



**ULSTUDENTS'UNION**  
[www.lincolnsu.com](http://www.lincolnsu.com)

Strategic Plan 2007-2012 (AUG)



# **1 Imagine:**

A Union that fully enhances the student experience at all levels, by:-

- Providing support and representation to all students.
- Running a range of successful and student orientated commercial services.
- Playing host to a wide ranging event program, fully catering for diverse and changing populations.
- Being student lead and professionally managed, financially stable and a leader in its field.
- Facilitating the selection of the university as a place to study as well as supporting the retention of existing student.
- Offering a range of activities for all levels of achievement and champions participation for all, while achieving national prowess.

## **1.1 Our Measures of Success:**

Our measures of success will be based on a balance of factors and include both qualitative and quantitative measures that reflect the services and facilities students demand of us, and the objectives we have set to meet these. These will be provided by a number of means including internal financial data, responses to our annual student satisfaction survey, focus groups and statistical monitoring.

### **1.12 Our Vision**

- To provide the best representational service for our members so they can obtain the best from the university experience
- To create a range of activities from Sport to Volunteering, to enable both enjoyment and personnel development.
- To Inspire students to fully partake in the university experience, so they can look back to their university life as a truly fulfilling and inspiring time.
- To provide a community for students
- To be a organisation that provides Unique and life changing opportunities

## 1.3 Our Mission

Representation, Participation, Inspiration

## 1.4 Our Values

Our values are to be:

- Proactive & Responsive to the needs of member's and stakeholders
- Ambitious & Forward Thinking in developing our organisation and structures
- Developmental & Representational of our membership and stakeholders
- Supportive & Accessible to our membership and stakeholders
- Offer Quality services that are Professionally run
- Provide a Fun & Enjoyable environment for all
- We should aim to reflect these values in our daily activities, in the services we deliver and the relationships we build in the wider community

## 1.5 Our Strategic Objectives

- To be recognised as first choice Union and by other in the student movement
- To fully involve the student population in our governance and our activities
- To attract, develop and retain the best staff
- To provide professionally run student led services
- To further enhance the university and the student experience
- To represent the diverse and changing student population
- Ensure the success of new initiatives, such as the S.O.A.P. centre
- Ensure the smooth effective and timely merging of services with the Engine Shed
- To develop partnerships with the University and wider community while upholding the autonomy of the S.U. and the A.U.

## **1.6 Our Current Position:**

### **Student Experience**

Increase in competition within the HE market has led to a rising emphasis being placed on the student experience by universities for recruitment purposes. Students' Unions across the UK, including ourselves, will have to be increasingly focused on providing a rounded student experience.

To do this effectively we must monitor developments in service quality and provision across the sector, as well as developing new methods of engaging our members.

The rising costs of tuition will compound the need for Students' Unions to enhance their representational mechanisms, ensuring students receive the best possible individual representation when needed and those collective issues are addressed in an appropriate manner.

Academic representation will also need to be developed to allow for greater feedback and continued monitoring of teaching quality and support provision following the recent round of QAA, Internal Audits and results from the Student Satisfaction Survey

Further to this, the Union will have to ensure that its operations and strategies support and contribute to the wider university strategies in order to provide a coordinated and mutually supportive environment for the student experience.

### **The Wider Context**

Lincoln along with other member institutions, seeking to continue their affiliation to the National Union of Students will look for the increased representational need explored above to be expanded at a national level through the reform of the NUS.

The Charities Bill, first proposed in 2005, will redefine how charitable organisations are governed and operationally managed. This will have the largest impact on the governance of Students' Unions since the 1994 Education Act and provide us an opportunity to more clearly define roles and responsibilities between elected officers, professional staff and trustees to satisfy any change in legislation.

Unions will continue to be highly affected by social trends and contemporary fashions. A balance of pro-action and reaction will require Unions to more effectively monitor their membership and embrace diversity on a broader scale.

Changes in the student demographic with predicted changes in the way education is provided coupled with other technological changes encourage the need to further embrace management and communication technologies such as the Portal to allow access to resources and services as part of a 24/7 campus culture and these changes must be reflected by us as a Union

Campus structural changes will further affect the accessibility of some students to services and further encourage the need to embrace changes in the way we represent, Support and involve our membership

Further to this changes in the way we view our environment and increased global legislation will mean such concerns will have to underpin the strategy of our organisations as they will everyone over the coming years.

