

Newman Students' Union's Strategic Plan

- 2020 - 2023 -

THE NUMBER 1 IN BIRMINGHAM FOR THE SECOND YEAR IN THE NSS!



Newman Students' Union Strategic Plan 2020-2023

Newman Student's Union exists to the advancement of the education of Students at Newman University for the public benefit by:

- 1. Promoting the interests and welfare of Students at Newman University, their course of study and representing, supporting and advising Students;*
- 2. Being the recognised representative channel between Students and Newman University and any other external bodies; and*
- 3. Providing social, cultural, sporting and recreational activities and forums for discussion and debate for the personal development of its Students.*

In order to achieve these charitable aims, Newman Students' Union would like to introduce its [Strategic Plan for 2020-2023](#).

The plan is separated in four promises in which the Union makes to its members, the students.



Mission, Vision and Values

Mission	To be the voice of Newman students and to empower them to achieve together and make a positive impact.
Vision	Every student is part of a community where they can learn and grow.
Values	<p>We are Inclusive NSU aspires to truly represent the diversity of its membership and are accessible to all.</p> <p>We Learn NSU learns from and shares experiences with other SU's, the University and our students and are honest about where we can improve.</p> <p>We are Brave NSU advocates for the right change, and calls out injustice whenever and wherever it exists.</p> <p>We are Ambitious NSU understands and celebrates its strengths as a small student-led charity, and is ambitious against its challenges.</p>

Strategic Enablers Balanced Scorecard

The "Balanced Scorecard" model has been used to create Strategic Enablers, which, if all **GREEN** in the "RAG" Rating should enable the organisation to achieve its objectives set out in its Strategic Plan.

GOVERNANCE	PEOPLE	STUDENT ENGAGEMENT	RELATIONSHIPS
<p>Governance Review NSU are operating within the Charity Governance Code, using the NCVO Governance Wheel as a measure of its success.</p> <p>NSU achieve "good" in the NUS Quality Students' Unions Accreditation Scheme.</p>	<p>Staff Retention and Satisfaction Staff are happy in their roles with a score of "Good" in terms of satisfaction at Newman Students' Union.</p> <p>Staff stay within the organisation for at least 18 months.</p>	<p>Student Satisfaction Students continue to rate Newman as the number 1 SU in Birmingham, and maintain at least a score of 63% satisfaction in the NSS.</p> <p>NSU maintains a score of 3.90 in the What Uni Choice Awards.</p>	<p>Senior Leadership Team NSU's relationship with the University is described as "Excellent" and there is an annual opportunity for SLT to provide staff and outgoing Officers with feedback.</p>
<p>Finance NSU are operating at a sustainable level where all of its services and objectives against Strategy are funded appropriately.</p>	<p>Staff and Board Diversity The Staff team and Board reflect the membership of the organisation.</p>	<p>Student Feedback Feedback across all delivery areas scores at least 4 out of 5/GOOD, including but not limited to advice, course reps and Societies.</p>	<p>Other Students' Unions NSU work in partnership with other SU's locally and around the UK to collaborate, share resources and best practice.</p>
<p>Compliance NSU are compliant with all relevant policy including staffing and HR, Health & Safety, GDPR, and Equality & Diversity.</p>	<p>Staff Development All staff are supported in their development with a score of 75% satisfaction in the annual survey and have access to support and training external to NSU.</p>	<p>Diversity Elected Officers and Course Reps are a fair representation of the membership in terms of diversity against the University access and participation plan.</p>	<p>Wider Community Engagement NSU builds and maintains relationships with organisations in the wider community for the development of its services.</p>
OVERALL RAG RATING	OVERALL RAG RATING	OVERALL RAG RATING	OVERALL RAG RATING

Core Staff Behaviours

The Core Staff Behaviours have been identified by research within the sector and against the needs of the organisation. There are 8 different behaviours at Newman Students' Union. They are:

- 1. Leading by Example**
- 2. Effective Communication**
- 3. Working Collaboratively**
- 4. Delivering Successful Outcomes**
- 5. Continuous Personal and Team Development**
- 6. Managing Resources, Performance and Risk**
- 7. Championing Effective Change**
- 8. Analysis and Problem Solving**

In the "Core Staff Behaviours" Document, each behaviour will have a description and effective behaviour examples at each level: Individual, Team and Organisation. There will also be examples of ineffective behaviours that staff should avoid.

