

UWESU STRATEGIC PLAN 2007 - 2010



Mission:
Enhancing the Student Experience

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INTRODUCTION

The Presidents and Senior Management Team of UWESU recognised the Union was in need of a defined and structured direction being membership facing and inclusive of all stakeholders: student members, staff and the University. The approach taken to achieving this key objective included an outreach programme “OUTREACH 07”, where in November 2006 UWESU gathered student opinion on what their Union is to them, what it should be providing, together with the values it should uphold.

Over 650 members responded, providing UWESU with an idea of student expectation. Key areas such as independent representation and advice were high on their agenda, with clubs and societies, entertainments and discounts also playing a significant part in the anticipated student experience delivered by UWESU.

It was agreed that to have an achievable strategic plan in place was important, being developed over the next 3 years, enabling it to feed into the University’s student experience programme, UWESU Volunteer and staff development schedules, and development of the follow up plans for 2010 and beyond. Limiting the risk of the document becoming counter productive to the sustainability of UWESU and its services.

This Plan is composed of the existing Mission Statement, Core Values, Visionary Aspirations and Goal Objectives. It will be supported by an Implementation Timetable that identifies responsibility for overseeing implementation of each strategic area. The Visionary Aspiration Statement is a narrative description of where UWESU seeks to move in the years ahead.

As with all planning documents, this Strategic Plan is a framework for what UWESU intends to accomplish, but it is only a framework. During the implementation process, we will add details and develop tactics to support the Strategies generated by the student membership and incoming student officers. In some instances the Plan identifies the steps that we will take, but in others the Plan sets out broader goals and assigns the development of tactics to the appropriate Union committee and staff member.

The Plan is a framework for strengthening UWESU. It is not inflexible, and during the implementation process we may revisit and re-evaluate aspects of the Plan. What is most important is that this Strategic Plan has the broad support of both the students and staff of UWESU and of our key stakeholder: The University of the West of England.

During this first year of development, the Presidents and Senior Management strongly supported the development of a Strategic Plan through a broadly participatory process. The true success of a strategic planning process, however, is measured not by the elegance of the written plan but by the results that it produces. Our Plan addresses issues of implementation and both the plan and the process make us very optimistic about the future.

We are grateful to those who supported our strategic planning process and want to give special thanks for the strong encouragement given to us to begin this strategic planning process, especially to those who skilfully and graciously guided us through the procedure.

UWESU Values

- **Honesty**

Being open and accountable with all stakeholders

- **Diversity**

Enjoying, celebrating and encouraging the differences in all of us

- **Respect**

Respecting all people and ideas, listening and putting people at the centre

- **Trust**

Doing what we say we will and expecting the same from others

- **Ambition**

Desire to see successful development and improvement

Visionary Aspirations

- We will increase participation and forge strong and positive relationships with our members
- We will be an organisation that is passionate and encourages member and staff development, so that we become a learning organisation
- We will build a strong relationship with the University of the West of England and be seen to add value to their strategy
- We will hold a governance review, fully engaging with the democratic process and implement its findings
- We will provide and be recognised as providing excellent customer service for all users
- We will develop policies and be recognised leaders in the areas of ethical, environmental and social responsibility.
- All members and staff will recognise the culture of the organisation is based on its values
- We will have a reserve of £600k
- We will be an organisation recognised for its Human Resources policies, a participant in the Students' Union Evaluation Initiative (SUEI), and employer of choice
- We will have an agreement to a new building better serving the needs of our members and stakeholders

APPENDIX

UWESU Planning 2007/08

UWESU Goals 2007/08

Ref	Goal	Goal objectives
Go7/1	We will increase participation and forge strong and positive relationships with our members	Develop an accountable KPI measure to record participation rates
		Develop a database to enhance the involvement of our membership
		Nurture and encourage membership involvement by continuously looking at different involvement opportunities
		Increase election participation and be in the top 10% of Students' Unions for members voting
Go7/2	We will be an organisation that is passionate and encourages member and staff development, so that we become a learning organisation	Undertake a training needs analysis to support the continuous professional development of: <ul style="list-style-type: none"> • Union volunteers, • Student reps, • Sabbatical officers, • Union staff. Encouraging participation through effective publicity
		Publish up to date planning information to staff and inform on how corporate decisions are made
		Review JE process
		Encourage Union wide teamwork
		Developing oneself for the organisation and own well being
		Go7/2 (Cont.)

		Develop the appraisal system for all staff
		Investigate personal development reviews for sabbatical officers (Presidents)
		Develop staff consultation and involvement process in Union developments
Go7/3	We will build a strong relationship with the University of the West of England and be seen to add value to their strategy	Develop effective student rep support to support wider participation
		Involvement in University policy development and strategic planning
		Involvement in UWE federation programme
		Investigate the cause of student dropout rates and remedies
		Work to improve community opportunities on all campuses
		Develop and establish service level KPIs within UWESU
Go7/4	We will hold a governance review, fully engaging with the democratic process and implement its findings	Improve governance through assessment of the positive and negative aspects of the current representation provision and democratic structures, looking comparatively across the third sector
Go7/4 (cont)		Review constitution to produce an accountable membership facing legal document
		Further develop the provision of support for under- represented groups
		Ensure compliance with Charity Bill
Go7/5	We will provide and be recognised as providing excellent customer service for all users	Devise, develop and establish a mystery shopper programme
		Develop and establish a robust process of monitoring and reacting to customer complaints

Go7/6	We will develop policies and be recognised leaders in the areas of ethical, environmental and social responsibility.	Liaise with appropriate external partners to develop good practice.
		Develop stakeholder training
Go7/7	All members and staff will recognise the culture of the organisation is based on its values	Survey stakeholders for their key values
		Consolidate key values into a definitive UWESU list
		Embed the values in all UWESU processes
		Develop an effective annual training program on unions values
Go7/8	We will have a reserve of £600k	Continue to develop budgets which sustain an annual investment into the UWESU reserves
		Develop and embed budget holders review meeting
		We will have increased the contribution of commercial services by 20%
		Investigate new and sustainable income streams
		Review the UWESU marketing strategy and Points Of Sales (POS) and posters
Go7/9	We will be an organisation recognised for its Human Resources polices, a participant in the Students' Union Evaluation Initiative (SUEI), and employer of choice	Through funding from the University, to become a participating Students' Union in Cohort 4
Go7/9 (Cont)		Regularly monitor staff turnover, to make meaningful assessment of current practice, control and forecasts, and assess the factor which impact on it
		Review procedures which measure and deal with: Staff absence, Staff turnover

		Monitor the number of applications for growth, use as a KPI
Go7/10	We will have an agreement to a new building better serving the needs of our members and stakeholders	Involvement in University capital development plans which involves new SU facility,
		Ensure facility is fit for purpose through thorough membership consultation
		Publish up to date planning information to membership and staff and inform on process
		Promote the benefit to UWE in gaining a new Students' Union facility