## **Where We Are**

### **Strength**

The Union is financially stable in comparison with peers in the sector, with a relatively low level of financial risk activity. This is coupled with services delivered to a high standard. The Union has also developed strong brand and has a culture of maintaining links within the community, the University and within national networks. The Union also provides a range of extra curricula activities and is particularly proud of its sporting performance and standing with BUSA and what this adds to the student experience

### **Weakness**

The core weaknesses of the Union are centred on the governance and Co operative status of the Union being obsolete and not fit for purpose. This has been compounded by the lack of a strategic or operational plan and a lack of relevance to students of the existing representational structure  
By becoming more accessible, accountable and focused on providing a high quality service, the Union can channel its resources into uniting, supporting, developing and representing its membership more thoroughly.  
It was also felt that the Union is over reliant to the University for both funding and support and that a key aim of the Union should be to look at how it can further develop its independence both financially and structurally

### **Opportunities**

The changing focus of students as customers provides an opportunity to professionalise services and enhance elected representation across the board  
This is all underpinned by the opportunity to reposition the SU through a change in status, constitution and structure to both ensure its future and create a strong forward looking union.  
The engine shed also provides an excellent opportunity for the Union to engage its members and the result of the current review will help us further this opportunity.  
The union also see changes in the view of its activities form the senior management of the university as a major opportunity.

### **Threats**

The greatest threats to the future of the organisation are unpredictable funding sources and the changing social ethic of students. We also felt that the lack of recognition of the Unions independent status acted as barrier to development. There was also feeling that aspects of the Union were over controlled by the University despite the structural independence of the Union and this caused tension to both parties.  
The recruitment of the sports director while providing great opportunity for the development of a sports and participation in the university does raise concerns of control and separation for the Athletic Union.  
The Union also recognised that a constantly changing officer roll had caused problem with continuity and disturbance to projects and relationships, this had had weakened the unions position and image within the wider community and resulted in some negative outcomes and loss of control in certain areas.  
We will also need to balance the risk of the developing financial and commercial relationship as we merge our services with those of the commercial facilities in the Engine Shed

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Financial Standing</li> <li>Doing a Strategic Plan</li> <li>Exec Structure</li> <li>Very few risky activities e.g. com. Activities</li> <li>Creating Student experience e.g. BUSA</li> <li>Relationship with VC</li> <li>Staff support &amp; experience</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>Exec Structure</li> <li>Income generation</li> <li>Co-op Status/Unsatisfactory &amp; outdated systems</li> <li>Trustee</li> <li>Lack of respect</li> <li>Lack of support for certain areas</li> <li>Strong reliance of University for delivery of services</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Independence</li> <li>Constitutional review</li> <li>Student Council</li> <li>Relationship with University</li> <li>SMT</li> <li>Proposed development</li> <li>Engine Shed</li> <li>Student Involvement</li> <li>Sports Director (UL)</li> <li>Greater engagement with the community</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>Not treated as independent</li> <li>Lack of continuity</li> <li>Sports Director (UL)</li> <li>University wanting control of SU</li> <li>Demands</li> <li>University control of funds</li> <li>Demographic downturn</li> <li>Competition from other institutions</li> <li>Sustaining the goodwill of the community</li> <li>Risk Mangeme3nt</li> </ul>

## 1.7 Where Are We Going?

### Our Aim

We will come together with the commercial services in the Engine Shed as well as expanding our service provision to provide a one stop shop for the student experience.

We will develop our structures to become a student led, professionally managed organisation.

The focus of this plan will be the development of our quality and range of service, and how we facilitate participation in the union, its governance and its activities. We will set appropriate measures to monitor our success and development.

Key themes for our planning have been identified as:

- Services
- Staffing
- Resources
- Autonomy/ Independence of A.U and S.U
- Participation
- Communication

## 2 Marketing & Communications

Effective two way communication with our members and stakeholders is key to our success.

**Priority – to raise the profile of the Students' Union and increase awareness of the services we offer**

### 2.1 Overview

- Our desire is to communicate more effectively at all levels and to encourage participation in the Union and its activities from members and stakeholders.
- We have become aware that we are not fully engaging our membership and need to be far more proactive in communicating and receiving feedback.
- The recent Student Satisfaction Survey has highlighted this and demonstrated that there is a general lack of awareness of the S.U. and a frustration from students that their voices are not being heard.
- We are also poor at celebrating our success.
- We need to more effectively respond to the needs of our membership.
- We also recognise that communications & publicity could be planned & organised more effectively – especially around major events.
- We will need to develop our structure to accommodate the changes and expansion of services and staff brought about by the Engine Shed review.
- Effective communications will enable stakeholders to understand and contribute to the development of the Union and encourage participation in the Union and its activities.
- The Union sees communication of our achievements, ambitions and aspirations as an essential and central aspect of our future development.
- The Union will develop a Communications Strategy and Communications Plan.

## 2.2 Student Interaction

The importance of listening to feedback from students and other interested parties was recognised as being vital to the communications process.

We will develop our face to face interaction with our stakeholders.

We believe the use of our own satisfaction survey is crucial and will continue to develop this in association with other data sources such as the NSS, to better identify the needs and issues relating to our membership. We shall also seek professional advice in developing this and other aspects of our marketing approach over the period of this plan.

