts upon members, as well as areas for further development.

Working towards

- The Officer has not met all the 'Good' criteria.