These behaviours form the structure of the staff appraisal process.

We promise to prepare you for life after Newman

We believe that students come to Newman University to prepare them for their next adventure in life, and we want them to be proud of all of their achievements.

Strategic Objective	Activity to Achieve Objective	Year 1 Measure (End of 2020/21)	Year 3 Measure (End of 2022/23)
Newman Students' Union shall deliver outstanding voluntary opportunities that benefit the Newman and wider community while enriching the development of our students	Provide placement opportunities for students as part of its advice service	Student Advice Clinic in operation with 4 placement student advisors and a 50% satisfaction rate for support in casework	Student Advice Clinic in operation with 4 placement student advisors and a 75% satisfaction rate for support in casework
	Provide online volunteering experiences for students to grow and develop	At least 1% of the Student Population take part in Virtual Volunteering as part of the Leadership & Development Programme	At least 2% of the Student Population take part in Virtual Volunteering as part of the Leadership & Development Programme
Students shall be able to identify how their experience at Newman Students' Union has contributed to their development	Create a "Skills Development Programme" for all course reps	Leadership & Development Programme moves to a pathways model for employability outcomes Leadership & Development Programme attracts a 10% sign up rate with a 1% accreditation	Leadership & Development Programme attracts a 20% sign up rate with a 3% accreditation
	Recognise all of its volunteers through the HEAR transcript	10% of the student population are recognised in the HEAR transcript through SU activity	15% of the student population are recognised in the HEAR transcript through SU activity

	<p>Provide quality training for all SU Volunteers across all membership services to fulfil their role effectively</p>	<p>Maintain a 90% attendance for course rep and StAR training</p> <p>Retain 50% of Course Reps from level 4 & 5</p> <p>100% attendance of training for society committees</p> <p>100% training of student advisors with training from the University including:</p> <ol style="list-style-type: none"> 1. Quality Office for CMA training; 2. Governance Coordinator for complaints training; and 3. Training on extensions & mitigating circumstances. 	<p>Offer external training to all areas of student volunteering across academic, advice and student groups</p> <p>Maintain a 95% attendance for course rep and StAR training.</p> <p>Retain 50% of Course Reps from level 4 & 5</p> <p>100% attendance of training for society committees</p> <p>100% training of student advisors with training from the University including:</p> <ol style="list-style-type: none"> 1. Quality Office for CMA training; 2. Governance Coordinator for complaints training; and 3. Training on extensions & mitigating circumstances.
	<p>Deliver an exciting awards evening to celebrate the achievements of the Union's members and volunteers</p>	<p>Rise from 180 to 200 nominations for the Excellence Awards</p>	<p>Rise from 200 to 220 nominations for the Excellence Awards</p>
	<p>Conduct an annual survey of all volunteers</p>	<p>Annual survey to hit a response rate of 60%</p> <p>Using the question "I feel that my volunteering experience as a StAR, course rep, volunteer or advisor has made me more employable" receives an average of 4/5</p>	<p>Annual survey to hit a response rate of 75%</p> <p>Using the question "I feel that my volunteering experience as a StAR, course rep, volunteer or advisor has made me more employable" receives an average of 4.2/5</p>

The Union shall provide inclusive and vibrant leadership positions that encourages accountability, growth and change	Provide Annual Trustee training for all Student, Officer and External Trustee positions	External training to be provided by the Union for all trustees including finance and general.	External training to be provided by the Union for all trustees including finance and general.
	Provide annual Executive training that prepares them for the year	Deliver a mandatory training programme to the incoming Executive Committee including access to external conference and training through NUS or any other relevant body	Deliver a mandatory training programme to the incoming Executive Committee including access to external conference and training through NUS or any other relevant body
	Review of the democratic functions within the Students' Union	NSU spring elections online with a 27% voter turnout Over 25 candidates with at least 50% women and 20% BAME	NSU spring elections online with a 30% voter turnout Over 25 candidates with at least 50% women and 25% BAME

We promise to put you at the heart of an exciting Newman community

We believe that all Newman students from all backgrounds should be able to make new friends and have a sense of belonging through the social and educational communities that exist within University.