### **We will improve student interaction by:-**

- Offering more opportunity to directly communicate with officers such as a sabbatical surgery
- Monitor responses to the student survey
- Review the use of various communication mediums, including Bullet and the website
- Remodelling our marketing strategy to ensure we professionalize our Marketing and Communication output
- Adopting new communications technology to extend the range of communication mediums available
- Explore methods to communicate more effectively with our diversity and under-represented groups
- Production of a regular direct database mail out
- We will also develop effective strategies for communication at our outer campuses

## 2.2 Communication Methods

We will review our communications methods and actively engage in the use of new technologies to reach stakeholders more effectively including:-

- text messaging
- plasma screens
- website
- Facebook
- Myspace
- As well as developing more traditional media such as:-
- Posters
- Flyers
- SU publication
- Bullet Magazine

## 2.3 Structure

We shall develop the marketing and communication department reflecting the integration of the Engine Shed and its staff members, as well as the expansion of services and growing importance of this area.

- Identify and develop the skills and staff in these areas in line with our broader staffing strategy.
- Develop a communication steering group to advance the development of this critical area.
- Adopt a regular planning cycle with ownership attributed to key individuals for the management of deadline and activity.
- Adopt an integrated approach with university communications so we may better support the university objectives as well as our own.

Objective / Aim	Actions / Way points	Year	KPI	Ownership
Raise SU profile	Development of the marketing team	5		
	Training and development of team	3	Increased skill base	M.C. / J.T.
	Recruitment	5	Team growth	M.C. / J.T.
	Integration of E.S. team	1	Staff student satisfaction	All
	Planning & Organisation	1		
	Yearly plan	1	Used and effective	J.R. / M.P./ R.I.
	Use of new media	3	Increase in range and awareness	R.I.
	Communications steering group	1	Meets and is effective	R.I.
			Rise in key survey results	R.I. / M.C.
	Communications strategy and media review	1	Done and used	L.G. / R.I.
	Integration with University communications plans	3	Increased integration	J.R. / L.G. / R.I.
	Media			
	Sabbatical officers surgery and atrium stand	1	Regular meetings booked	
	Setting up of stand	1	Stand exists	R.I.
	Organising of rota	1	Surgery attended	L.G.
			Rise in key survey results	R.I. / M.C.
	Review of Bullet	1	bullet % of S.U. increases	J.R.
			Rise in key survey results	R.I. / M.C.
	E Newsletter	1	Rise in key survey results	R.I.
	Minute Archive	1	Minutes achieved	R.I.
Diversity				
Diversify communications strategy for campuses and groups	3	Rise in key survey results	ALL	

### **3 Staff**

Staff are the future of the Union.

Fundamental to our Strategic Plan is the development and professionalisation of our services. We want staff to be committed and enthusiastic about the Union and its activities

#### **3.1 Develop roles**

We believe that all our staff should be developed to their full potential and are committed to investing in a range of options to support this. We need to ensure there is sufficient leadership capability and capacity to implement change and secure continuous improvement with the Union as we face a period of rapid change and development

We will support the continued development of professional standards and expertise; creating an environment which encourages staff involvement, embraces change and achieves continuous improvement. To do this we will:

- Identify and develop skills and competencies required for success
- Enable staff to take responsibility for their own development
- Be externally recognised for excellence and accredited via IIP
- Develop a comprehensive Induction Programme for new staff
- Further enhance the Sabbatical training and development programme
- Facilitate opportunities for shadowing others and mentoring
- Further clarify the roles of the officers and staff
- Strengthen the PDR processes

## **3.2 Foster Fair and Engaged Employment**

We will continue to improve and support the engagement of staff at all levels in accordance with the wider University strategic plan by:

- Establishing, promoting and embedding equality and diversity in all working practices
- Working to improve the levels of engagement in communication
- Supporting HR's work in developing and implementing consistent and fair employment practices
- Developing our own HR practices in line and with the support of HR
- Promoting a culture of respect and equity to underpin all practices.

## **3.3 Identify & recruit key new roles**

As the organisations of the Engine Shed and Students' Union come together as one, we recognise there will be a need to assess roles and reflect the needs of the organisation and students we support with the staffing structure. To do this we need to further develop our direct support and administration structures and will:-

- Review and develop existing roles
- Recruit appropriate staff in accordance with the attached staffing structures to support our expansion of services
- Continue to develop relationships internally and externally to support our staff and services
- Look to secure finance and funds on a sustained basis
- Clarify and develop structures to allow the best advice and support to be available to students

Objective / Aim	Actions / Way points	Year	KPI	Ownership
Development	Review	1	Review Complete	J.T / M.C
	Training and Development Plan and implementation	3	In Place / Active	All / H.R
	Investors in People	3	Awarded	M.C / H.R
	Improve Induction	1	Staff Satisfaction/ Feedback	M.C/M.M/H.R
	Officer Development Program	1-3	Officer Exit interviews /Probation	M.C/H.R/M.M
	Review and implement P.D.R improvements	3	New P.D.R	M.C/J.T/H.R
Fairness	Develop our policies and procedures with H.R support	1	In place	M.C / H.R
Recruitment	Develop and agree Staffing structures for 5 year	1	In place	J.T/M.C
	Agree funding and support for 5 years	1	In place	M.C / J.R
	Clarify relationships and responsibilities	1	In place	M.C/J.R/L.G
	Recruit Finance Staff	1	In place	M.C
	Develop SOAP team	2-3	In place	M.C
	Develop Ents and venue team	1-3	In place	M.C
	Develop A.U Team	5	In place	M.C

