

USSU On tour 2018

The University of Salford Students' Union (USSU) Strategic Plan for 2015 – 2018

This plan sets out why we exist, where we want to be in the future, and our ambitious goals which will make us an even better Students' Union for current and future students.

Setting out the Students' Union's priorities in this way will give our students a sense of the direction we want to take and enable them to hold us to account over the next three years.

The plan will also guide our areas, teams and individuals in their planning, and will enable any member of staff to see how their own day to day work supports the Students' Union's overall vision, and to understand the value of their own contribution to its success.

There has been extensive consultation with both students and staff about the direction of the Students' Union and the feedback is reflected in this plan.

Should you wish to make any further comments or want to find out more about what is in the plan, don't hesitate to contact

E-form: salfordstudents.com/USSUontour

E-mail: USSUontour@salford.ac.uk

Twitter: @salfordsu or facebook/salfordsu

Or you can hand in your comments to Info Point at University House (next to ASKus)

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President 2015-16

Our Mission (why do we exist):

We exist to serve students and inspire them to lead their development

Our Vision (what we want to be):

To be **the** outstanding organisation in the UK for delivering a positive student experience.

Our Values:

The best thing about the University of Salford Students' Union (USSU) is our culture. As we grow, we want to have a culture that we are proud to share with anyone who touches the Students' Union.

We have six core values to define what exactly the USSU culture is. They are reflected in everything we do and every interaction we have. Our core values are always the framework from which we make all of our decisions.

We are.....

Passionate: being enthusiastic and believing in students

Devoted to Integrity: owning our behaviour and practicing what we preach

Dedicated: having an in-depth understanding of **all** our students and their needs

Ambitious: using innovative thinking to be the best

Open: being transparent, accountable, sharing ideas and information

Enthusiastic about Equality: bringing fairness and equality of opportunity into everything we do

Our Strategy (How will we get there)

Four themes will be the key drivers for the work of the Students' Union between now and 2018.

We will:

- ***Support students to build authentic communities***
- ***Provide opportunities for all students to create life changing experiences for themselves and others***
- ***Provide a strong, democratic voice for students at local and national level***
- ***Encourage students to take care of their wellbeing***

Across the four themes, we have eight strategic goals. Taking each theme in turn the goals are outlined below:

Supporting students to build authentic communities

Goal One: Develop a vibrant USSU, providing excellent accessible facilities, activities and services that are friendly and meet the aspirations of all our students.

This will be achieved by:

- Delivering new and improving current services and activities to give all students the opportunity to socialise, build communities, build friendships and feel supported and valued
- Delivering value-for-money trading services and activities and show how we reinvest profits from trading activities back into the Union
- Being the “go to place” for the production of great events, performances and exhibitions
- Making use of the external areas to extend the vibrancy of the building
- Expand our physical presence across every campus and develop our trading services so that they are accessible to all students

Goal Two: Create extensive opportunities for students to engage with USSU, and build communities anywhere, 24 hours a day, 7 days a week.

This will be achieved by:

- Determining what student communities already exist (social and virtual) and how we can provide support for new ones.
- Working closely with the University to co-create social spaces for students to ‘just be’ and develop a physical presence for USSU across campus
- Develop stronger relationships between USSU and our Alumni, so that people have a life long relationship which benefits everyone
- Using new and existing communication channels to raise awareness of opportunities and to create social communities
- Create a strong brand strategy to improve our stakeholders understanding of what we stand for and what level of service they can expect.

Opportunities to create life changing experiences

Goal Three: Develop a vibrant student community by providing sport, activities, volunteering and employment opportunities

This will be achieved by:

- Deliver and support a range of activities and sport opportunities that reflect the interests and ability of the student population at Salford
- Creating volunteer opportunities, which help students and staff develop skills to support their future development and career
- Be seen as a robust and active partner in the local community, encouraging student-led initiatives, which have positive impact within these communities
- Develop opportunities for our students to work and develop employability skills within USSU, industry and the wider community
- Create practical activities in our communities to raise awareness of the environment and sustainability, be recognised by the local community as a leader in this area
- Provide opportunities for students to represent, perform and recognise their achievements through annual awards and showcasing student work
- Taking a positive approach to non-traditional students, celebrating diversity rather than only seeing them as students needing additional support

Goal Four: Build a culture that encourages new ideas and captures the energy of our students and staff to create an innovative and responsive Students' Union.

This will be achieved by:

- Removing any obstacles to implementing student projects, events and activities
- Developing easy systems for capturing, assessing and growing new ideas that come from students and staff throughout the year
- Creating space and time for students and staff to be innovative and responsive
- Nurturing student start-ups and entrepreneurs to create innovative enterprise
- Ensuring students and staff gain recognition for excellence, enterprise and ingenuity

A strong, democratic voice for students at local and national level

Goal Five: Champion student interests, providing all students with a strong effective voice by supporting and empowering them, collectively and individually.