Strategic Objective	Activity to Achieve Objective	Year 1 Measure (End of 2020/21)	Year 3 Measure (End of 2022/23)
Students shall recognise the Union as the 'familiar face' when it comes to social life at Newman	Provide an alternative programme of non-alcohol based events throughout the academic year	A minimum of 15 non-alcohol events including a "family fun day"	A minimum of 20 non-alcohol events including a "family fun day" An alternative Freshers' Week which offers a week of non-alcohol events
	Review the offer and processes for SU societies including payment systems, grants, give-it-a-go sessions and governance procedures to make starting and joining a society easy	Number of societies to increase from 12 to 15 The "Society Committee Handbook" to be created and launched 150 unique society members	Number of societies to increase from 15 to 18 200 unique society members
	Host a Sports and Societies Awards night that students are proud of, and recognises excellence within student groups	Increase ticket sales for the Newman Sports and Societies Awards from 100-120	Increase ticket sales for the Newman Sports and Societies Awards from 120-140
The Union shall be able to effectively communicate with all students and break down barriers which prevent students from	Develop a communications strategy including social media policies, style guides and brand guidelines	Find external partner to assist with the creation of a Communications Strategy	Communications Strategy in place, and integrated into the Union's Strategic Plan with all staff and Officers trained

engaging with their services and opportunities	Find new and innovative ways of collecting feedback from students and evidence for change projects	Data collected to be used in the student voice report At least 2 campaigns created from GOATTS reports Launch of NSU Think Tank	Data collected to be used in the student voice report At least 3 campaigns created from GOATTS reports Review of NSU Think Tank and ideas generated are doubled since year one.
	Digital Communications are developed to ensure that students are informed across all platforms	600 Website hits per week 2000 Facebook Likes 500 People on Snapchat 1500 Followers on Twitter	700 Website hits per week 3000 Facebook Likes 1000 People on Snapchat 2500 Followers on Twitter
Newman Students' Union shall uphold the values and principles of equality and diversity and champion the support of liberation within the Newman community	Lead on local and national campaigns that encourage liberation and support equality and diversity	At least 5 campaigns based on Equality and Diversity	Students are elected/selected to attend NUS Liberation Conferences At least 5 campaigns based on Equality and Diversity
	Develop all Students' Union policies and procedures for equality and diversity	Ensure that all Societies and Course Reps understand our equality and Diversity Policy and that it is included in training	Ensure that all Societies and Course Reps understand our equality and Diversity Policy and that it is included in training
	Review how the Students' Union considers promotion of equality and diversity within its events and democratic functions	Implement changes based on research to ensure that leadership positions within the Students' Union are more inclusive. Conduct a "Democracy Review"	Review of Diversity statistics against those stats from 2018/19, and based on the Democracy Review of 2020/21 Review feedback from the Black Student Experience Panel and the Asian Student Experience Panel

We promise to support you be as happy and as healthy as possible

We understand that sometimes student life can be difficult, so we want to be there for students through every step of the way!

Strategic Objective	Activity to Achieve Objective	Year 1 Measure (End of 2020/21)	Year 3 Measure (End of 2022/23)
<p>Newman Students' Union shall be able to support its students especially at the most difficult stages of University life</p>	<p>Develop a calendar of support campaigns in partnership with external organisations</p>	<p>At least 3 campaigns conducted based on the research in year 1 to support students with exam stress, mental health and general wellbeing</p>	<p>At least 5 campaigns conducted to support students with exam stress, mental health and general wellbeing</p>
	<p>Provide training and development programmes for staff and Officers to understand student mental wellbeing</p>	<p>All permanent SU staff to receive Mental Health First Aid Training</p>	<p>All permanent SU staff and Officers to receive Mental Health First Aid Training</p>
<p>The Student Advice Clinic will be the go to place for Newman Students to get support in academic misconduct, appeals and complaints</p>	<p>Develop a peer-to-peer Student Advice Clinic that is entirely led by students</p>	<p>Student Advice Clinic in operation with 4 placement student advisors and a 75% satisfaction rate for support in casework</p>	<p>Student Advice Clinic in operation with 4 placement student advisors and a 85% satisfaction rate for support in casework</p>
	<p>Develop quality control measures for the Students Advice Clinic</p>	<p>System in place for a partner Students' Union to assess a sample of casework at least once per semester</p> <p>Research conducted for Advisor mentoring schemes and professional training programmes with larger institutions</p>	<p>Develop partnerships with several Students' Unions to create an "Academic Advice Network" that exchanges samples of casework</p> <p>All student advisors to be mentored by a trained advisor or to receive external advice training</p>