## **4. Commitment to Students and Services for Students**

### **4.1 A Positive Student Experience**

As the University states in its strategic plan “The student experience is a primary responsibility of all parts of the University. The provision of a high quality student experience is a condition of, and central concern for, the institution’s strategic direction.”

For the Union the student experience is central and we will ensure the experience extends beyond the ‘classroom’ to include the wider dimensions of university life; cultural, social and sporting.

- We wish to enhance the quality of pastoral support available to available to each individual student
- We also believe we have a role to play in preparing students for careers and other life opportunities and assisting in achieving their personal goals
- We will support the personal development of students, and enhance academic achievement; for example and help to improve retention and progression.
- We aid in the promotion and actively support the principles of fair access to Higher Education, and will work closely with the University on access and in particular ensuring equalities and diversity in our services

## 4.2 Supporting Our Students

The student experience, and support for students, extends across all parts of the Union and University we have a responsibility to ensure that our students receive the best care and support possible. We will do this by:-

- Providing services of high quality to support and develop students
- By developing multi-agency approaches to issues of concern
- By developing our own complimentary services to support and enhance those provided by student services
- develop and enhance the S.O.A.P centre as an integrated provider of services to students that complements the Student Support and Enterprise Centres
- Continue to improve our focus on undergraduate students, given that they will account for the majority of our student body
- Develop services and support specifically for postgraduate students, recognising that they will have distinctive needs and demands
- Develop services and support targeted at international students, recognising that they will have distinctive and particular needs and demands
- Ensure close involvement and interaction between the University and the Students' Union, and Athletics' Union; with the Union as a full partner contributing to the educational experience of University of Lincoln students
- We will actively support the University in its retention activities and develop our activities to support wider retention strategies
- We will actively support the Universities Enterprise and employability strategies through partnership approaches and activity programs centred in the S.O.A.P centre
- We will continue to lobby for improvements in teaching and learning and support schemes designed to improve this such as supporting the rep systems as well as ensuring Student views are fully represented including full involvement in the QAA process
- Developing effective and supported Campus committees and officers
- Ensure we lobby for equitable facilities on all campuses
- Develop plans for an identifiable and clearly defined support and representation services with SOAP and the Union in general, within own brand and identity

### **4.3 S.O.A.P. Centre**

The S.O.A.P. centre will provide a Shop Front for our student focused activity and our partnerships, we will with our partners:-

- Develop a high profile shop front for our support, representational and participation activities
- Develop links to wider University strategies
- Encourage student participation and involvement in the wider community
- Improve student involvement in the University representational structures
- Support developments and improvement in teaching and learning
- Provide high quality academic support and advice
- Develop Part time work and volunteering activities that enhance the student experience and provide personal development and employment enhancing abilities.
- Develop our pastoral and advisory services

Objective / Aim	Actions / Way points	Year	KPI	Ownership
Supporting Students	Developing our own complimentary support services	3	In place	M.C/J/.C/M.B/T.H
	Develop the S.O.A.P centre as an integrated provider of services	1	Open	ALL
	Support the Universities Enterprise and employability strategies	3	In Place and working	ALL
	Continue to lobby fro improvements in teaching and leaning	3	NSS improvement	M.B / T.H
	Taking on the rep systems	1	Rep in house	M.B / E.W
	Develop diverse services recognising the diverse student population	3	Increase use	
	Enhance our advocacy services fro academic cases support schemes designed to improve this such as	1	Survey	M.B /E.W
	S.O.A.P	Develop a high profile shop front	1	Used and Active
Ensure use of it service		1	Measure footfall	All
Build effective partnerships		1 - 3	Survey	All
Increase use and range of service year on year		5	5 rise in use	All

## **5 Athletic Union & Societies**

The involvement of our members in the activities we provide is key to their student Experience

Priority – to develop strong identities for both the sports and the societies arms of the AU.