This will be achieved by:

- Raising awareness of our Student Officers and system of representation within USSU and across campus
- Improving the visibility and integrity of the work and outcomes delivered by our Student Officers and other student representatives
- Developing new ways of engaging students in representation by simplifying the representation structures, ensuring the work of the representatives reflects the issues facing our students
- Finding ways of strengthening the support for all our representatives and rewarding them for the work they do
- Identifying and removing any obstacles to becoming a representative and improve their communication with constituents
- Increase the number of students who engage with USSU by utilising innovative and creative channels of communication
- Being recognised by the University and the wider community as the authentic voice of the student body

Goal Six: Embed democracy at the heart of USSU; valued by all our students and staff.

This will be achieved by:

- Creating and improving decision making processes that empower students and their elected representatives to effectively and collectively lead the Students' Union
- Promoting the benefits of democracy and raising the profile of elected representatives and their decisions
- Consistently finding new ways of engaging students and our staff in democracy
- Developing a strategic communication plan for maximising engagement of members in democracy through its language, visibility, transparency
- Training candidates, representatives and committees in democratic processes
- Ensure effective governance which is underpinned by a commitment to the democratic process and enables students to influence and decide the direction of USSU

Encourage and enable students to take care of their wellbeing

Goal Seven: To engage students in considering their wellbeing as a way of helping to reach their full potential.

This will be achieved by:

- Identifying the challenges which impact students' wellbeing and experience in higher education
- Embedding health and wellbeing as an important strand within USSU with the aim of supporting the wellbeing strategy of the University
- Promoting student wellbeing through our services and activities
- Representing student views about the impact of university life on their wellbeing
- Working with the University to have a co-ordinated approach to student wellbeing and developing a system of continuous improvement
- Raising the awareness of the issues around student mental wellbeing, and developing solutions with the University
- Helping students to develop a sustainable and balanced lifestyle at university

Goal Eight: To ensure all students have access to the right advice, services and activities to support their wellbeing.

This will be achieved by:

- Providing a confidential and independent advice/signposting service to support students who encounter difficulties whilst at university
- Recognising the power of peer support to deliver mentoring, advocacy and advice by encouraging the development of student led initiatives that integrate with professional university services
- Ensuring that students are supported in their living environment, whether it be CLV or private landlord, in accommodation off site with friends and fellow students or commuting from the family home
- Working with the University to improve the provision of support services especially around mental health and student carers
- Building partnerships between organisations, charities and external agencies to support our work

Our Enablers (What we need to develop to implement our strategy)

Our key enablers are:

Systems and Resources: to deliver efficient and effective services which are student focused and value for money.

This will be achieved by:

- A sustainable finance strategy supported by effective financial systems
- Good communication of strategy
- Clear accountability
- Well defined roles and responsibilities
- Ensuring the alignment of resources to support the strategy
- Continuous improvement of systems and processes, products and services to generate increasing value for our students
- Focussed execution and follow through
- Regular monitoring of progress

People and Culture: to provide a modern, efficient, stimulating working/learning environment which will help our staff realise their full potential and fully commit to our values.

This will be achieved by:

Effective Leadership

We will develop leaders at all levels, to shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. We will be flexible, enabling the organisation to anticipate and deliver into the future.

Valuing our People

We will value our people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. A people strategy will be implemented to develop our systems, the capabilities of our people, and promote fairness and equality. We will care for, communicate, reward and recognise, in a way that motivates our people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

Relationships and Reputation: to create and deliver a brand strategy to build long term relationships with our stakeholders and a trustworthy reputation. The strategy will bring the values of the organisation to life in how we communicate, what we deliver and behave.

This will be achieved by:

Consistent and creative communication

Our students are sophisticated consumers who are fluent in technology, heavy users of social media, and they can see right through traditional communication techniques. A communications strategy will be delivered that has the following core elements:

Creating relevant, authentic connections - we will build a reputation for “giving something back” to our students, our communities, and appropriate causes.

Being a smart social butterfly - by managing our social media presence in a thoughtful way. We will look at what our target audience is already chatting about and converse, not sell.

Using creativity - One of the best ways to gain attention is to produce fun, creative social content. We will create content that our students will want to share.

Being clear and consistent - we must listen to our students and stakeholders, this is equally as important as communicating out our own messages.

Focus on Digital / IT Systems

This will be achieved by:

Being at the forefront of digital communications - “Be where you are” and be aware of emergent trends and use them when they enhance are strategy.

Having a digital first strategy and ethos - investing in our own IT systems and staff development.

Using technology to make engagement easy - in all services and activities easy for students.

Linking with the University IT strategies – to ensure a joined up and efficient approach to our long term IT development.

Social Enterprise: to diversify our offer and re-invest money back into providing better support services for students.

We are a social enterprise for students. Our goal is to improve social and teaching standards for students, assist student communities, student's life chances, their wellbeing and to protect the environment.