		Critical review of Student Advice Clinic with University Quality Office	Critical review of Student Advice Clinic with University Quality Office
Newman Students' Union shall be the community champions of mental wellbeing and physical health	Support the University to tackle the increasing rate of poor mental health amongst students		Student mental health strategy created and published in partnership with the University
	NSU encourages students to support their peers and friends during difficult periods of the academic year	All SU Officers to have completed Suicide Prevention training	All SU Officers, Course Reps and Society Leaders to have completed Suicide Prevention training
	NSU works with external partners to develop its own Mental Health Awareness and delivery	Time to Change application passed	

We promise to make your voice the loudest

We believe that students should be valued partners within their learning community and that their thoughts and opinions should be heard and acknowledged by the University.

Strategic Objective	Activity to Achieve Objective	Year 1 Measure (End of 2020/21)	Year 3 Measure (End of 2022/23)
<p>Students shall recognise that the Students' Union has a positive impact on their educational experience at Newman</p>	<p>Develop a clear and concise structure that allows student opinion, feedback or complaints to be resolved at the earliest possible opportunity</p>	<p>28 Day Later Campaign has 75% success rate</p> <p>Development of Education Council</p> <p>Bi-annual meetings with Faculty Deans and Officers/Staff members</p> <p>50% of Advice Cases closed within one month</p>	<p>28 Day Later Campaign has 75% success rate</p> <p>Development of Education Council</p> <p>Bi-annual meetings with Faculty Deans and Officers/Staff members</p> <p>75% of Advice Cases closed within one month</p>
	<p>Course Reps to conduct an annual questionnaire for feedback from their cohort that asks students how they rate NSU in terms of creating a positive impact on education at Newman and an idea for improvement, preparing students and NSU for the NSS</p>	<p>60% 'good' or above response rate, published as part of the Student Voice Report</p>	<p>70% 'good' or above response rate, published as part of the Student Voice Report</p>

Newman Students' Union has the procedures and policies to enable active change on campus	Review the Union's Democratic procedures and operations	Democracy Review to take place with changes made based on student focus groups Diagnostic Report conducted by external partner	Review impact of changes made in 2020/21 Democracy Review Funding/staff targets are set out in line with the actions from Diagnostic Report agreed with the institution.
	Introduce new methods of engaging more students in creating policy	Launch of NSU Think Tank Student-led motions and ideas increased by 10% in comparison to 2019/20 All Policy up-to-date and student leaders aware of any policies due to lapse	Student-led motions and ideas increased by 5% in comparison to 2020/21 All Policy up-to-date and student leaders aware of any policies due to lapse
	Be digitally invested in democratic procedures	Increase in voter turnout to 27%	Increase in voter turnout to 30%
Student Leaders shall become confident in supporting others and shall be the experts on our members	Provide annual Executive training that prepares them for the year	Deliver a training programme for the incoming Executive Committee including access to external conference and training through NUS or any other relevant body	Deliver a training programme for the incoming Executive Committee including access to external conference and training through NUS or any other relevant body
	Executive Officer make positive contributions at Board and Committee level within the University	Executive Officers briefed and debriefed by a relevant member of Union staff prior to meetings and where appropriate Positive feedback received from the Vice-Chancellor, Head of University Quality and the Deputy Vice-	Executive Officers briefed and debriefed by a relevant member of Union staff prior to meetings and where appropriate Positive feedback received from the Vice-Chancellor, Head of University Quality and the Deputy Vice-

		Chancellor on the impact of the Executive Officers with recommendations for improvement	Chancellor on the impact of the Executive Officers with recommendations for improvement
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