### **5.1 Overview**

We wish to see our sporting clubs and societies continue to develop so we may better service the needs of our members

We believe that the recreational activities the Union provide are a key part of any student's experience

However for this development to continue we will need to address key issues relating to the

- Structure
- The A.U brand
- Financing

## 5.2 Structure

- We wish to review the relationship of the A.U and over the 2007 – 2012 period increase its autonomy from the main body of the union while remaining clearly part of the S.U umbrella of operations
- We need to ensure both sporting clubs and societies clearly identify with the A.U and the service it provides
- We need to develop the support structure for societies and there members so they may better mange there own affairs
- We need systems that are relevant and specific to the needs of the department and users
- We need to understand the wants & needs of the constituent societies & seek to address them through tailored support
- Create focal points for access to AU through identified support staff
- We have a requirement for a separate physical space
- We will learn form our failure and successes
- We review our systems and articles of Governance to ensure fairness and maximise the involvement of members through the A.U and Societies constitution
- We will grow the overall level of societies and clubs and there membership

To do this we will

- Ensure societies financial data is up to date and timely
- Ensure staffing is developed in line with the needs of A.U members
- Develop easy to understand systems and training
- Where possible reduce bureaucracy
- Develop the activities provided with support from the new activities worker
- Review our financial procedure to make funds more accessible to those who need them
- Develop fuller and fairer systems for the allocation of funds
- Fully contribute to the development and promotion of support within the University and wider community as part of joint initiatives
- Find a dedicated space for the A.U within the S.U
- Develop effective links with the S.O.A.P centre and the activities and workers represented there

## 5.2 Building the AU brand

The A.U. need to be a clearly recognised part of the University family so stakeholder can identify more readily with service we provide. As well as this we need to more clearly emphasise the responsibility and development of societies within the A.U home. To do this we will:

- Identify and develop our own A.U and societies brand that further develops members sense of ownership and spirit
- Further develop the A.U dedicated Staff
- Further develop the branding and I.D clearly incorporating the societies element
- Develop effective system of Governance so that A.U and societies members are better represented and informed and able to ensure the process is student led
- Further develop support for elite athletes and Sport for all projects

## 5.3 Finance

The A.U will further develop it financial stability during the period 2007 and 2012, we will review how we can most effectively fund the activities of students in a balanced and fair way. We will ensure members have the control of the funds they raised while ensuring oversight.

We shall do this by:

- Clarifying the rules regarding self raised funds
- Removing the A.U fee
- Encouraging clubs and societies to raise funds
- Continue to build relationship with sponsors and suppliers
- Develop link for further external funding
- Develop effective and secure A.U financial regulations
- Encourage groups to work together on large projects and fundraising initiatives

## 5.5 RAG

Through the development of the Rag activities by the Societies and Activities officer with the support of the new activities worker we will grow the scope and activities of RAG

We will

- Increase the level of money raised
- Ensure RAG has meaning to Students and our community stakeholders
- Give back to the wider community and demonstrate our commitment to it
- Raise the profile and understanding of RAG

To do this we will

- Ensure an effective and active committee structure is in place
- Review the branding of RAG
- Identify and plan effective events
- Build links through the activity centre with other community groups

Objective / Aim	Actions / Way points	Time	KPI	Ownership
Structure	Understand the wants & needs	3		
	Survey membership	1	Complete survey	R.I
	Focus groups	1	complete groups	R.I
	Control / self determination for socs	5		M.C/ M.Y/G.S
	Create focal points for access to AU	3		
	Creation of A.U office	1	Office	M.C/ G.S / M.M
	Identified support staff	1	Staff in Place	M.C / G.S
	Increasing staff support / finance	3	Staff in Place	M.C / P.K
	Governance	5		
	Increase Autonym	5		All
Finance	Develop own rules and Regs	1	Operating	M.C / G.S /M.Y
	Review financial regs and procedures	1	complete	M.C / P.K
	Develop A.U / Societies council	3	Attendance	G.S / M.Y
	Develop stakeholders			
	Develop relations with Stakeholders	3	Opinion	G.S / S.D / A.D
	sponsorship partners	5	More funding	G.S / A.D
	Increase societies and clubs fundraising activities	3	More funding	M.Y / G.S /M.Y
	Develop new funding sources	5	More funding	All
	Own finance regs	3	In use	P.K / M.C
	Brand	Develop A.U I.D	1	
I.D redefined		1	Refined I.D	G.S / R.I
Office space		1	See above	See above
Develop soc within A.U				
Increases awareness of Societies in A.U		1	Key survey results	All
Elite athletes & sports for all				
Develop systems for and funding for above		3	Key survey results	G.S / M.C
Publicise		1	applications up	G.S / R.I

## **6.0 Teaching and Learning**

### **6.1 S.U role in the Teaching and Learning Strategy**

Learning, teaching and knowledge transfer, are central to the University's 2007-12 Strategic Plan

We believe as does the University that "Students lie at the heart of the teaching and learning strategy".

We will therefore through our Activities and Representation support the University through the following initiatives:

- Offering personal development opportunities in sports, clubs, volunteering and other participative activities to produce independent enquiring graduates
- Create a range of personal skills through our participative activities and the training we will provide for these in the S.O.A.P centre from our development workers
- Provide experience of the workplace, as well as valuable income through part time work opportunities in association with our partners in the S.O.A.P centre
- Provide community awareness and social concern through our campaigns and involvement in the promotion of volunteering activities with our Partners in the S.O.A.P centre ensuring our members are able to make a positive contribution to society.