Our funding from the University will be supported by a contribution from our trading operation through selling goods and services that offer value for money. Any profits will be re-invested back into improving support for our students. This is vital to our long term future.

Impact dashboard

Improved NSS score for Q23

Improved score THE awards most improved student experience (via annual Youth Insight survey)

Improved Financial Performance – forecast vs budget vs actual

Improvement in NPS scores across all our stakeholders and benchmark with external organisations (via own NPS monitoring and Annual Youth Insight Survey)

Engagement levels: Improved quality of engagement across the goals through

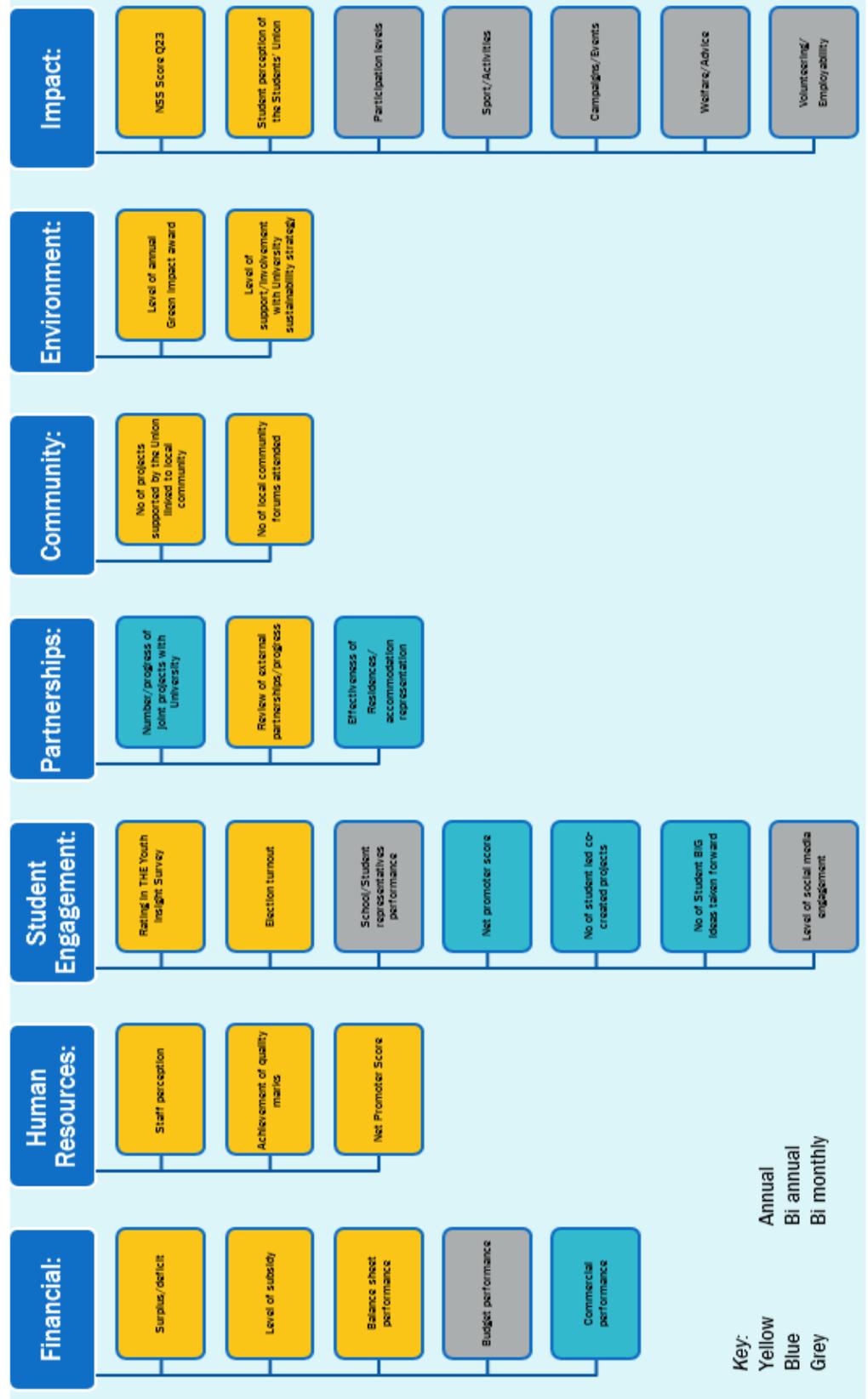
Direct engagement – increase in levels of participation across the services/activities; number of enquiries; visits to building/events; decrease in number of complaints; number of student led initiatives/projects

Brand engagement – increase in conversation with others about the brand via social media, sharing comments; posting positive comments about the brand

To achieve nationally recognised quality marks – NUS Quality Mark, Investors in People (Silver), Customer Service Excellence/Customer First Standard, Investing in Volunteers

More specifically.....

TOP LEVEL KPI'S



Key:
 Yellow Annual
 Blue Bi annual
 Grey Bi monthly