## 6.2 Quality & Standards

Ensuring the quality and standards of courses and programmes is central to the strategic aspirations of the University

We will seek to support these and in the process our students by:

- Enhancing the course reps structure
- Providing training and support to Course reps
- Representing and campaigning on academic issues
- Seeking to effectively Contributing to ongoing review of the course portfolio viable
- Providing the University feedback related to quality and environment and campaigning to improve provision were this is exposed

## **7. Public Engagement**

### **7.1 University Developments**

We will support the new alumni society and assist in the further development long-term relations with former students ensuring our part in there University lives is reflected so they can contribute both to the University and Unions development as well as feel part of it

We will support the establishment and activities of the Development Office and its key functions:

### **7.2 Public Engagement**

The Union will seek to expand its engagement with our local community and foster better community relation between students and locals by

- Providing cultural and social services through the Engine Shed
- Supporting the University active 'citizen' approach
- Continuing to represent the Views of students to the local community through a range of meetings as well as reflecting community concerns back to the student populace
- Through supporting the University initiatives in sponsoring values of tolerance, openness, diversity and enquiry; and involvement in wider communities through research and knowledge transfer.

### **7.3 Partnerships and Participation**

Over the Strategic Plan period the Union will seek to develop closer and more substantive partnerships with NUS, Local colleges and universities. These partnerships will help us to become a more aware and engaged Union.

We will also actively support the University in its strategic objective to widen participation and diversity.

## **8. Management, Organisation & Governance**

- We have over the 2006-2007 period reviewed and revised our status and Governance structures, Becoming a GLC and having an opt out membership system to included the Majority of all students.
- Through the period of this plan we will further develop theses structures and implement the structures needed for the successful integration of the Engine Shed activities in to the Student Union
- We will look to improve the flow of information between committees and groups and further emphasis the role of the student members in the governance of there Union
- We will continue to improve the training and development of officer at all levels as well as support staff.
- Further to this we will continue to improve our financial and management systems.
- We will continue to work with the University in developing the Board of Management of the centre and forwarding the eventual transfer of commercial services

### **8.1 Financial Management and Sustainability**

- The Union has developed a financial plan to underpin its strategic objectives' and to allow for successful integration of the E.S. The successful delivery of this model will be a central objective. This strategy will deliver a financially stable and robust Union.
- To further enhance the development and implementation the Union will review it financial services with the aim of having more financial expertise in house, so it may better understand and manage it own finances
- The union will ensure opportunities are maximised and that the risk of new ventures are fully considered
- It will consolidate and confirm it relationship with the University as its funding body through it memorandum of understanding and the Board of management
- It will ensure its expenditure decisions are compatible with the strategic direction within the plan.
- Financial KPIs will be developed and reported on a regular basis alongside other balanced considerations

## 8.2 Commercial Services

### Commercial Development E.S

- The successful management of commercial facilities by the Student centre board of Management Union is key to financial stability and growth of the Union and its services
- The board will oversee the commercial Entertainment, Bars and associated trading activities and oversee the development of these services and gradual move to full Union oversight
- We will aim to support the board in maximising their financial benefit we must recognise their importance to the student experience and ensure we retain the student as the focus for our activities
- We also recognise the synergetic link between bar and venue services

### Events program

within the board of management

- We will develop our core “cash Cows “ of Wednesday and Saturday nights
- The program will reflect a code of practice and conduct to be developed to protect the reputation of the Union and University
- The Union will continue to take risk and promote fringe and possibly controversial activity within its code of practice.
- We will balance the program against the changing demographic of students
- We will balance our commercial programming need against our social responsibilities

## **External Events**

- We will ensure the cost involved in events are fully applied while balancing potential gains in bar profits and reputation.
- Over time we will look to expand our range and number of externally promoted events
- We will look to develop the nature and range of external events and users outside of term time

## **Internal events**

Through the board;

- We will develop effective systems for developing and fostering these events
- We will develop fair and robust booking and charging systems for the events
- We will develop specific space for such events so that the union is truly the home of society

## **Bars**

Thorough the board of management

- We will continue to develop a policy of Value and service that reflects our social and political position,
- We will offer value but not be the cheapest
- We will target sensible but rewarding promotions in line with recommendations of groups such as the Portman group
- We will offer where applicable differential pricing according to the nature of events and expected clientele
- Prices will be linked to target market
- We will promote our overall value as well as the value of specific products
- We will widen our training base to consistently improve service
- We will develop an innovative program of events and uses to further boost footfall and trade
- We will develop the team ethos of bar staff and their sense of ownership and responsibility

## **Catering**

- We will within the board of management develop a catering offering that is suitable for our markets and draws customers to the venue.
- We will within the board of management aim to achieve a break even on our catering activities and enjoy the benefits this delivers to our bar trade
- We within the board of management shall continue to explore options with partners on delivering the catering service
- We within the board of management ensure the catering offering fits within wider University approach to catering that avoids competition and maximises services
- We within the board of management shall develop the coffee and café bar activities of the tower bar
- We will within the board of management balance our commercial and space need against the desires of student to use the facilities for there own purposes i.e bring you own lunch area.

## **General**

- We will develop a proactive customer service program with training at its centre
- We will within the board of management monitor changes in food provision and reflect these with in our offering
- We will develop a one stop shop for ticketing and other counter activities with the reception area.
- We will within the board of management over the 5 years develop a strong out of term program that delivers a facility that is busy and financially robust 52 weeks a year
- We will review and develop the systems of management and status to best facilitate our position regard Risk, VAT and other corporate liabilities
- We shall review our gaming and service provision to maximise turnover while balancing our responsibilities
- We will within the board of management develop within the board of management suitable areas and responses to cope with the imminent smoking ban
- We will develop within the board of management a rolling and regular refurbishment program and capital model

### **8.3 An Ethical and Environmental Union**

The Union is committed to working in an ethical way that is aware of and responsive to the rights and dignities of our members, staff and those we work with. We will develop policy's to ensure that ethical considerations are incorporated into our activities. We will continue to assess and enhance policies on ethical considerations in our academic and support activities. We will do this by

- Lobbying for a University wide sustainability program
- Researching and minimising our organisational carbon foot print
- Reviewing the provision of our services and carrying out an environmental audit and review.

### **8.4 Equalities & Diversity**

During the 2007-12 Strategic Plan period we will support increased equalities and diversity within the student and staff populations

We will look to develop specific services and facilities to both support the existing diversity groups as well as developing initiatives that support the Universities diversity agenda and changing student population

We will enhance our provision and representation of diversity groups and groups ranging from Post graduate to International students

We will do this by

- Introducing specific diversity committees
- Specifically target our hard to reach members and seeking out there view in relation to QAA and other initiatives
- Providing specific and tailored support
- Review our policies and carrying out diversity Impact assessments

## **8.5 Environment & Sustainable Development**

We will assess our environmental impact and develop a Sustainable Development strategy and action plan for the Union and seek recognition for our activities through the NUS sound impact awards and other accreditation, we will monitor and review our activities on a biannual basis.

## **8.6 Health & Safety**

We will ensure that our members, staff and customers have a healthy and safe environment.

This will be managed through regular review and monitoring of our health & safety procedures

We will:

Produce our own Health and safety Policy with the support of the University

Develop a framework for improving Health & Safety across our activities.

## **8.7 Governance & Committees**

Through the period will aim to enhance the functionality and support of committees and officers

Council

- Meetings will be held twice per semester
- We will establish a system for the effective election of members by establishing what works best & what does not for other S.U.s
- Probable composition:
- One rep. per campus
- One rep. from each faculty
- Chair of each sub-committee
- One AU council rep.

We will establish a number of committees of council

- Raising & giving (RAG) committee
- International students
- LGBT
- Mature
- Post graduate
- AU council
- Entertainments
- Access
- Black & ethnic minorities
- Halls
- Campuses

In addition there will be committees linked to the integration of the E.S

- Operations Group
- Fresher's Working Party
- S.O.A.P Steering Group

As well as number of strategic and development committees

- Communications Steering Group
- Resource development Group
- Participation and Education group
- A.U Development Group

## **Executive Committee**

The current form & format of this committee is proving unsatisfactory and unproductive. To improve this we will

- Hold meetings bi-weekly
- Extend participation to include other interested parties
- Widen the reports to be monthly and include SABs, the administrative team, the general manager & the commercial team.
- A 'sub-quorum' of 3 trustees will be needed for meetings

## **Student Forums**

We will extend the use of this valuable form of opinion by

- Holding meeting when there is an issue arising
- to ensure 'the student voice' is heard not just the opinions of the Chairs of societies
- to provide an opportunity to hold SABs accountable
- Keeping the tone should be informal
- Encouraging SABs to take the opportunity to exercise individual approaches to sourcing feedback as one style alone is unlikely to appeal to all the diverse groups

All Committees and Groups will be assisted by providing

- Administrative support
- Feedback from students so can assess performance as a SU

## **9. The Strategic Planning Process**

The overall strategic planning framework in place in the Union will be as follows:

- The Unions Strategic Plan 2007-12 encompassing vision, mission, values and strategic objectives
- Encompassing performance indicators and monitoring framework as a balanced scorecard
- With a finance and resources plan
  
- The plan will be reviewed on an annual basis as an integrated process which will be combine the annual budgeting and finance review, as well as with the annual funding conversation with the University.

### **9.1 Risk Management**

The Union with the support of the University has developed it approach and assessment to risk and formation of a Risk Register.

Over the plan period, we will:

- Continue to develop and use our Risk Register to monitor and manage identified risks
- Establish a clear framework and contingency plan for business continuity and emergency planning.

## 9.2 Measuring Performance and Achievement

We will focus on the following targets as 'headline' indicators of development:

Stakeholders & Customers							
Objective	KPI	Base	2007/2008	2008/2009	2009/2010	Measure	Existing measure or data
Deliver a Student focused event programme	Ratio of student to non student attendance					Have You Say Survey (HYS) and sales data	Yes
Program a set of events to increase use of the facilities by diversity groups	% of diversity group attendance at events and diversity of events					Sales Data and HYS & ULSU survey	?
Increase the overall level of volunteering	Number of volunteers per head of student population					Community volunteer statistics	Yes
increase the profile and contribution of RAG activities	More money raised / Money raised per head of student population	£1,500	3000	5000	7000	Collections total	Yes
Improve the overall usage of the Union	Footfall in SOAP, Union etc					Sales data	Yes
Improve level of SU satisfaction with students in the UL	UL satisfaction survey	52.70%	60%	65%	70%	UL Student satisfaction survey	Yes
satisfaction survey							
Improve the quality of services as perceived by users	% agreeing or strongly agreeing	44.00%	50%	55%	60%	ULSU survey	Yes
Improve student centering of activities and promotion	% agreeing or strongly agreeing	66.00%	75%	80%	85%	ULSU survey	Yes
Improve levels of participation in activities	% Participation and satisfaction increases across campuses and groups					ULSU survey	Yes
Overall level of Satisfaction with the new SOAP centre	% agreeing or strongly agreeing					ULSU survey	

Operational Excellence							
Objective	KPI	Base	2007/2008	2008/2009	2009/2010	Measure	Existing measure or data
Deliver a better student experience by improving A.U systems and services Create a wider event program and increase participation in it Establish the E.S as home for clubs and societies events Ensure the services provided in the office and there structure are in line with stakeholders needs Ensure the SOAP Centre offers what the stakeholders require Ensure the changes established in the governance review are successful and effective Improve the process of Communication ensuring stakeholders are getting our message and were getting there's Improve the levels of service and activity in our Welfare and Education services implementation of effective Welfare campaigns Deliver a better student experience by improving A.U systems and services	Higher society membership as a % of student population					ULSU data	Yes
	% satisfaction across the board and in specialist groups with event program					Survey	No
	Number of society events hosted in Engine Shed and Tower bars					ULSAN and E.S data	Yes
	Increase in enquiries and visitors					Log enquiries	No
	Increase in enquiries and visitors						
	More candidates in elections	10	14	16	18	Records	Yes
	Rating and awareness of communication tools (Bullet etc)	71%	80%	85%	95%	ULSU Survey	Yes
	Number and success of Campaign, Level and success of casework etc number of campaigns, penetration from survey responses						
	Higher society membership as a % of student population					ULSU data	Yes

Financial Performance / Board of Management							
Objective	KPI	Base	2007/2008	2008/2009	2009/2010	Measure	Existing measure or data
Deliver ULSU Core Services budget	Final audited accounts delivered at required level					Management / Financial accounts	Yes
Deliver Commercial Services / E.S budget	Final audited accounts delivered at required level					Management / Financial accounts	Yes
Raise overall Income	Total Income fro the commercial services levels are raised to the levels outlined					Management / Financial accounts	Yes
Reduce overall costs as a proportion of total costs	Overheads as % of turnover					Management / Financial accounts	Yes
Maximise GP% within strategic objectives	GP%					Management / Financial accounts	Yes
Work towards financial self-sufficiency	Return from sales activity meets a greater % of overheads					Management / Financial accounts	Yes
Ensure departmental budgets are met	Monitoring of departmental budgets					Departmental accounts	Yes
Achieve budget neutrality?							
Maintain a positive net asset position	Positive Balance Sheet					Balance Sheet	No
Deliver ULSU Core Services budget	Final audited accounts delivered at required level					Management / Financial accounts	Yes

Innovation, Development and Potential

Objective	KPI	Base	2007/2008	2008/2009	2009/2010	Measure	Existing measure or data
Improve levels of Staff satisfaction	Staff survey results and PDR					Staff Survey	No
Improve Staff retention	Staff numbers and period of service					ULSU & H.R Data	Yes
Grow the staff and services	Number of staff					ULSU & H.R Data	Yes
Recognise and develop staff training and development needs	Staff training spend per head / Investor in People status					ULSU & H.R Data	Yes
Improve levels of Staff satisfaction	Staff survey results and PDR					Staff Survey	No
Improve Staff retention	Staff numbers and period of service					ULSU & H.R Data	Yes
Grow the staff and services	Number of staff					ULSU & H.R Data	Yes
Recognise and develop staff training and development needs	Staff training spend per head / Investor in People status					ULSU & H.R Data	Yes
Improve levels of Staff satisfaction	Staff survey results and PDR					Staff Survey	No
Improve Staff retention	Staff numbers and period of service					ULSU & H.R Data	Yes